

**KWAME NKRUMAH UNIVERSITY OF SCIENCE AND  
TECHNOLOGY, KUMASI, GHANA**

**Implementation of Project Management Practices in the Sales and Delivery of  
Goods Online for Quality Service in eBusinesses in Ghana**

by

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A Thesis submitted to the Department of Construction Technology and Management  
College of Art and Built Environment,  
in partial fulfillment of the requirements for the degree of

**MASTER OF SCIENCE**

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**DECLARATION**

I hereby declare that this submission is my own work towards the MSc Project Management and that, to the best of my knowledge and belief, it contains no material previously published by another person, nor material which has been accepted for the award of any other degree of the University, except where due acknowledgement has been made in the text.

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## **ABSTRACT**

Professional project management practice has become a vital discipline in internet marketing. Today, the adoption of the project management practice has extended to the business and manufacturing sector in Ghana but yet its practice remains not well regularized from being fully integrated into the online goods and services industry. The aim of this study was to examine the implementation of project management practice in the sales and delivery of goods online for quality service in eBusinesses in Ghana. The main objectives identified the project management practices and their challenges in the industry. The research adopted quantitative research method by administering of questionnaire to 100 respondents, comprising of 40 eBusiness service providers and 60 eBusiness users with a response rate of 88. Open ended and closed ended questionnaire were administered and results analyzed, discussed and presented using tables and mean score ranking of a 5-point Likert scale. The purposive and snowball sampling were used in accomplishing sample size. Findings made were: 10 project management practices were identified with Mean score ranking (Project Quality management, Project Cost Management, Stakeholder management, Communication management, Procurement Management, Scope Management, Schedule Management, Risk Management, Human Resource Management and Project Integration Management). The challenges in order of mean score ranking were Security and Trust factors, Availability of internet, Culture Hindrances, Illiteracy, Payment Systems, Enabling Factor (cost of equipment, software and reorganization), Network Infrastructure, Lack of Applicability to the business. Secondly the assumption made by the study that online firms used Professional Project Managers was rejected because, only 3 firms out of the 31 firms had Professional Project Managers. It is recommended that, there should be Professional Project Manager's awareness creation among the organization and continuous Professional Development of people in the online business through Seminars, Workshops and Refresher courses. Stakeholder's engagement should be encouraged as well as a regulatory body set up to manage and determine various credentials and qualifications in online sales and delivery of goods.

**Keywords:** Empirical, Online, eBusiness, Status, Professional Project Management Practices

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This thesis is dedicated to all my family members and especially to the memory of my late sister Stella Ama Serwaa Nyarko

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## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 BACKGROUND OF STUDY**

The term eBusiness and e-commerce have numerous definitions in the fields of Information Technology. One of them is that, eBusiness is the coordination of an organization's business including items, strategies, and administrations over the Internet (Anita, 2000). Normally, and for all intents and purposes an association changes its business into an eBusiness when it organizes the advancing, bargains, accounting, collecting, and errands with site works out. An eBusiness uses the Internet as a benefit for all businesses to works out. Quality is a tricky and vague build. Frequently confused for uncertain modifiers like "goodness, or extravagance, or gleam, or weight" (Crosby, 1979). The essential segments of client esteem are item quality, benefit quality, and value (Duchessi, 2004). Quality and its necessities are not effortlessly enunciated by purchasers (Takeuchi and Quelch, 1983). Elucidation and estimation of value likewise exhibit issues for scientists (Monroe and Krishnan, 1985), who frequently sidestep definitions and utilize unidimensional self-report measures to catch the idea (Jacoby et al. 1977).

Item Quality is the center worry in obtaining choices. Item quality and administration quality are of a similar significance in influencing consumer loyalty (Parasuraman et al., 2000). Up until this point, as clients can't see the genuine item in an internet shopping setting, their choices depend on assumptions regarding item quality instead of certain learning. Fulfillment happens when the item quality is more noteworthy than at first anticipated. After utilization, every client assesses the nature of the bought item

and updates his or her assumptions regarding the nature of future buys (Athanasopoulos 2000). Accordingly, item quality is a key factor influencing shopping fulfillment, particularly in keeping up long haul client connections. While the substance and determinants of value might be indistinct, its significance to eBusinesses and shoppers is self-evident. The scan for quality is seemingly the most essential customer drift among online administrations clients as purchasers are currently requesting higher quality in items than any time in recent memory (Hellier et al.,2003).

Service quality comes with how their customers assess the organisation's services by comparing services they received to their desired services, meaning service quality plays a critical role in adding value to their overall service experience (Cronin and Taylor, 1992). Administration quality is pivotal to the achievement of any administration association. Since clients partake in conveyance and utilization of administrations services, they connect intimately with various aspects of organization. This information gives them the chance to evaluate basically what services the administrations give (Kettinger and Lee, 1995).

The thought that Project Management (PM), a particular administrative process requires pro aptitudes and unmistakable hierarchical plan stays pivotal in conveying on the web administrations and merchandise. Venture administration is currently entrenched and perceived as a space for the use of expert skill and region for scholarly research and talk (White and Fortune, 2002). More so, with professional practices in the industry it remains one of most demanding roles in modern trade methods. Hence, a proper project management than an "empirical" development and deployment of such solutions. Ivan (2004).

Udo et al. (2004) mentioned three online business project management competency areas which include knowledge, proven experience and personality. Each competency areas are built around specific pillars. The knowledge area has three pillars, first contains general management skills such as leadership, negotiation, communication, team building and other human resource management skills that are necessary in any management position, the second pillar includes knowledge of the generally accepted project management areas, such as project scope management, project time management and project cost management. The pillar contains industry specific management and product development methodologies.

The proven experience competency area is made up of track records, hours of project management exposure, size and complexity of project managed and independent references

## **1.2 STATEMENT OF THE PROBLEM**

Several researches have been conducted on the importance and impact of online sales and delivery to business growth. D'Andrea and Lopez (2006) found out that poor management of online sales could affect the image of an organization. In addition, Dabholkar (2011) established that lack of trust has been repeatedly identified as one of the most formidable barriers to people for engaging in e-commerce, involving transactions in which financial and personal information is submitted to merchants via the internet. The eventual fate of online organizations is questionable without a general atmosphere of online trust. Moreover, Dabholkar (2011) acknowledged building shopper trust on the Internet exhibits a test for online traders and is an exploration theme of expanding interest and significance. However, little study has

been done on how project management can be implemented in the sales and delivery of goods online to ensure quality service in online sales in Ghana.

### **1.3 AIM AND OBJECTIVES**

#### **1.3.1 Aim**

The aim of this study is to examine the implementation of project management skills in the sales and delivery of goods online to ensure quality service in the online sales business in Ghana.

#### **1.3.2 Objectives**

1. To identify the project management practices employed in the sales and delivery of goods online.
2. Identify the challenges in the sales and delivery of goods online.

### **1.4 SIGNIFICANCE OF THE STUDY**

The researcher's outcome is of value to students who would like to research on marketing online services and its related topics. Thus, students would gain more understanding the perspective customers have on marketing online services. This research also helps businesses to know the need to market products and service online and the risk associated with it. This would make businesses to fulfill their mandate to monitor and protect the safety and soundness in the provision of online products and services.

The research is equally significant because it would provide answers to factors militating the realization of buying online by consumers of products, therefore prove

the success and growth associated with implementation of project management practices in online businesses. Highlight the areas of online operations that could be enhanced via marketing online. Also be an invaluable tool for managers, superiors, students, academic institutions, corporate managers and individuals that would want to know more about online businesses especially in Ghana.

To potential customers, it aimed at helping them to make a good choice as to which of the available online services being marketed by firms should be patronized.

### **1.5 RESEARCH QUESTIONS**

1. What are the current project management practices being used by eBusiness owners?
2. What are the challenges the industry faces, and how can a PM Professional help solve them?
3. Can the challenges be solved by employing professional PM Practices?
4. Are the clients satisfied with the services provided by the service providers?

### **1.6 SCOPE OF THE STUDY**

This study covered the role project management plays in the sales and delivery of goods that go through production after an order is placed through an online service. It also looked at how PM could ensure quality service in eBusinesses such as Online Market Places and e-commerce sites. The study touched on the Ghanaian online market which is however not having a good statistic of sellers or buyers.



## **1.7 RESEARCH METHODOLOGY**

The research questions required a general overview of the current practices of professional project management practice in doing online businesses. Due to this, both primary and secondary data was collected. The secondary information that was used was critically evaluated and collected from relevant literature, databases and internet sources to examine the theoretical bases of the knowledge level of project management practices generally in Ghana. The primary data adopted quantitative to determine the status of professional project management practices in Ghana. The quantitative approach by use of Purposive and snow balling to get respondents for both the Service providers and users in designing questionnaires, which was pre-tested and distributed among both service providers who were involved in project management practices and clients.

Due to this, questionnaires was used to obtain primary data which was analyzed using SPSS v20 and MS Excel. The data was analyzed using descriptive statistics using tables with frequencies, percentages and mean score analysis.

## **1.8 ORGANIZATION OF THE STUDY**

The research is organized into parts under five chapter headings. These chapter headings are introduction, literature review, research method, empirical research (analysis or data presentation), and conclusions and recommendation.

The First Chapter will involve the background of the study, problem statement, study objectives, the research questions, and significance of the study, scope of study as well as the formatting of text. The Research Method to be employed will also be discussed. Chapter Two is literature review. Thus, the process of reading and evaluating the

literature research in your area of interest. The chapter also presents the concept project management and the overview of project management and definitions. It entails the overview of eBusinesses in Ghanaian and their significance to the development of its economy. This is followed by the implementation of project management in ensuring quality.

The methodology which consists of the research design, population of the study, sample and sampling procedure, sources of data, the research instrument, data analysis technique and ethical considerations, is featured in Chapter Three. The presentation, analysis and discussion of data collected which includes general information of sample firms, data analysis and the findings and inference from data analysis is discussed in Chapter Four. Potential areas for further research are listed, and the academic and practical value of the findings is discussed in the last chapter; five. It is an overview of the research comprising of the summary, conclusion and recommendation.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 INTRODUCTION**

The chapter entails the concept of project management practices, it opens with some key terms project management practices, eBusiness, service quality. It identifies various project management practices, the evolution of eBusiness, the perception of service quality by the customers, barriers to the adoption of eBusinesses.

#### **2.2 DEFINING E-BUSINESS**

According to Chaffey (2004), “Electronic business (e-business) can be defined as the use of the internet to network and empower business processes, electronic commerce, organizational communication and collaboration within a company and with its customers, suppliers, and other stakeholders.”

E-businesses utilize the internet, intranets, extranets and other networks to support their commercial processes (Khalifa et al., 1999). “Electronic commerce (e-commerce) is the buying, selling, marketing and servicing of products and services via computer networks” (Maleo, 2008). Since e-business includes the process of transacting with suppliers and customers there is an overlap in activities with e-commerce (Maleo, 2008). Although the terms ‘e-business’ and ‘e-commerce’ are often used synonymously, the distinction between them lies in the broader range of processes in e-business that incorporates internal transactions within an organization. These include transactions relating to procurement, logistics, supply chain management, payments, stock control and order tracking. “E-commerce can best be conceived as a

subset of e-business. The two concepts overlap in the buying and selling of products and services. Buy-side e-commerce refers to electronic transactions between a purchasing organisation and its suppliers and sell-side e-commerce refers to electronic transactions between a supplier organization and its customers” (Chaffey, 2004).

### **2.3 E-BUSINESS EVOLUTION**

E-Business likely started with electronic information interchange in the 1960s. However, others suggest that it was only in the 1990s, primarily via the internet, and that “E-Business has emerged as a feature of many organization” (Melao, 2008). As he would like to think, the expectation was that E-Business would alter the manners by which associations communicate with clients, workers, providers and accomplices. This development has empowered business to get through a progression of innovation limits. At first, essentially distributing static data on the Web so individuals could get to it was a limit. The institutionalization of Web servers and programs in the mid-1990s was a leap forward to this first limit.

Doing basic business-to-consumer and business-to-business exchanges over the Web represented another early limit that was overwhelmed with the standardization of protocols and applications around web-based business. More recently the IT industry has been dealing with the broader integration of systems between enterprises and across value chains. This incorporation is behind value networks, such as e-marketplaces. The last two phases of e-business have to do with incorporation. Up to this point, our combination by and large included obtaining solid undertaking applications and custom coding that made hard-wired, firmly coupled arrangements ([www.ibm.com](http://www.ibm.com)).

With the fast development of ICT and the Internet, these days, associations can lead businesses past customary methods and can additionally expand their exercises to other topographical areas. Normally, association that can adjust and control the capability of the web and its related innovation will discover accomplishment in pulling in new customers, holding customers, tasks, drawing in new accomplices, streamlining channels and enhancing profitability. According to Tallant (2011), “the evolution of e-business has taken several stages. As technology progressions have transpired, e-business functions and transactions have improved as well”. He classified E-Business can be classified into three (3) generations. The first generation was classified as efforts to conduct e-business prior to the advent of the Internet.

Owens (2006) asserted that in the second generation of e-business evolution, most businesses progressed in e-commerce (buying and selling using the internet) that is most businesses started to conduct sales transactions electronically. Although, the second generation was an improvement in comparison to the first, e-commerce needed to be integrated with other organizational functions so that the third generation of e-business could evolve. The current generation of e-business evolution (stage 3) integrates all the functions of an organization with electronic sales data, (Tallant, 2011). This has resulted in the inclusion of electronic sales connections to other parts of an organization that relate externally to customers, suppliers and an ultimately improved supply chain and internally to marketing, customer service, finance, staffing and fulfilment.

Organizations that realize how important effective integration of systems and process are usually gain significant and competitive advantages. Quite often, many

organizations improve their position through effective use of e-marketing as part of the e-business process, Tallant (2011).

## **2.4 BARRIERS TO THE ADOPTION OF E-BUSINESS**

E-commerce comes with a number of benefits including competitive advantage, easy integration of back office activities, allowing suppliers and buyers to interact efficiently, and reaching out to larger markets (Lomerson et al, 2004) and makes marketing flexible and accessible for 24 hours resulted in increased business hours across the world (Hagel and Lanseng, 1994).

In the face of these benefits are a number of barriers that hinder SMEs from adopting e-commerce. Kapurubandara and Lawson (2006) categorised the barriers as either external or internal. These barriers include trust issues where customers do not trust electronic transactions especially on the web. Other barriers include a suitable e-payment medium for customers to pay for transactions online, logistics for delivery of indirect e-commerce products and high cost of investment to the SMEs (Addo, 2012). These barriers have been difficult to overcome.

Internal barriers like characteristics of business owner have been overcome or reduced through continuous education. Love et al. (2001) also reported that, “weak financial position of SMEs and the resistance to invest in complex Information System is seen as major barriers in information systems adoption”. Notwithstanding, This, discoveries by Ghobakhloo et al. (2011) indicate that, internet business selection cost isn't apparent to be a noteworthy obstruction by 235 SMEs overviewed in Iran. Furthermore, e-commerce security issue is turning into a noteworthy issue in Ghana, all the more particularly with the appearance of 'Sakawa' digital extortion exercises among some

Ghanaian youth. In perspective of this, both SMEs and their customers see the Internet as shaky medium to execute business and want to embrace all exchanges disconnected with a specific end goal to keep away from danger of succumbing to Internet extortion. Khalifa et al. (1999) reiterated this point by stating that, “perceived or real risk, such as Internet security, authentication and legal issues were some barriers to adoption of e-Commerce”.

## **2.5 UNDERSTANDING SERVICE QUALITY**

Scholars from across the academic spectrum have contributed to an understanding of service quality, however, with over two decades of study and much lively debate, conceptual work on service quality can be best described as divergent. Parasuraman et al. (1988) presented SERVQUAL as a multi-item scale developed to assess service quality that is defined as ‘the degree and direction of discrepancy between customers’ service perceptions and expectations. SERVQUAL require respondents to answer questions about both their expectations and their perceptions. The SERVQUAL scale of Parasuraman et al., (1988) decomposes the notion of service quality into 22 items comprising of five constructs, namely, tangibles (physical facilities, equipment, staff appearance, etc.), reliability (ability to perform service dependably and accurately), responsiveness (willingness to help and respond to customer need), assurance (ability of staff to inspire confidence and trust) and empathy (the extent to which caring individualized service is given). Afterwards, Cronin and Taylor (1992) presented SERVPERF as a multi-item scale that considers the 22 performance items of SERVQUAL to define the domain of service quality. There is still much debate and many of the concepts are still in flux (Schneider and White 2004). This debate continues today, as is evident from the ongoing and largely failed attempts either to

integrate the SERVQUAL/SERVPERF conceptualisation into new industries (Kettinger and Lee 1995) or to replicate its conceptual structure (Asubonteng et al., 1996). That is, service quality has proved to be a difficult concept to grasp. It has been referred to as 'elusive' (Parasuraman et al. 1985) and research relative to the construct is still considered 'unresolved' (Caruana et al., 2000) and 'far from conclusive' (Athanasopoulos, 2000).

Researchers generally have adopted one of two conceptualisations. The first is the 'Nordic' viewpoint (Gronroos, 1982), which defines the dimensions of service quality in global terms as consisting of functional and technical quality. The second, 'American' viewpoint uses terms that describe service encounter characteristics (i.e., reliability, responsiveness, empathy, assurances and tangibles). (Parasuraman et al. 1988) Although the latter conceptualisation dominates the literature, a consensus has not evolved as to which, if either, is the more appropriate approach. The Nordic/Scandinavian school defines service quality using overall categorical terms, whereas the American school uses descriptive terms (Cronin et al., 2000). Both schools of thought highlight important aspects of service quality, but neither fully captures the construct. Moreover, no attempt has been made to consider how the differing conceptualisations may be related. Because the literature has not yet arrived at a real agreement on many of the issues concerned, it is important to review many different viewpoints, both old and new, and from several different conceptual and empirical approaches. Service quality is usually defined as the customer's impression of the relative superiority/inferiority of a service provider and its services (Bitner and Hubbert, 1994) and is often considered similar to the customer's overall attitude towards the company (Parasuraman et al., 1988). Researchers have tried to conceptualise and measure service quality and explain its relation to the overall



performance of companies and organisations. Early conceptualisations (Gronroos 1982, 1984; Parasuraman et al. 1985) are based on the disconfirmation paradigm employed in the physical goods literature (Cardozo, 1965). Gronroos (1982) suggests that the consumers' expectations are influenced by marketing activities, external influences and word of mouth and identifies two types of service quality: 'technical' related to what the customer gets from a service and 'functional' associated with how the service is delivered. The disconfirmation paradigm also is the basis for Parasuraman et al.'s (1985) SERVQUAL model, which views service quality as the gap between the expected level of service and customer perceptions of the level received. Service organisations need business models that more accurately account for the effects of service system designs and the roles of customer and service-provider choices in creating and delivering service encounters. In this respect, the development of a meaningful classification matrix for services focussing on service quality fundamentals is an important contribution to the management literature. Some authors (Collier and Meyer, 1998; Schmenner 2004) have tried to develop classification schemes or positioning matrices for services but not for service quality; however, none of these schemes or matrices is truly satisfactory to define the relationship between the service and the service delivery process. Hence, we give a fresh look to arrive at bases for classifying services as 'state of customer involvement' and 'state of complexity'. The crossing of these two dimensions results in four general service categories.

- Type A – It includes administrations with low level of unpredictability and low level of client contribution, for instance, mass open transport, teller machine, which are fundamentally about client self-benefit.
- Type B – It includes administrations with high level of multifaceted nature and low level of client contribution, that is, such administrations are

produced case by case and rely upon an awesome ability from the specialist organization; the client has little information of the procedure and have a fairly inactive part. An illustrative case of this sort of administration is a plastic medical procedure, IT Outsourcing administration, extra security, and so forth.

- Type C – It includes administrations with low level of multifaceted nature and abnormal state of association due to exceptionally institutionalized and productive procedures. Call focus and junk food eateries could be grouped under this class.
- Type D – It includes administrations with high level of multifaceted nature and abnormal state of association, that is, these administrations have exceptionally complex procedures and in this way they ought to be contrived case by case thinking about the client's learning, and the clients need a decent information of the procedure. They are ordinarily benefits, which give assistance or support to the client. A decent case of this sort of administration is purchasing through the web, counseling, and medicinal examination.

Involvement, a term initially promoted by Krugman (1965), “concerns a customer’s perceived importance of a purchase situation” (Engel et al., 1993). The more prominent the involvement, the more effort will be put into the purchase decision leading to creation of expectation (Johnston 1995). “That is, the greater effort will involve a greater search for information, and a greater expectation about the service because of which the gap between performance and expectation would be marginal and vice versa” (Engel et al., 1993). Therefore, we view that there are two popular forms of service quality involving state of low involvement and state of high

involvement. Irrespective of complexity, in the state of low involvement (Type A and Type B), customers will evaluate perceived service quality based on comparison of perceived performance with their expectations (SERVQUAL basis); however, in the state of high involvement (Type C and Type D), they will evaluate perceived service quality based on performance (SERVPREF basis).

## **2.6 DETERMINANTS OF SERVICE QUALITY**

In 1985, Parasuraman, Berry and Zeithaml conducted focus groups with consumers that revealed 10 key categories in evaluating service quality. These were labelled service quality determinants and are described as:

- **Tangibles** include the physical evidence of the service.
- **Responsiveness** concerns the willingness or readiness of employees to provide service, and the timeliness of service.
- **Access** involves approachability and ease of contact.
- **Understanding/Knowing the Customer** involves making the effort to understand the customer's needs.
- **Courtesy** involves politeness, respect, consideration, and friendliness of contact personnel.
- **Communication** means keeping customers informed in language they can understand and listening to them. It may mean that the company has to adjust its language for different customers.
- **Reliability** is defined as the consistency of performance and dependability. It means that the firm performs the service right the first time and that it honors its promises.

- Credibility involves truthfulness, believability, honesty, and generally having the customers' best interest at heart.
- Competence means possession of the required skills and knowledge to perform the service.
- Security is the freedom from danger, risk, or doubt.

## **2.7 WEB SERVICE QUALITY**

The early conceptualizations of service quality occurred in the 1970s and 1980s before the advent of the Internet and the explosion of online retailing. Some of the original researchers involved in the development of service quality measures turned their attention to how customers would evaluate service in an online platform. E-service quality was therefore defined broadly to encompass all phases of a customer's interactions with a Web site: the extent to which Web site facilities enabled efficient and effective shopping, purchasing and delivery (Parasuraman et al., 2005). Through another complex research process, a measure of E-service quality was developed, called "E-S-QUAL" (for electronic service quality). The items proposed to measure online service were:

- Fulfilment: The ease and speed of accessing and using the site.
- Privacy: The degree to which the site is safe and protects customer information.
- Efficiency: The ease and speed of accessing and using the site.

## 2.8 DEFINING A PROJECT

The word project has often times been used in conjunction with the term project management to make it complete and more meaningful to users. Projects are about delivering change (Cleland, 1999) but the successful projects are not just about managing change; they are also about managing relationships and managing uncertainty (Bourne and Walker, 2003). However, Project Management Institute (PMI), (2008) also defined a project as a temporary endeavour undertaken to create a unique product, service, or result. In giving more insight to the meaning, UK government standard for project management (2009), defined a project as a management environment that is created for delivering one or more business products according to a specific business case. In the view of, Turner (1993) expanded the meaning of the project by defining it as, “an endeavour in which human or machine, material and financial resource are organised in a novel undertaken, a unique scope of work, of given specification, within constraints of cost and time so as to deliver beneficial change defined by quantities and qualitative objectives”. Be that as it may, Turner and Muller (2002) understand that this definition tends to the task as both a transitory association, and a creation work and an office of allotting assets. Consequently, Turner and Muller (2002) reviewing Turner (1999) maintain the definition by concentrating more on the features of projects. They emphasized the arrangement of features shared by projects attempted to convey advantageous change, it in this way has three basic highlights:

- It is unique: no undertaking previously or after will be the same.
- It is undertaken using novel processes: no undertaking previously or after will utilize the very same approach.

- It is transient: it has a start and an end.

In a related advancement, (Shenhar and Wideman,1996) conclude that there is lack of consensus among experts on the term ‘Project’ which this research agrees to and that the meaning remains debatable. However, Anagnostopoulos, (2004), concludes “it is fruitful to consider projects as temporary organisations” (Soderlud, 2004). This research concurs with Turner and Muller (2003) which thinks about task as a brief association, which enables venture to be broke down as a hierarchical hypothesis.

## **2.9 THE CONCEPT OF PROJECT MANAGEMENT**

For a project to be successful there is the need to appreciate the role of PM practices within the project (Munns & Bjrirmi, 1996). In fact, PM has existed in theory for centuries with its informal application by the Chinese and Egyptians in the construction of the Great Wall of China and the pyramids of Egypt, respectively (Murphy & Ledwith, 2007). The subject of PM has continued to be in existence since that time and demonstrated after the Second World War as NASA mandated the use of PM for all activities related to the space program (Kerzner, 2003). However, the definition of PM continues to be an ever-growing debate among practitioners and researchers dating back to the nineties to the present age since there are lack of consensus. (Shenhar & Wideman, 1996). PM definition varies from one discipline to another. However, each definition has direct assimilation to the nature of project or the type of project in question. Osien (1971) defined PM as the application of a collection of tools and techniques (such as the CPM and matrix organization) to direct the use of diverse resources towards the accomplishment of a unique, complex, one-time task within time, cost and quality constraints. Morris (1993) subsequently defined project management as a process of integrating everything that needs to be done typically

using a number of special project management techniques as the project evolves through its life cycle conception to handover in order to meet the project's objectives. Burke (1998) considers project management to be a specialized management technique, to plan, and control projects under a strong single point of responsibility. Turner, (1994) also defines PM as the art and science of transforming vision into reality. Additionally, the planning, monitoring and control of all aspects of a project and the motivation of all those involved in it to achieve the project objectives on time and to the specified cost, quality and performance. Also defines project management.

Despite the previous definition, Turner (1999) argues that PM is about managing people to deliver results, not managing work. Others authors have also suggested that the definition should also describe the cultural, structural and interpersonal aspects (Cleland & Ireland, 2002). Following the divergent view of researchers, Wideman (2003), reviewing Pinto, (2001) argues that PM is a philosophy and technique that enables its practitioners to perform to their maximum potential within the constraints of limited resources, thereby increasing profitability. In the same, vain it is still an art of directing and coordinating human and material resources to achieve stated objectives within the limits of time, budget, and client satisfaction Walker, (2003). To Westland (2006), PM is the skills, tools and management processes required in undertaking a project successfully. It includes:

- A set of skills: Specialist knowledge, skills and experience are required to reduce the level of risk within a project and thereby enhance its likelihood of success;
- A suite of tools: Project managers to improve their chances of success use various types of tools. Examples include document templates, registers, planning software, modelling software, audit checklists and review forms; and

- A series of processes: Various processes and techniques are required to monitor and control time, cost, quality and scope on projects. Examples include time management, cost management, quality management, change management, risk management and issue management. Subsequently, others have suggested that the definition should be more inclusive and should emphasize the importance of working with stakeholders to define need, expectations and project task Jugdev & Muller, (2005). In respond to this Project Management Body of Knowledge (PMBOK, 2008), defined project management as the application of knowledge, skills, tools and techniques to project activities in order to meet stakeholder's needs and expectations from a project.

The debate about the definition is still ongoing, but these definitions of PM surely depend on the perspective of the individual researcher on how purposively that reconciles with his or her interest. It therefore worth noting that in this study Godwin (1993) definition is adopted.

## **2.10 PROJECT MANAGEMENT KNOWLEDGE AREAS**

The Project Management Body of Knowledge PMBOK6, 2017, in addition to process groups, processes are also grouped by knowledge areas. A knowledge area is an identified area of project management defined by its knowledge requirements and described in terms of its component processes, practices, inputs, outputs, tools, and techniques.



### **2.10.1 Project Scope Management**

This knowledge area includes the processes required to ensure the project includes all the work required, and only the required, to complete the project successfully (PMBOK6, 2017).

### **2.10.2 Project Integration Management**

This knowledge area includes the processes and activities to identify, define, combine, unify, and coordinate the various processes and project management activities within the project management process groups (PMBOK6, 2017).

### **2.10.3 Project Cost Management:**

This knowledge area includes the processes involved in planning, estimating, budgeting, financing, funding, managing, and controlling costs so the project can be completed within the approved budget (PMBOK6, 2017).

### **2.10.4 Project stakeholder Management:**

This knowledge area includes the processes required to identify the people, groups, or organizations that could impact or be impacted by the project, to analyse stakeholder expectations and their impact on the project, and to develop appropriate management strategies for effectively engaging stakeholders in project decisions and execution. (PMBOK6, 2017).

### **2.10.5 Project Quality Management:**

The quality management knowledge area includes the processes for incorporation the organization's quality policy regarding planning, managing, and controlling project and product quality requirements, in order to meet stakeholders' expectations (PMBOK6, 2017).

### **2.10.6 Project Communication Management**

This area includes the processes required to ensure timely and appropriate planning, collection, creation, distribution, storage, retrieval, management, control, monitoring, and ultimate disposition of project information to ensure generation, collection, distribution, storage, retrieval and disposition of information (PMBOK 6, 2017).

### **2.10.7 Project Risk Management**

This knowledge area includes processes of conducting risk management planning, identification, analysis, response planning, response implementation and monitoring risk on a project (PMBOK 6, 2017).

### **2.10.8 Project Resource Management**

This knowledge area includes all processes to identify, acquire and manage the resources needed for the successful completion of the project (PMBOK 6, 2017). The processes included here are; human resources planning, which includes identifying the skills required, acquire the project team, develop the project team and manage the project team.

### **2.10.9 Project Procurement Management**

The procurement knowledge area includes the processes necessary to purchase or acquire products, services, or results needed from outside the project team (PMBOK6, 2017).

### **2.10.10 Project Schedule Management**

This knowledge area includes all processes required to manage the timely completion of the project.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 INTRODUCTION**

This section talks about the strategy utilized in the study's aim and objectives as well as present a profile of some notable e-business platforms in Ghana. The chapter is thus divided into two (2) sections. The first section of the chapter considers the particular measurable and general study look into strategies utilized. Cooper and Schindler (2005) indicated that the next important step in any research process after study of literature and identifying the research question is deciding on the most suitable methodology. More so, Collis and Hussey, (2003) argued that, "research methodology is the overall approach to the design process from the hypothetical foundations to the collection of data and analysis adapted for a study". Methodology is therefore, "the way in which we discover how to go about a task of finding out what we believe to be true" (Christou *et al.*, 2008). Hence, this section highlights on the following: philosophical point of the research, framework for the study, design of research instrument research design, data collection and data analysis.

#### **3.2 PHILOSOPHICAL POINT OF THE RESEARCH**

According to Christou *et al.* (2008) and Koetting (1996); "Philosophical interrogations of knowledge and value significantly influence the research framework adopted". Accordingly, a philosophical paradigm such as epistemology, ontology, axiology and methodology assumptions needs to be addressed since they shape the choice of research instruments (Christou, *et al.*, 2008). This implies ideal models are chosen to

control the specialist in philosophical suppositions about the examination in the determination of devices, instruments, members, and techniques utilized in his or her investigation

Positivism is the main method of assumption which is related to quantitative research. Positivism studies the social world as if it were objective reality, concrete, in a way that laws can be found that explain this reality. According to this view, this real world can be studied only through the utilization of methods that prevent human adulteration of its apprehension or comprehension. Whiles “Interpretivism on the other hand, views the social world as one that individuals create, modify, and interpret the environment within which they function. In essence, the understanding is that this interaction of individuals and the environment can produce knowledge of phenomena under investigation through the accumulation of verified facts; scientific knowledge is established” (Bryman, 1992; *c.f* Osei-Hwedie, 2010). In effect, this research proposes documentation of the factors affecting professional project management practices and opportunities for development which must be unbiased and can be replicated in other situations or fields.

The researcher adopted objectivism for this research. “Ontology refers to enquiring the existence of a ‘real’ world that is sovereign of our knowledge; it is a theory of living being” Marsh & Stoker, (2002).

In answering this research question about how to identify the challenges in the sales and delivery of goods online? The objectivism ontological position was followed.

### **3.3 RESEARCH STRATEGY**

Subsequently, research strategy adopted for this study is quantitative (positivism) approach to data collection, and the analysis of data which is also link to the empirical framework for the studies. In achieving the first objective, a detailed literature review has considered. However, for the second objective, quantitative approach was adopted, in order to identify the project management practices employed in the sales and delivery of goods online. In addition, to the second objective of the research, it requires a deeper understanding of the challenges in the sales and delivery of online goods. Lastly, in achieving a conclusion to all the objectives, quantitative approach was adopted in order to evaluate various factors identified from the second objective.

### **3.4 DESIGN OF RESEARCH INSTRUMENT**

As the research framework consisted of the quantitative approach, existing literature was therefore imperative. To be able to achieve the aims and objectives of the study questionnaires with open and close-ended questions were designed for data collection from owners of eBusinesses. These questionnaires were designed to be ethical and feasible as possible without bias or leading questions. These questions gave the options of multiple choices which gave the respondents the opportunity to present their ideas by way of selecting from the options provided to give them an idea of the form the answer should take. This method with open-ended questions allows for adjusting the questions depending on the attributes of the specific firm/client/institution/professional and the given type of problems in their knowledge area.

Lastly, to be able to analyze the data from respondents easily, Close-ended questionnaires were also employed. Closed-ended questions with unordered choices,

example is the multiple choice questions are useful for ranking items in order of preference. Further, Fowler et al (1995) proposed that nearby finished polls are utilized to measure the respondents' capacity to give educated reactions or to recognize respondents who trust they are educated and contrast their reactions with the individuals who don't trust they are educated. Fowler et al (1995) and Salant et al (1994) additionally, stated that specialists must evade questions that approach the respondent for information they couldn't or don't have, including questions that accept the respondent knows something about the subject and all the more so close to home inquiries.

#### **3.4.1 Sampling Techniques and Sample Frame**

A sequential process was adopted by this study, involving first, a technique of purposeful sampling for the selection for participation followed by snowballing sampling technique for administering survey questionnaires.

#### **3.4.2 Purposive sampling**

Purposive sampling uses strategies in which the researcher decides on who will deliver the best view on the subject under discussion, and then deliberately integrates those specific perspectives into the study. This non-probability sampling technique is ideal for studies in which target population is not easily traceable in order to achieve a desirably large and representative sample size.

To this end, the first section of the research dealt with a total sample of Thirty-one (31) eBusiness owners operating from Ghana and serving the Ghanaian community. These individuals were selected on the basis that, the project Management Processes they employed in undertaking the online business give them a favorable output and are

ranked high on the Online Market Place they use. The target population for the study included all small and medium scale enterprise (SME) in Ghana that has adopted the e-business to enhance the sales and delivery of their goods and services. This was made up of a number of multinational organizations operating in Ghana, local and international firm operating in Ghana. Seemingly, there are no records existing specifically detailing the number of such SMEs, making the entire population unknown. Particularly with respect to constraints of time and cost in accessing data from centres, the researcher purposively selected a number of online stores, wholesale and retail shops, financial institution, hotels and restaurants etc. Entrepreneurs, CEO, Management and supporting staff were the main categories of persons from whom data was taken.

Furthermore, the second section, a sample size of Fifty-seven (57) was involved by the use of major stakeholders.

The last section of the data collection combines the use of purposive sampling and snowball sampling method. The purposive sampling techniques were used to select the class of eBusiness owners. However, snowball sampling was used in accomplishing the example measure as a result of the troubles experienced in surveying the populace size of the class and professionals who practice project management. Snowball sampling is a technique for finding research subject (Atkinson and Flint, 2001).

Similarly, snow balling technique was used to in administering questionnaires to professionals who were involved in the project management practices.



### 3.5 DATA ANALYSIS AND PRESENTATION OF RESULTS

The main data source was primary and collected using self-administered e-questionnaires. The gathered data assisted in descriptive statistics, striking percentages and also mean score analysis. For this purpose, software used was SPSS (v20) and MS Excel.

The total and mean scores are calculated by

$$\sum_{x=1}^5 nx, \text{ where, } x = \text{strongly disagree, ..., strongly agree and } n$$

= number of respondents

$$\frac{(\sum_{x=1}^5 nx)}{N}, \text{ where, } x = \text{strongly disagree, ..., strongly agree, } n$$

= number of respondents and N the sample size respectively

Interpretation of the 5-point Likert scale was as follows: the mean score between 1 and 2.9 indicates disagreement, 3 and 3.4 is interpreted as neutrality and between 3.5 to 5, an agreement.

Organizing the research data for analysis is a phase that often demands substantial effort when qualitative methods, as in this case, are used. Hence, critical error in qualitative research is to combine data without adding interpretation or analysis (Koskinen et al., 2005).

Notwithstanding, notes and records from the field were dissected and deciphered in the light of the meeting reports. Distinctive information was then analyzed for confirming confirmations and logical inconsistencies. The key findings were then classified and arranged into categories that developed from the data.

In the quantitative analysis, the researcher compared observed and expected frequencies objectively, since it is not always possible to tell just by looking at them whether they are "different enough" to be considered statistically. The results were represented in statistical tables showing the frequencies, percentages, Mean score ranking.

### **3.6 SUMMARY**

The underlying philosophical assumptions of the research, the research, the methods and framework linking between the five variables thereby indicating methodology adopted for the study; method of data collection employed by the study. The analytical technique implemented for the study has also been expounded were all discussed in this chapter. The chapter also outlined key elements that are very primary in deciding a suitable research methodology to address any research problem. The results of the study are presented in the chapter that follows.

## CHAPTER FOUR

### DISCUSSION AND ANALYSIS OF RESULTS

#### 4.1 INTRODUCTION

The current chapter delivers a detailed explanation of the survey results and relating its findings to the Ghanaian online sales market. All previous chapters addressed introduction, review of relevant literature, and the research methodology adopted. The chapter is divided into two sections, representing the various analysis and findings in relation to the specific objectives set.

#### 4.2 DEMOGRAPHIC DATA OF SERVICE PROVIDERS

##### 4.2.1 Years of experience in eBusiness

**Table 4.1 Years of experience in eBusiness**

<b>Years</b>	<b>population</b>	<b>Percentage (%)</b>
<b>&lt; 5 years</b>	17	54.8
<b>5 - 9 years</b>	13	41.9
<b>&gt; 9 years</b>	1	3.5
<b>15 -20years</b>	0	0
<b>&gt;20years</b>	0	0

Most of the services have 0-4 years of experience in eBusiness which 17 of the respondent constituting 54.8% of the population, followed by 13 respondents having 5-9 years of experience in eBusinesses which also constitutes 41.9% of the population.

#### 4.2.2 Type of eBusiness

**Table 4.2 Type of eBusiness**

Types of eBusinesses	Frequency	Percentage (%)
Business-to-Business (B2B)	16	51.6%
Business-to-Consumer (B2C)	31	100%
Consumer-to-Consumer (C2C)	4	12.9%
Consumer-to-Business (C2B).	2	6.5%
Business-to-Administration (B2A)	3	9.7%
Consumer-to-Administration (C2A)	0	0%

From the data collected, you will notice 100% of the informants operate a Business-to-Consumer (B2C) type of services (Table 4.2), followed by 16 out of the 31 respondents, for Business-to-Business (B2B). That makes 51.61% of the total sampled population. With a high percentage of eBusinesses engaging Business-to-Consumer (B2C) king of online trade, it is reasonable to find most of the firms situated in the developed and industrial areas of the country.

### 4.2.3 Location of Businesses

**Table 4.3 Location of Business**

Location	Number of firms	Percentage
Accra	18	58.07
Tema	6	19.35
Koforidua	1	3.23
Kumasi	6	19.35
Total	31	100

Availability of infrastructure and high concentration of clients (client's respondent) in these areas due the industrialization and urban-rural migration can also be stated as a contributing factor for Accra scoring 18 service providers constituting 58.07% of the population

#### 4.2.3.1 Firms' PM professionals' status and Firms' Location

**Table 4.4 Firms' PM professionals' and Firms' Location**

eBusiness	Have a project manager	Location
Afro CodeMasters	×	Accra
BenCart	✓	Accra
Shydee creations	✓	Tema Ghana
Dzikaf Ghana ltd	✓	Accra
Emmandy's Farm	✓	Ashaley Botwe new town down
JEDIFEL decor and events	×	Tema
Hair Senta	×	Accra
Dancing butterfly _event	×	Accra
Cindyhairsignature	×	Accra
Sima_brew	×	Accra
Wakanda Markets	✓	Accra
Brakotek ventures	×	Tema
Afro Africa Limited	×	Accra
Ekuakloset	×	Accra
Larry's IT and Laptops	×	Accra
Mel.e_sales	✓	Tema
Kamafari	×	Tema
Tresses_by_abena	×	Kumasi
Wig haus	✓	Koforidua
Serzevents	×	Tema
Cakes and food services	×	Kumasi
Golden Tulip	✓	Kumasi
P/N International Limited	×	Kumasi
elchingybakes shop	×	Kumasi
Foto store	×	Kumasi
Accra mall Limited	✓	Accra
Maestro merchants Ghana	×	Accra
Pro-Plan Real Estate Consult	×	Accra
Elvis Properties	✓	Botwe, Accra
Sterling BRAINs	×	Accra

To ascertain the status of project manager in eBusinesses operating from Ghana, thirty-one (31) businesses were sampled through a questionnaire survey, the result of quantitative data collected is indicated in the table.

#### 4.2.4 Preferred App

**Table 4.5 Preferred App**

<b>PLATFORMS</b>	<b>FREQUENCY</b>	<b>PERCENTAGE (%)</b>
Browser / Web	26	83.9
Android Application	7	22.6
Windows Application	9	29
iOS	1	3.2
Linux Application	0	0

The service providers ranked browser/web the highest platform for doing eBusiness though they used other platforms but the table 4.5 clearly showed it, the preferred mode of using an App gave them an opportunity to choose the number of platforms they use and browser/web was high.

#### 4.2.5: Advertising channels

**Table 4.6: Advertising channels**

<b>Advertisement</b>	<b>Never</b>	<b>Rarely</b>	<b>Sometimes</b>	<b>Often</b>	<b>Always</b>	<b>Total</b>	<b>Mean Score</b>	<b>MSR</b>
Web Adverts	2	1	2	14	12	127	4.04	1
SMS	9	7	9	3	3	77	2.48	2
Print Media	10	6	10	3	2	74	2.39	3
Television Adverts	16	9	4	1	1	55	1.77	4
Radio Adverts	19	6	3	2	1	53	1.71	5

The service providers stated Web adverts as the highest in the mean score ranking with a score 4.04, the ranked mean score was calculated for the likert scale measuring advertising channels used in the eBusinesses in Ghana. From the 5-point Likert scale,

the mean score between 1 and 2.9 indicates never, 3 to 3.4 is interpreted as sometimes and between 3.5 to 5 as always. With the mean score of 4.04, web adverts ranked first which indicated that respondents always use web advert in advertising their businesses and radio advert ranked the least with a mean score of 1.71.

### 4.3 BENEFIT OF ADOPTING EBUSINESS

**Table 4.7: Benefits from adopting eBusiness**

Benefits of Adopting eBusiness	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total score	Mean Score	Mean score ranking
<b>Expand geographical reach</b>	1	0	0	5	25	146	4.71	1
<b>Increment of sales</b>	0	0	3	7	21	139	4.48	2
Improvement in internal and external communication	0	0	2	16	13	135	4.35	3
<b>Improving customer service</b>	1	1	2	12	15	131	4.22	4
<b>Lower cost of doing business</b>	1	0	2	18	10	129	4.16	5
<b>Reduce barriers to entry for new market</b>	1	0	4	15	11	128	4.12	6
Improvement in supplier relations	1	0	4	19	7	124	4.00	7
Advertisement and promotion	1	0	8	11	11	124	4.00	7

The mean scores are then ranked in the table and the mean score ranking indicated that, all the factors measured were beneficial in adopting eBusiness because the mean scores were all 4 or greater. However, the most beneficial was to expand one's geographical scope of sales. Whiles the emphasis on advertisement, promotion and improvement in supplier relations ranked the least.



The total and mean scores are calculated by

$$\frac{(\sum_{x=1}^5 nx)}{N}, \text{ where, } x = \text{strongly disagree, ... , strongly agree,}$$

n = number of respondents and N the sample size respectively

$$\sum_{x=1}^5 nx, \text{ where, } x = \text{strongly disagree, ... , strongly agree and n}$$

= number of respondents

#### 4.4 PROJECT MANAGEMENT KNOWLEDGE BASE

**Table 4.8: eBusiness Project Managers with PM Background**

Background in PM	Frequency	Percentage (%)
Yes	10	32.3
No	21	67.7
TOTAL	31	100

67% of the workers put in charge of online sales and delivery of goods do not have a background in Project Management. This is indicated by a 1 is to 2 ratios in relation to Trained personnel and not formerly trained respectively.

#### 4.5 IDENTIFICATION OF PROJECT MANAGEMENT PRACTICES

**Table 4.9: Understanding of Project management Practices**

Project Management Practices	practiced Yes, and	No	not Yes. but,	Total
Project Integration Management	7	17	7	31
Project Scope Management	12	13	6	31
Project stakeholder Management	17	6	8	31
Project Cost Management	16	8	7	31
Project Quality Management	22	0	9	31
Project Resource Management	8	10	13	31
Project Communication Management	18	8	5	31
Project Risk Management	14	11	6	31
Project Procurement Management	15	10	6	31
Project Schedule Management	12	11	8	31

The table shows that most of the eBusiness service providers ranked Project quality management as the highest in terms of knowledge and actually practicing it, though majority of them had no background in project management.

## 4.6 PROJECT MANAGEMENT PRACTICES AFFECTING SALES AND DELIVERY

**Table 4.10 Project management Practices mean score ranking**

Project Management Practices	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total score	Mean score	Mean score ranking
Project Quality Management	4	1	4	7	15	121	3.90	1
Project Cost Management	2	2	5	12	10	119	3.84	2
Project Stakeholder Management	3	1	5	12	10	118	3.81	3
Project Communication Management	4	2	3	10	12	117	3.77	4
Project Risk Management	2	3	5	11	10	117	3.77	4
Project Procurement Management	3	2	6	12	8	113	3.65	6
Project Schedule Management	4	1	7	12	7	110	3.55	7
Project Scope Management	4	0	9	11	7	110	3.55	7
Project Human Resource Management	3	3	12	6	7	104	3.35	9
Project Integration Management	4	3	14	3	7	99	3.19	10

The ranked mean score was calculated for this Likert scale measuring project management practices affect the sales and delivery of one's goods and services. From the 5-point Likert scale, the mean score between 1 and 2.9 indicates disagreement, 3 and 3.4 is interpreted as neutrality and between 3.5 to 5, an agreement. With the mean score of 3.9, the project quality management ranked first which indicated respondents agreeing to it as the most important factor affecting the sales of one's goods and/or services.

## 4.7 CHALLENGES WITH EBUSINESS

**Table 4.11 Challenges with eBusinesses**

	Never	Rarely	Sometimes	Often	Always	Total	Mean score	MSR
Security and trust factors	2	2	4	16	7	117	3.77	1
Availability of Internet (Connectivity)	0	1	16	9	5	111	3.58	2
ICT competencies	3	1	11	10	6	108	3.48	3
Culture hindrances	4	0	8	15	4	108	3.48	3
Illiteracy	5	1	8	14	3	102	3.29	4
Payment systems	3	2	14	10	2	99	3.19	5
Enabling factors (that is cost of ICT equipment, software and re-organization)	4	2	12	11	2	98	3.16	6
Network infrastructure and inter-related support services	4	1	17	8	1	94	3.03	7
Lack of applicability to the business	7	3	6	12	3	85	2.74	8

From table, the service providers ranked security and trust factors as challenging with eBusiness, that is 3.77 as the mean score, which means the service providers agree to it as the major challenge in the sales and delivery of goods online.

## 4.8 DEMOGRAPHIC RESPONSE OF EBUSINESS CLIENTS

### 4.8.1 Experience in using eBusiness

**Table 4.12 years in usage**

Years	Population	Percentage
0 - 4 years	27	47.4
5 - 9 years	22	38.6
10 - 14 years	4	7
15 years and above	4	7
Total	51	100

The eBusiness users scored 0-4years of using eBusiness as the highest with a population of 27 out of the 51 respondent with a percentage of 47.4% and 10-14yrs with >15yrs scoring the lowest with population of 4 each with percentages of 7% each. This also corresponds with the number of years' majority of the service providers said they have been operating.

## 4.8.2 Services Used

**Table 4.13 Services used**

Services used	frequency	Percentage(%)
E-Auctioning	2	3.5
E-Banking	37	64.9
E-Commerce	14	24.6
E-Directories	5	8.8
E-Engineering	3	5.3
E-Franchising	1	1.8
E-Gambling	2	3.5
E-Learning	18	31.6
E-Mailing	22	38.6
E-Marketing	21	36.8
E-Operational Resources Management	0	0
E-Supply	7	12.3

From table, the ebusiness clients ranked E-banking as the services used with a frequency of 37 with a percentage of 64.9%, while the lowest score was 0, meaning none of the users using E- Operational Resources Management.

## 4.8.3 Location

**Table 4.14 Location**

Location	Frequency	%
Regional Capital	43	75.4
Small Town	3	5.3
District Capital	11	19.3
Village	0	0
Total	57	100

From table, the ebusiness users scored regional capital as the highest with a frequency of 43 with a percentage of 75.4 and the lowest score was village with a frequency of zero meaning there are a lot of the population living in the regional capitals so ebusiness has more clients there based on the respondents the service providers scoring Accra as their location of operation.

#### 4.8.4 Period of using eBusiness

**Table 4.15 Period of using eBusiness**

Frequency of use	Frequency	Percentage (%)
Daily	18	31.6
Weekly	18	31.6
Monthly	10	17.5
Occasionally	11	19.3
Total	57	100

The table indicates how frequent eBusiness clients use it, the respondents scored daily and weekly as high with frequencies of 18 and percentages of 31.6 each, which means there are a lot of population who used ebusiness more frequently so the meaning clients are now embracing eBusinesses in Ghana and how fast eBusinesses are growing.

#### 4.8.5 Comfortable applications

**Table 4.16 Comfortable application**

Tools	frequency	Percentage (%)
Mobile Applications	51	89.5
Browsers	16	28.1
Desktop Applications	0	0

From the table clients scored mobile applications as the highest with a frequency of 51 constituting 89.5%, meaning most of the clients prefer accessing eBusinesses through mobile applications, followed by browsers with a frequency of 16 (28.1) and scored none for desktop applications though a client was given options of choosing more than one options.

#### 4.8.6 Preferred mode of payments

**Table 4.17 Preferred mode of payments**

Mode of payments	frequency	Percentage
Credit Card	12	21.1
Bank Transfer	23	40.4
Cash on Delivery	27	47.4
Digital Money (Mobile Money)	35	61.4
debit card	12	21.1

The clients/users scored digital money (Mobile money) as the highest with a frequency of 35 which was 61.1%, followed by cash on delivery with a frequency of 27 and a percentage of 47.4% meanwhile scored credit card and debit card as the lowest with frequency of 12 each. though a client had the opportunity to choose all options.



#### 4.8.7 Improvement of service

**Table 4.18 Improved of service**

Services	Frequency	Percentage%
Internet Connection	32	56.1%
Transaction charges Lowered	28	49.1%
Cost of data	19	33.3%
Quality of the service/product	26	45.6%

The clients scored internet connection as the highest service they want to be improved with a frequency of 32 and a percentage of 56.1% followed by transaction charges lowered with a frequency of 28 (49.1) and cost of data as the lowest with a frequency of 19(33.3%), though a client had an opportunity to choose all more than one option.

#### 4.8.8 Reasons for using eBusiness

**Table 4.19 Research for using eBusiness**

Reason	frequency	Percentage(%)
Convenience	48	84.2%
Reliability	16	28.1%
Fast	27	47.4%

From the table, the clients scored convenience as the highest reason for using eBusinesses with a frequency of 48 and a percentage of 84.2%, followed by fast with a frequency of 27 and a percentage of 47.4% and scored reliability as lowest with a frequency of 16 and a percentage of 28.1%, which means most clients use eBusiness not because it is reliable but because it is convenient, though each clients had an option choosing all three reasons.

#### 4.8.9 Client Rating of Online Goods Delivery Service

**Table 4.20 Client of Online Goods Delivery Service**

Service Rating	Very Poor	Poor	Good	Very Good	Excellent	Total	mean	MSR
Customer service relationship	1	1	17	31	7	213	3.74	2
How likely are you to recommend a service delivering business to a friend?	0	2	14	31	10	220	3.86	1
How likely are you to recommend a sales service business to a friend?	0	4	19	24	10	211	3.70	3
Delivery Time (Goods)	1	6	15	24	11	209	3.67	4
Does the product quality meet your expectation?	1	4	22	22	8	203	3.56	5

From the table, it was clear that the eBusiness users ranked recommending a service delivery business to a friend at the highest with a mean score of 3.86, which means the service delivery is very good. Also the others were between ranges of 3.5 - 5 which means the users agree the services are very good as well.

#### 4.8.10 eBusinesses challenges

**Table 4.21 eBusiness challenges**

eBusinesses Challenges	Never	Rarely	Sometimes	Often	Always	Total	mean	MSR
Ease of use of the eBusiness interface	1	5	20	21	10	205	3.59	1
Quality of the service/product	0	10	23	20	4	189	3.32	2
Availability of Internet connection	2	6	32	15	2	180	3.16	3
Transaction charges	4	15	29	6	3	160	2.81	4
Cost of data	7	19	21	7	3	151	2.65	5

The respondent of service users ranked ease of use of the eBusiness interface as their highest challenge with eBusinesses, with a mean score of 3.59 meaning all the eBusiness users often have challenges in using eBusinesses. Where cost on data was ranked lowest with a mean score of 2.65.

#### **4.9 STATUS OF THE PROJECT MANAGEMENT ON GHANAIAN EBUSINESSES**

In order to ascertain the status of project manager in eBusinesses operating from Ghana, thirty-one (31) businesses were sampled through a questionnaire

This empirical data suggests that even though enough recognition is given to the PM concept, this is all theoretical, as the practical application is not manifested.

Indeed, a very important issue to be confronted in the Ghanaian case is that the definition of the term PM is vague and contentious. As noted by (Goodwin, 1993), the fundamental premise on which project management is based by given a single individual or group; the authority to manage and lead the design and execution of the project from inception to completion. This means that the Project Manager then becomes accountable for the success or failure of the projects. From the data collected, it was realized there is little or no awareness of the project management practice as required.

#### **4.10 RESTRAINTS ON DEVELOPMENT OF PPMP IN THE GHANAIAN EBUSINESS INDUSTRY**

This segment manages quantitative investigation Professional Project management Practices (PPMP) imperatives. An aggregate number of forty (40) polls were directed

to respondents' workers, who were associated with the utilization of task administration ideas. Thirty-one (31) polls were recovered which speak to 77.5% reaction rate.

The introduction of the outcomes from the study on the statistic of respondent was examined utilizing engaging examination. The objective was to display both the foundation data of experts and general workers who participated in the examination. Knowing the foundation data will help produce trust in the dependability of information gathered.

#### **4.10.1 Lack of a regulatory body**

The eBusiness operators are not unionized nor having a body regulating standards. These has also allowed and made it possible for anyone with IT skills or marketing skills and capital to start an online sale business.

#### **4.11 SUMMARY**

The situation of Ghanaian online sales industry, particularly the goods delivery sector was reflected in the results of the surveys. In general, the results indicated that, the representatives of institutions, practitioners and clients responded to questions based on the experiences within the industry over the years. In particular, logical investigation of the outcomes has insinuated the way that there are sociocultural highlights of the business, which have advanced throughout the years for the most part due the associations between the key stakeholders, which indeed, influences manner in which practitioners and clients perceive issues regarding the professional project management practices in Ghana. The chapter starts with brief dialog of the survey participants and the descriptive statistics of interpreted results gotten from the field thereof.

## **CHAPTER FIVE**

### **CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 INTRODUCTION**

The aim of the study is to help bring to the fore the empirical understanding of the status of professional project management practices in the Ghanaian Online Goods delivery Industry towards appreciating the challenges and opportunities for improvement; and to accomplish this aim, a number of objectives which were being guided by research questions were set. In this chapter, the research questions and the objectives are revisited to bring into light the extent to which the aim of the study has been achieved throughout the various phases of the study. The chapter also presents recommendations of the researcher based on the findings of the study and the states of difficulties that were encountered throughout of the study. Lastly, recommendations are made for further studies.

#### **5.2 THE STUDY CONCEPT**

The study is based on the proposition that the fundamental concept of Project Management is given a single individual or entity the authority to manage from the design and to delivery of the final product from inception to completion.

#### **5.3 RESEARCH OBJECTIVES**

From the previous, two principle look into questions were proposed:

1. To identify the project management practices employed in the sales and delivery of goods online.

2. Identify the challenges in the sales and delivery of goods online.

## **5.4 REVIEW OF RESEARCH OBJECTIVES**

The purpose of this study was to help bring to the fore, empirical understanding of the status of professional project management practices in the sales and delivery of online goods. In chasing this goal, two objectives were set. The following subsections set out the fulfilment of each of the two research objectives.

### **5.4.1 Review of Objective One**

Objective One focused on identifying Project Management Practices employed in the sales and delivery of goods online. This was attained by undertaking a broad review on project management in the eBusiness industry in Ghana (**see chapter 2**). The literature revealed various project management practices employed by service providers in Ghana as Project Quality Management, Project Cost Management, Project Scope Management, Project Communication Management, Project Procurement Management, Project Scope Management, Project Schedule Management, Project Risk Management, Project Resource Management and Project Integration Management.

It was ascertained from the data collected and analyzed that, the current method employed by the self-made Project managers involved the PM Practices even though they did not know what they were, neither do they put it to the best use.

### **5.4.2 Review of Objective Two**

The second objective of the research was to identify the challenges in the sales and delivery of goods online. In achieving objective two, eBusiness firms were visited to ascertain the level of understanding and then in conclusion of Project managers in production to delivery processes.

Some of the challenges the industry faced were Security and Trust factors, availability of reliable internet, Culture Hindrances, Illiteracy for the Service providers and Challenges by the client's/Users challenges were the difficulty in the use of the eBusiness software application packages, Quality of the service/product, Availability of internet connection, See Chapter 4.

### **5.5 CONTRIBUTION TO KNOWLEDGE IN THE GHANAIAN CONTEXT**

There are key commitments that are the result of this exploration that other research works have not tended. These are as per the following:

- It revealed the extent of understanding and involvement of Project Managers in the Ghanaian Online Industry;
- Insights into challenges in the sales and delivery of goods online;
- Establishes the satisfaction rate of stakeholders.

### **5.6 LIMITATIONS OF THE RESEARCH**

There were issues experienced throughout directing the questionnaires at the hands on work stage, which presented genuine limitations to the execution of the investigation. Meeting with venture directors was time agonizing.

Finding the users of the services was also another challenge. As, service providers did not keep adequate records on clients and some were not ready to give out even general information like location and gender of their clients.

## **5.7 RECOMMENDATIONS**

Professional project managers' awareness creation among organizations will help the industry. A Continuous Professional Developments (CPD) of people in the online business industry through seminar, workshops, and refresher courses is also recommended for a better service delivery. Stakeholder's engagement should be encouraged. as well as a regulatory body should be set up to manage and determining various credentials and qualifications in online sales and delivery of goods project management.

This research also recommends the setting up a regulatory body to be responsible in managing and determining various credentials and qualifications in online sales and delivery of goods project management

## **5.8 CONCLUSION**

The summary of the conclusion is related to each of the objectives of the study. These are as follows;

The study revealed that, there was lack of understanding among practitioners in the industry, which remains a factor preventing the development of PM.

Secondly, assumption made by the study was that online firms used professional project managers was rejected due to the fact only three organizations visited involved



the use of a professional project managers. It was observed that, some Project Managers had an idea of what the processes mean, but do not know what it entails.

Thirdly, data from the research point out to the fact that even though the industry is lacking proper Project Management Practices, the clients and users are satisfied with the quality of goods delivered.

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## APPENDICE

### APPENDIX 1:

#### Questionnaire for Service Providers

Kwame Nkrumah University of Science and Technology,

Kumasi, Ghana - Institute of Distance Learning

Dear Participant,

My name is *Emelia Nyarkowaa Nyarko*, a post-graduate student from the above university carrying out a study on the *Implementation of Project Management in The Sales and Delivery of Goods Online to Ensure Quality Service in eBusinesses in Ghana*. Kindly assist me answer the following questions to enable me complete my thesis.

Thank you for participating in my research.

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#### SECTION A: BACKGROUND DATA

---

1. How long have you been running an E-Business from Ghana?

0 - 4 years

5 - 9 years

10 - 14 years

15 years and above

2. What kind of eBusiness do you run?

Business-to-Business (B2B)

Business-to-Consumer (B2C)

Consumer-to-Consumer (C2C)

Consumer-to-Business (C2B).

Business-to-Administration (B2A)

Consumer-to-Administration (C2A)

Others (please kindly specify) \_\_\_\_\_

3. What platforms do your business solutions run on?

Browser / Web

Android Application

Windows Application

iOS

Linux Application



4. Advertising channels used to enhance sales.

1 = Never 2 = Rarely 3 = Sometimes 4 = Often 5 = Always

	1	2	3	4	5
Web Adverts					
SMS					
Television Adverts					
Print Media					
Radio Adverts					
<i>If other (please specify)</i>					

**SECTION B: BENEFIT OF ADOPTING EBUSINESS**

---

5. What benefit do you derive from adopting eBusiness? Tick the appropriate boxes.

1= Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

	1	2	3	4	5
Lower cost of doing business					
Improvement in internal and external communication					
Increment of sales					
Improvement in supplier relations					
Advertisement and promotion					
Improving customer service					
Expand geographical reach					
Reduce barriers to entry for new market					
<i>If other (please specify)</i>					

**SECTION C: IDENTIFY PROJECT MANAGEMENT PRACTICES**

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6. Do you have a background in project management?     Yes             No

7. Are you aware of the following project management practices? Tick as appropriate.

	Yes	No		Yes	No
Project Integration Management			Do you practice it?		
Project Scope Management					
Project Stakeholder Management					
Project Cost Management					
Project Quality Management					
Project Human Resource Management					
Project Communication Management					
Project Risk Management					
Project Procurement Management					
Project Schedule Management					

8. Considering your business as a project, to what extent do you think each of the following project management principles affect the sales and delivery of your goods and/or services? Tick the appropriate boxes.

**1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree**

	1	2	3	4	5
Project Integration Management					
Project Scope Management					
Project Stakeholder Management					
Project Cost Management					
Project Quality Management					
Project Human Resource Management					
Project Communication Management					
Project Risk Management					
Project Procurement Management					
Project Schedule Management					

**SECTION D — CHALLENGES WITH EBUSINESS**

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9. What are some of the challenges in the sales and delivery of goods online?

**1=Never   2 =Rarely   3 =Sometimes   4=Often   5=Always**

	1	2	3	4	5
Lack of applicability to the business					
Enabling factors (that is cost of ICT equipment, software and re-organization)					
Security and trust factors					
ICT competencies					
Network infrastructure and inter-related support services					
Payment systems					
Illiteracy					
Availability of Internet (Connectivity)					
Culture hindrances					
<i>If other (please specify)</i>					

Thank you.



