



**ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
DEPARTEMENT OF PROJECT MANAGEMENT**

**ASSESSING THE PRACTICES AND CHALLENGES OF
PROJECT IMPLEMENTATION: CASE STUDY ON BGI
ETHIOPIA PLC**

BY

FREHIWOT BEKELE

Advisor: Dejene Mamo (Ass. Prof)

February 2024

ADDIS ABABA, ETHIOPIA

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BY: FREHIWOT BEKELE

ID: SGS/0360/2014A

**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY SCHOOL OF GRADUATE
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APPROVED BY BOARD OF EXAMINERS

Dean, Graduate Studies

Signature

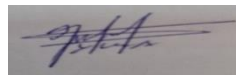
Dejene Mamo (Assistant Professor)



Advisor

Signature

Yilkal Wassie (Assistant Professor)



External Examiner

Signature

Internal examiner

Signature

DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Dejene Mamo (Ass. Prof). All sources of material used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institutions for the purpose of earning any degree.

Name: **Frehiwot Bekele**

Signature: _____

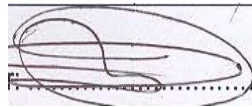
St. Mary's university, Addis Ababa

Date; February 2024

Advisor's Approval

This thesis has been submitted for defense with my approval as a university advisor.

Dejene Mamo (Ass. Prof 0



February 2024

Advisor Name

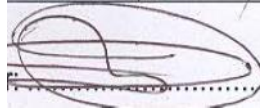
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Date

ENDORSEMENT

This thesis has been submitted to St. Mary's university school of graduate studies for examination with my approval as a university advisor.

Dejene Mamo (Ass. Prof



February 2024

Advisor Name

Signature

Date

St. Mary's University Addis Ababa

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LIST OF ABRIVATIONS

BGI	Brasseries et Glaciers Internationals
PMI	Project Management Institute's
PMBOK	Project Management Body of Knowledge

ABSTRACT

This research study was mainly established with a general purpose to assessing the practices and challenges of project implementation in BGI Ethiopia. To achieve its objective, the study employed exploratory research for both primary and secondary data were used. Interview and document review were used as data collection tools. The interview questionnaire was designed based on the literature and the information collected through the document review of the batching plant. The interview questionnaire was asked to employees related to project and project implementation, The generated data was presented using qualitatively sentences, phrases, and words approaches. The result of the study indicated that BGI Ethiopia plc does not have well defined project tasks and risk assessments procurers, proper implementation of time schedule, inadequate resource for the project, inadequate management support to the project team, insufficient skills of project team, are the major challenges that are identified to implement the project. In the research study it is examined that various project implementation practice method were taken starting from brief description of the project, proper implementation strategy, Responsibilities and authorities of each project team and frequency or provisional dates. Based on the findings of the study BGI Ethiopia plc must pay attention to the employees' skill and provide appropriate training plus the top management should focus on overcoming the challenges when implementing the project.

Key words: Project Implementation practice, Project implementation challenges and Project implementation

CHAPTER ONE

INTRODUCTION

1.1 Background

According to PMI guide (2017), A project is a momentary effort assumed to create a unique product, service, or result. The self-actualization of project purposes may produce a unique product that can be either a component of another item, an improvement or modification to an item, or a new end item, unique service, or a capability to perform a service, a unique result, such as an outcome or document, a unique mixture of one or more products, services, or results, in other words, project is work done in organizations to sustain the business. Projects are different from operations in that they end when their objectives have been reached or the project has been terminated (Turner 2017). Tayntor (2010) portray a extend as a one-of-a-kind, limited set of numerous exercises expecting to achieve a particular objective and can be separated from other movement by its uniqueness. It is particular since the description incorporates sufficient data to decide whether the objective has been met. The execution stage is regularly the longest stage of the extend. It is the stage inside which the deliverables are physically built and displayed to the client for acknowledgment.

To ensure that the customer's requirements are met, the project manager monitors and controls the production of each deliverable by executing a suite of management processes. After the deliverables have been created and acknowledged by the client, a stage audit is carried out to decide whether the extend is total and prepared for closure. Execution is also the phase where most of the project challenges and failures are happened. The project which has well organized and interesting plan may fail because of implementation gap. The reason of the think about is to recognize the execution challenges of coordinate back extend of profitable security net program. It will also set conceivable means of resolution for those negative impacts resulting from improper.

Project management is defined by different writers through time. Breyfogle, (2003) stated that Project management is the management, allocation, and timely use of resources for the purpose of achieving a specific goal. PMI (2017) Project management is a discipline which is concerned on enlarging project quality within its defined budget and Time frame. Project management is the request of knowledge, skills, tools, and techniques to project events to meet the project necessities.

PMI (2017) also states that project management allows organizations to perform projects effectively and efficiently. Poorly managed projects or the nonappearance of project management may result in missed deadlines, cost overruns, poor quality, rework, uncontrolled expansion of the project, loss of reputation for the organization, unfulfilled stakeholders, and failure in achieving the objectives for which the project was undertaken. A Project Management Procedure group is a logical grouping of project management progressions to achieve exact project purposes. Process groups are independent of project phases. Project management processes are grouped into five project management process groups: Initiating process group, planning process group, executing process group, monitoring, and controlling process group, closing process group (PMI (2017)).

According to PMI (2013), Project management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements.

Wysocki (2014), defines it as an prepared shared-sense approach that develops the suitable user participation in order to meet sponsor needs and deliver expected incremental business value. In today's dynamic and competitive business environment, successful project implementation is a critical factor for organizations across various industries aiming to achieve strategic objectives, deliver value to stakeholders, and remain competitive (Smith et al., 2018; Johnson, 2020). The effectiveness of project implementation practices directly influences the performance and outcomes of project teams, ultimately impacting the overall success of the initiatives (Garcia and Brown, 2017). Concurrently, organizations face a myriad of challenges in their efforts to execute projects efficiently, with these challenges often posing implications for team performance assessment and productivity (Doe and White, 2019; Lee, 2021).

The relationship between project implementation practice, challenges encountered, and their effects on team performance is a significant area of interest for scholars, practitioners, and organizational leaders (Adams, 2016; Roberts, 2022). Understanding how project implementation methods and challenges influence team dynamics, task execution, and overall performance is

essential for optimizing project outcomes and enhancing organizational effectiveness (Black and Smith, 2018). Furthermore, with the evolving landscape of project management methodologies and the increasing complexity of projects, there is a need to critically evaluate the existing literature on this topic (Chen and Patel, 2020; Wang et al., 2021). According to Turner and Müller (2005), successful project implementation remains a pivotal factor determining organizational competitiveness and sustainability in contemporary markets. The efficacy of project implementation practices significantly influences not only the timely delivery of projects but also their alignment with stakeholder expectations, resource utilization, and ultimately, the achievement of strategic objectives (Turner and Müller (2005)).

In the scholarly discourse, empirical investigations have delved into discerning the nuances of project implementation practices. Studies by Smith et al. (2018) and Jones and Brown (2019) have explored the impact of project management methodologies and communication strategies, respectively, on implementation success. These studies underscore the pivotal role played by agile methodologies in fostering adaptability and the significance of effective communication channels in aligning team efforts. Concomitantly, the challenges encountered during project implementation have garnered substantial attention in the literature. Patel and Johnson's meta-analysis (2020) and Garcia et al.'s study (2021) elucidate the pervasive nature of challenges such as resource constraints, scope creep, and inadequate risk management. These studies highlight the detrimental effects of these challenges on project progression and team dynamics.

1.2 Statement of the Problem

Effective project implementation is pivotal to organizational success, yet many projects encounter challenges that can impact team performance and overall project outcomes (Johnson, 2019). Despite the existence of established project management methodologies and best practices, the persistent occurrence of project delays, budget overruns, and suboptimal team performance remains a prevalent concern in contemporary organizational settings (Smith et al., 2020). This problem is further exacerbated by the evolving nature of project environments, including dynamic stakeholder expectations, technological complexities, and global market pressures (Brown & Miller, 2018).

Furthermore, existing research has primarily focused on isolated aspects of project management and team dynamics, often overlooking the holistic interplay between project implementation

practices and their direct impact on team performance (Garcia et al., 2021). While individual methodologies and strategies have been examined in depth, a comprehensive understanding of how these practices collectively influence team effectiveness, collaboration, and adaptive capabilities within the project context remains relatively underexplored (Patel & Lee, 2017).

Moreover, the absence of a unified framework that integrates project implementation practices with the dynamics of team performance impedes the development of tailored solutions to address multifaceted challenges in project execution (Anderson, 2016). This oversight hinders organizations from harnessing the full potential of their project teams and optimizing project outcomes in an increasingly competitive and rapidly evolving business landscape.

Therefore, there is a critical need to investigate the intricate relationship between project implementation practices and team performance, while also identifying and addressing the underlying factors that hinder the seamless integration of these elements. By addressing these research gaps, this study aims to contribute valuable insights that can empower organizations to enhance their project management strategies and cultivate high-performing project teams.

1.3 Research question

1. What are the key project implementation practices commonly utilized in BGI Ethiopia plc?
2. What challenges does BGI Ethiopia PLC encounter in the implementation of its projects?
3. What are the key factors influencing successful project implementation?

1.4 General objective of the study

The general objective of the research is assessing the practice and challenges of project implementation.

1.5 Specific objective

1. To assess the key project implementation in BGI Ethiopia plc.
2. To identify project implementation challenges.
3. To assess the factor influencing the success of project implementation.

1.6 Significance of the study

The findings of this study will provide valuable insight on project management practice, the empirical relationship between project implementation practices and team performance, informing decision making processes, providing the evidence linking specific implementation practices to team performance metrics can serve as a valuable guide for decision-making processes, reducing project failures contributing to academic discourse. Furthermore, the results of this investigation could be highly significant and beneficial for manufacturing companies to show to what extent the company should be given attention to the challenges when they plan and before the plan implementing the projects. In other hands it will be the good reference to the project managers and teams, plus for future researchers.

1.7 Scope of the study

The study aims to assess the project implementation practice and challenges compare to team performance in BGI Ethiopia PLC. The study adopts qualitative approach with cross sectional time dimension of participants and exploratory analysis. The study consists of 24 employees of project department.

1.8 Limitation of the study

The study has limitations within which the findings need to be interpreted carefully. Some limitations of this study should be mentioned. Respondents to devote their time to provide the relevant information was seriously limited the outcome of the research. in most studies, the research presented here was limited by time constraint. The study lacks sufficient sample size and the study challenged by previous research on the specific topic.

1.9 Organization of the study

The research was organized as follow, in chapter one Introduction, the chapter contain background of the study, statement of the problem, basic research questions, objectives of the study, significance of the study, and delimitation/scope of the study. In chapter two: literature review: This chapter deals with the literature relevant to study. In chapter three: Research design and methodology, under this chapter, the research methodology is described including the type and design of the research; the subjects/participant of the study; the sources of data; the data collection tools/instruments employed; the procedures of data collection; the methods of data analysis used.

In chapter four: result and discussion are presented., This chapter presents the results of the employed instruments or tolls including questionnaires, interviews, observation, focus group discussion and document analysis. In chapter five: conclusions and recommendations, sets of recommendations are presented toward practitioners in the field and for professionals interested in pursuing additional research to exceed the scope and findings of this study plus reference and annex also was provided in the final part of the paper.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter will focus on different literature reviews available on project implementation practices and challenges in BGI Ethiopia PLC that will take from different journals, articles, thesis papers and books.

2.1 Theoretical Literature Review

2.1.1 Project landscape

Projects are the outcome of requirements that were unmet by earlier attempts. These needs could be justified by pointing to how they would address important society or corporate issues or how they will seize unrealized business potential (Wysocki, 2017). And mostly the idea becomes a project during the project identification phase when the business case for moving forward with the candidate project within constrained resources and unrestricted ends is confirmed (Charles and Tryon, 2015).

Project management is the disciplined planning, organizing, securing, and managing of resources to achieve specific project goals within defined constraints. It involves the application of knowledge, skills, tools, and techniques to guide project activities and ensure successful project completion, project management encompasses various processes, including initiation, planning, execution, monitoring and controlling, and closure. It aims to meet the project's objectives while considering factors such as time, cost, quality, scope, risk, and stakeholder expectations. Effective project management involves coordinating diverse teams, managing risks, and adapting to changing circumstances to deliver value to stakeholders (PMI 2017).

Mostly project success is measured against three codependent parameters: time, cost and quality. specified on the beginning of the project and are also called the Iron Triangle success standards.

However, with time other success factor such as stakeholder profits are added as project success. criterion (Roger Atkinson, 1999). Further success criteria such as acceptance by the customer/user, agreement on scope change among stakeholders and keeping corporate culture while doing a

projects are also illustrated by (Kerzner, 2017).

2.1.2 Project Implementation

Project implementation is the phase in the project management lifecycle where planned activities are executed to bring a project from conception to completion. It involves the practical application of project plans, strategies, and methodologies to achieve defined objectives within specified constraints, such as time, budget, and resources, in project implementation, the project team carries out the tasks outlined in the project plan, monitors progress, and addresses challenges that may arise during the execution phase. Successful implementation ensures that the project's goals are met and delivers the intended value to stakeholders. The definition encompasses the dynamic and hands-on nature of converting plans into tangible results within the project's designated parameters. (Schwalbe, K. (2018).

This process group enrolls the project management plan to the ground. The work performed in execution is managing teams and resources, managing stakeholder assumptions, plus integrating, and executing the tasks of the project in-line with the project management plan (PMI, 2012). As most of the procurement and implementation is done in execution stage a large some of the project's budget is expended in this process group. Most of the project duration is also swallowed by executing the project. It is highly recommended that project manager utilizes organizational and communication skills to lead and manage the project while executing it. (PMI, 2017).

2.1.3 Project Implementation Practices

In the realm of project management, various theoretical frameworks and models have been developed to facilitate a deeper understanding of project implementation practices. The seminal work of scholars such as Wideman (2019), Kerzner (2016), and Pinto and Slevin (2018) has contributed to the establishment of fundamental principles and methodologies in project management. These frameworks often emphasize the significance of strategic planning, stakeholder engagement, risk assessment, and resource allocation in the successful execution of projects.

Moreover, the Project Management Institute's (PMI) Project Management Body of Knowledge (PMBOK) provides a comprehensive framework encompassing project integration, scope, time, cost, quality, human resources, communication, risk, procurement, and stakeholder management.

This structured approach outlines best practices and processes essential for effective project implementation (Project Management Institute, 2020).

2.1.4 Project Implementation Challenges

Project implementation challenges are defined as hurdles and impediments encountered during the execution phase of a project, posing difficulties that may disrupt the planned progress and hinder the achievement of project objectives. These challenges can emanate from diverse sources, including organizational, technical, interpersonal, and environmental factors, project implementation challenges encompass a spectrum of issues such as scope changes, resource constraints, stakeholder management difficulties, technological hurdles, and communication breakdowns. Recognizing and effectively addressing these challenges are crucial responsibilities for project managers to ensure the successful and timely completion of projects within predetermined constraints. The ability to proactively manage and mitigate these challenges is fundamental to achieving project success (Kerzner, H. (2017).

2.2 Empirical Review of Literature

This section is concerned with other studies conducted on other area in similar discipline but Different Sector. The first study selected for the empirical review is “Assessment of Project Implementation Practices: In their study, Smith et al. (2018) investigated the influence of project management methodologies on implementation success rates. They conducted a survey among 300 project managers and found that agile methodologies significantly improved project implementation efficiency, fostering quicker adaptation to changing requirements and enhanced team collaboration.

Additionally, Jones and Brown (2019) explored the impact of communication strategies during project implementation. Through a longitudinal case study, they highlighted the pivotal role of effective communication channels and tools in aligning team efforts, reducing errors, and enhancing overall project performance.

2.2.1 Project Implementation Challenges

The challenges in project implementation have been extensively documented. Patel and Johnson (2020) conducted a meta-analysis of project management literature, identifying resource constraints, scope creep, and stakeholder conflicts as primary challenges. They highlighted that these challenges often hinder project progress and adversely affect team dynamics and performance.

Furthermore, the study by Garcia et al. (2021) delved into the effect of inadequate risk management on project implementation. Their findings emphasized that overlooking risk assessment and mitigation strategies significantly increased project failure rates, consequently impacting team morale and performance.

2.2.2 Project Implementation Practices

According to the study by Tesfaye et al. (2019), titled "Challenges and Opportunities in Project Management in Ethiopia," the Ethiopian context exhibits unique challenges and opportunities in project execution due to diverse cultural, infrastructural, and economic factors. The research highlights the significance of adapting global project management practices to suit the Ethiopian context, emphasizing the role of effective communication and stakeholder engagement in enhancing project success.

A study conducted by Tadesse et al. (2018) delved into the common challenges faced during infrastructure development projects in Ethiopia. The research identified challenges such as inadequate resource allocation, lack of skilled labor, and regulatory complexities. Moreover, the study emphasized the importance of proactive risk management strategies in mitigating these challenges and ensuring successful project outcomes.

The research by Assefa and Teshome (2017) investigated the integration of indigenous knowledge and local practices into project management methodologies in Ethiopia. Their study highlighted the importance of acknowledging and integrating traditional practices within modern project management frameworks to enhance stakeholder engagement, mitigate cultural challenges, and optimize project outcomes.

2.3 Research Gap Analysis

This research will generate knowledge in several areas, but most importantly, it will provide insight into the project implementation practice and challenges.

Mulualem Bazezew (2012) conducted a study on the project implementation practices and challenges of the organization for child development and transformation. The findings revealed issues such as insufficient funds and a lack of fund availability, as well as a deficit in project expertise. However, the research gap identified only in the study's exclusive focus on the practices and challenges, overlooking the exploration of impact on project outcomes.

In a study by Assoumpta Mukamugenga and Dr. Eugenia Irechukwu Nkechi (2022), the project implementation practices and performance of Masaka Farm, supported by Africa-to-Africa Green Solutions Ltd in Rwanda, were investigated. The findings emphasized the significance of project design practices and the essential role of competent project team members for project success. However, the identified research gap only focusses in the inadequate justification of the impact of project implementation practices on team performance.

Melkamu Gamene (2020) researched into project management practices and challenges through a comparative case study involving a public agency and a private firm. The study uncovered shortcomings in project stakeholder management, difficulties in implementing project quality management, communication management, and risk management. Nevertheless, the research gap is evident in the study's focus primarily on the practical aspects of project management and its insufficient justification of challenges.

CHAPTER THREE

RESEARCH METHODOLOGY

Introduction

This chapter describes the research methodology of the study and explains the research methods and selections by presenting an objective research process. The topics conferred includes research design, target population, sample size, sampling procedures and data collection instruments.

3.1 Research Design

According to Saunders, Lewis, and Thornhill (2009) research design is a plan for answering the research question using empirical data. A well-Planned research design It contains clear objectives, resultant from the research questions, states the sources from which the researcher aims to collect data, and consider the constraints that will unavoidably have as well as conversing ethical issues. This study will use exploratory research design. Exploratory research is a methodology approach that investigates research questions that have not previously been studied in detail. Exploratory research is often qualitative and primary in nature.

3.2 Research approach

In this study exploratory research method was used that makes use of qualitative data since the method enables to easily provide rich description and depth understanding about gaps in their project implementation system and build larger knowledge claims about the culture an instrument. (Churchill & Iacobucc, 2005).

3.3 Target population and sampling

In study, a population is the entire group that we want to draw conclusions about, while a sample is the smaller group of individuals, that data collected from (Mccombes, 2021). The population of this study comprised of 24 people involved in the Project Implementation.

3.4 Data sources and data collection method

The study used both primary and secondary data. To obtain sufficient and relevant data that helps to answer the research questions and achieve research objectives. The primary sources of data were employees (professionals) on BGI Ethiopia plc. Separately from primary data, secondary data were

also reviewed to conduct the study. Documents review and analysis of secondary data from various sources were used as useful source of information for the study. Relevant books, textbooks, journals, organization past and current written documents on the relevant issues were used to get qualitative data. The survey method was chosen by the researcher because of its popularity as a means of gathering much data in cost-effective way (Jackson, 2009). The main tools used to gather the primary data from the primary sources mainly open-ended questions (interview). To collect relevant data for the purpose of this study major instruments were applied. Accordingly, the researcher has chosen these methods assuming that this is cost and time effective, data were analyzed and reduces biases since similar questions will distribute to each respondent.

3.5 Data analysis method

Document analyses are made to get secondary data. Both company documents and external documents are analyzed. Company documents related gave empirical data about the facts in their project, it is implementation system and the external document which is written in the area helps to get subject matter knowledge. The researcher also observes related issued in the company such as the companies project management culture. In order to analyze and interpret the collected data, the qualitative analysis method is employed. Data gather using the above instruments are coded after that analytic and axial or hierarchical coding performed to the coded data. Synthesizing and making meaning from codes was done in the last step. MS EXCEL software has been used to facilitate the data analysis process and generate meaning. Finally, analyzed data has been summarized qualitatively using sentences, phrases, and words.

3.6 Reliability and validity

In qualitative study frequently the researcher himself is the data-gathering instrument. Thus, questions of researcher bias and researcher competency, if unchecked, may influence the trustworthiness of data considerably. Even the validity of the data provided by the subject can be affected by the very presence of the researcher. Due to the presence of the researcher participants may distort certain information. To minimize this problem, the researcher has to create social behavior in others that would normally not have occurred. After her extensive fieldwork, Leininger holds that researchers need to be trusted before they will be able to obtain any accurate reliable or credible data (Leininger 1991:92). Since it is difficult to take training as a researcher or interviewer, the researcher will go through extensive readings to prepare the interview questions

for qualitative studies which help to decrease the possibilities of introducing bias at various points of the research process.

To increase reliability and validity by decreasing biases from a different point in the research process, the researcher has used the following approaches or techniques: Triangulation, taking of repetitive data, checking for representativeness.

3.7 Ethical considerations

This study will adhere to ethical guidelines concerning participant confidentiality, informed consent, and data protection. All participants will be provided with clear information about the research objectives, their voluntary participation, and the handling of their data in compliance with ethical standards.

The researcher got an authorization from the target company (BGI Ethiopia PLC) and a supporting letter received from St. Mary's University. All information obtained in this research was strictly used for academic purposes and respondents were assured of the confidentiality of information given where necessary.

CHAPTER FOUR

RESULTS AND DISCUSSION

Chapter three was described and discussed the research design and methodology for which is used for this study. Interview and observation were used as a qualitative data collection method. The researcher reviewed different templates and validated the process of project implementation practice in the company to crosscheck and validate the findings by using multiple sources and from the literature review. The interview conducted was in depth and could enable the researcher to raise different issues for triangulating and crosschecking the validity of the collected data. The objective of this chapter is to provide the findings and results from the interview and observation conducted by analyzing and interpreting the collected data, which achieved the research objective which is to understand and present the practice and challenges of project implementation in BGI Ethiopia.

4.2. General information about the respondents

To keep confidentiality, all the identifying information of the participants is not mentioned. The researcher has used anonymous identifiers A1, A2, A3, A4, and A5, for the interviews selected from the company. Since the sampling was purposive sampling all the project managers and persons related to project management in the company are interviewed. Three of the selected interviewees are team leaders of dedicated project management office, the other two are project manager. They have more than 5 years of experience in the company and in those years each of them leads more than 5 projects.

All the interviews had been recorded and the answers from those interviews were carefully grouped into the questions and summarized and presented separately for each question. The main points related to each question are highlighted and special attention has been given to ideas that were repeated by different respondents. First, the analysis has begun with grouping related questions as one and then the analysis concentrates on the five main questions that were asked for all the project participants. Grouping related questions facilitate comparisons between the contrasting points of views.

4.3 Project implementation practice by BGI Ethiopia

Most of the respondents from the company have mentioned that there is project implementation practice, monitoring and controlling mechanism, proper implementation strategy and proper responsibilities and authorities of project staff in the company. Few respondents from the company mentioned that there is a gap in defined project tasks and risk assessment and proper implementation schedule during the implementation time in the company.

A1 explain how Project implementation practiced in the company, first project is approved from the higher management then the project implementation plan is prepared, schedule is planned, resources allocated, roles and responsibility of the project team is explained, monitoring, and controlling mechanism established.

A2 also mentioned the above steps and explain there is a gap in proper implementation schedule during the implementation time in the company.

4.4 Project implementation challenges and team performance of BGI Ethiopia

During the interview it was learned that there is inadequate resource allocation for the project implementation and the respondent mentioned also there is insufficient skills of project team, gap in effective and proper communication, more paper works and gap also in risk assessment method in the company.

All respondent mentioned that there is training opportunities for the team members in the company but not enough related to the project and project implementation. Also, most of the respondent explained there is gap in management support to the team members to properly implements the project planned in the company.

Most of the participant explained that there is the recognition of the team members and some incentives for the team members during the project completion in the company.

4.6 Discussion of results

The findings of the study can be categorized into four, practice, challenges, skills, and effective communication.

As per the participants, top managements don 't give enough attention and they are not committed well to project implementation. According to Schultz and Slevin (2009), management support for

projects, or for any implementation, has long been reflected of great importance in distinguishing between their ultimate success or failure. In addition, there is also gap in risk assessment of the project and proper allocation of resource. PMBOK (Project Management Institute, 2008) additional that all possible risks in the given product should be identified earlier and then a strategy should be planned to avoid these risks.

According to (Carlsson & Carlsson (1994) stated on their study organization must early identifying and establishing a plan of action how to overcome challenges when implementing plus allocate time, money, and resource prior to the implementation process. Shehu and Akintoye studied success factor for project and found that among the success factors which is critical for project success effective project planning is listed at the top. (shehu and Akintoye, 2009). Also, strong association between project success and project planning is pinpointed by (serrador 2012) in literature survey made for project success factor.

Meredith and Mantel (2010) detect that the result of resource allocation improves planned start and conclusion dates for each project activity, dates on which each resource will be required and the level of that requirement and planned cumulative expenditure incurred using resources over time. Resources are scarce, therefore it important to carefully allocate them to obtain the desired results of the project.

Respondent also mentioned there is gap in effective communication during the project implementation and gap in implementation schedules. (Stephen Gitonga Njiru , 2018) recommend that Project activities should be communicated to every party concerned during implementation of projects and the companies should establish the right channels of delivery messages and comment in both top-down and bottom-up communication. The communication might be formal or informal, vertical, or horizontal, written or oral, internal or external. In any way the communication in the project should be effective to the right format and time also it should be efficient in communicating only what is needed (Robbins and Judge, 2016), (PMI, 2017).

According to (Scott, 2020) Delivery of a successful project is defined by overall cost performance and ability to meet project deadlines. The objective of any project is to complete the scope of work within budget by a certain time to the customer's satisfaction. To help assure the achievement of this objective, it is important to develop a plan before the start of the project; this plan should include all the work tasks, associated costs, and estimates of the time necessary to complete them. The lack of such a

plan increases the risk of failing to accomplish the full project scope within budget and on schedule. (Gido and Clements,2009). According to Lester (2017) effective communication is one of the most important factors that accounts for the success of any project. On the other hand, Slevin and Pinto (2011) observe that if these factors were not taken seriously might lead to the failure of the project.

All the respondent explained that there is training opportunities in the company but not enough related to the project and how to properly implement. According to the findings by Elnaga and Imran (2013) without proper training, staff does not receive information and develop skills set necessary for successful project implementation. According to Michelle (2018) there are many complex reasons why projects fail but if you get the planning stage right then that is one more reason to help you succeed so your project does not become one of the ones that never delivered on its promises.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter will conclude the study by summarizing the key research findings in relation to the research aims and questions and discussing the value and contribution, therefore. It will also review the limitations of the study and propose opportunities for future research.

5.2 Summary of Findings

Findings of this study emerged from responses given by respondents in the survey. The study was guided by three main objectives, and these were Assess practice and challenges of project implementation in terms of project implementation practice, project implementation challenges and team performance to successful project implementation in BGI Ethiopia plc, to identify the project implementation practice used when implementing project in BGI Ethiopia plc and to assess the project implementation challenges when implementing project in BGI Ethiopia plc. The study used exploratory study design, with the interview as a method for collecting primary data from respondents. The patterns in the collected data were analyzed by the aid of exploratory to include document analyses, observation company documents, external documents. In addition, summarized qualitatively using sentences, phrases, and words analysis was also used.

The study found the major challenge to the implementation was inadequate management support, undefined project tasks, risk assessments, proper implementation schedule, inadequate resource, inadequate management support and insufficient skills of project team. In the study it is examined that various project implementation practices were used defined project tasks and risk assessments, proper implementation schedule, inadequate resource, inadequate management support, insufficient skills of project team, are the major challenges are identified to implement the project. In the study it is examined that various project implementation practice were used starting from brief description of the project, proper implementation strategy responsibilities and authorities of project staffs.

5.3 Conclusion

The overall objective of this study was to assess the practice and challenges of project implementation in BGI Ethiopia plc.

The central question for this research were as follows with the general objective of the research is to study the current practice and challenges of project implementation.

What are the key project implementation practices commonly utilized in BGI Ethiopia plc?

What challenges does BGI Ethiopia PLC encounter in the implementation of its projects?

What are the key factors influencing successful project implementation?

The results indicate that the project implementation challenged with was inadequate management support and undefined project tasks,

The results indicate that the various project implementation practices were used starting from brief description of the project, Responsibilities, and authorities of project staff.

The study is subject to some limitations, such as small sample size and lack of previous research on specific topic. Moreover, due to time constraints, this research did not address some potential factors that affect success of project implementation, such as, stakeholder involvement and communication gap. Future studies could further explore these topics in more comprehensive understanding of their effects on success of project implementation.

5.4. Recommendations

Based on the findings of study it is recommended that BGI Ethiopia plc considers the following areas of improvement when implementing project in general and improvement in management of its work.

- Proper attention should be given for defining the objectives and scope of the project, project timeline, resource, and budget planning.
- Project team should be well trained to achieve the target of the project implementation, this will enhance efficiency and productivity of the success of the project.

- Top management should work on identifying the gaps which require their strong support and strengthen the implementation focused activities since their guidance is decisive for the success of the project implementation.
- The company should give focus on management support to overcome the challenges.
- The company should use more practices of project implantation.

Therefore, the company can make use of the outcomes of this study to identify areas of improvements to manage challenges plus to successfully implement the project.

5.5 Areas for further Research

The practice and challenges of project implementation is in its early ages in Ethiopia and only few research was conducted that are relevant to project management in general specially to Project implementation. Thus, future research can be conducted in detail and incorporating various project-based organizations to compare their practice and challenges on project implementation including the remaining variables. This study focused on the employee and top management to assess the practice and challenges related to project implementation.

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APPENDIX

ST. MARY’S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

Semi-structured interview questions on “ASSESSING THE PRACTICES AND CHALLENGES OF PROJECT IMPLEMENTATION’’: CASE STUDY ON BGI ETHIOPIA PLC.

I am a postgraduate student pursuing my master’s degree in project management at St. Mary’s university Addis Ababa. I am conducting research on “ASSESSING THE PRACTICES AND CHALLENGES OF PROJECT IMPLEMENTATION’’: CASE STUDY ON BGI ETHIOPIA PLC. Therefore, the researcher would like to express his deepest gratitude for your cooperation in answering the following interview questions. Your responses are highly valuable to finalize my thesis. Therefore, the information that you provide will be used purely for academic purposes and will be kept strictly confidential.

Finally, I would like to thank you for your cooperation and sparing your valuable time for my request.

Thank you for your cooperation!

Frehiwot Bekele

Part One: General Information of the respondents

1. Gender
 - 1) Male
 - 2) Female
- 2) What is the highest level of education you have completed?
 - 1) TVET Certificate
 - 2) College Diploma
 - 3) University Degree
 - 4) MSC/MA
 - 5) PHD
3. How long have you been working in BGI Ethiopia PLC?
 - 1) 0 to 5
 - 2) 6 to 10 years
 - 3) 11 to 15 years
 - 4) Above 15 years

Part Two: Project implementation practice

1. How the project implementation process practiced in your company?
2. Is there brief description of project objectives and defined project tasks?
3. How are the project implementation schedule plan set up?
4. Is the proper responsibilities and authorities of project staff?
5. Is there Monitoring and controlling mechanism?

PART III: Project implementation challenges

1. How is the resource allocation in your company?
2. How do you communicate with your team?
3. Do your company have skilled project team?
4. How is the project deadline set up in your company?
5. Is there a problem with paper works?

PART IV: Team Performance

1. Is there a training opportunity for Team members?
2. Does the management support the project team?
3. Do your company provide incentives for team members?
4. Do your company recognize the team effort?

Thank you for your time and cooperation!!

