

**PROJECT MANAGEMENT COMPETENCES, ETHICAL ORIENTATION AND  
PROJECT PERFORMANCE IN PUBLIC UNIVERSITIES IN UGANDA**

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**A DISSERTATION SUBMITTED TO THE GRADUATE RESEARCH CENTRE IN  
PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE  
DEGREE OF MASTER OF BUSINESS ADMINISTRATION OF MAKERERE  
UNIVERSITY**

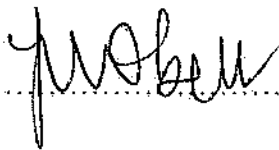
**PLAN A**

**SEPTEMBER, 2014**

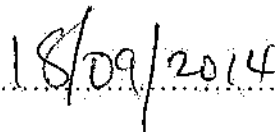
## DECLARATION

I, Elisha Obella declare that this dissertation entitled "Project Management Competences, Ethical Orientation and Project Performance in Public Universities in Uganda" is my own original work, and it has never been presented to any university or institution for the award of any academic qualification.

Signature.....



Date.....




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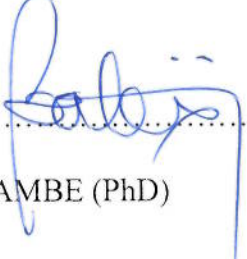
**APPROVAL**

This is to certify that this dissertation entitled “Project Management Competences, Ethical Orientation and Project Performance in Public Universities in Uganda” has been submitted for examination with our approval as university supervisors.

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## DEDICATION

I dedicate this meritorious achievement to the memories of my late father MR. SERUTERI ETYANG OBELLA who was very instrumental in my education!! May your soul continue to rest in eternal peace papa!

I have no words to express my appreciation to my family who have at all times been supportive while pursuing this MBA. I would like to appreciate my lovely wife Alice Amoiti Obella for the encouragement and more so taking responsibility of the family when I was away on the MBA.

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;

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## ACRONYMS AND ABBREVIATIONS

\$:	United States of America Dollars
%:	Percentage
CVI:	Content Validity Index
CVR:	Content Validity Ratio
HIV:	Human Immune Virus
MUBS:	Makerere University Business School
PMBOK:	The Project Management Book of Knowledge
PPDA:	Public Procurement and Disposal of Public Assets
Sh:	Shillings
SPSS:	Statistical Soft Ware package for Social Sciences
Std:	Standard
UG:	Uganda

## ABSTRACT

The study attempted to explore and explain the relationship between Project management competences, ethical orientation and project performance in public universities in Uganda. The purpose of the study was to establish the relationship between Project management competences, ethical orientation and project performance in public universities in Uganda. Across-sectional quantitative survey design was used to collect data from the public universities' projects. A self-administered Questionnaire was used to collect and analyze data using a statistical package for social scientists (SPSS) software. The findings revealed significant positive correlations between Project management competences and project performance, project management competences and ethical orientation, ethical orientation and project performance. The findings revealed that Project management competences and ethical orientation predict 32.2% of Projects Performance. These findings have both policy and managerial implications. The policy makers should put in place policy guild lines and codes of conduct. Management ought to enhance competences through training, coaching and regular meetings that improve on project performance. The study recommends the recruitment of employees who have proven ethical background and appropriate competences that will enhance project performance in different projects of public universities.

## CHAPTER ONE

### 1.0 Background to the study

Public universities in Uganda have faced significant challenges during the recent years (Kagaari, Munene & Ntayi, 2013). They have failed to enhance project performance in regard to time, scope, cost and projects stakeholders are not satisfied with the output of the different projects (The Observer, July 19<sup>th</sup> 2009). Like in 2006, Makerere University began a project of constructing UG Shs 2 billion perimeter wall. Due to poor project management competence and professional ethical conduct, the perimeter wall collapsed even before it was fully completed. The stakeholders were not satisfied with the cost of the construction work, the quality of the work was extremely poor and columns were built without the foundations and enforcement of the original design of the wall (The Independent, July, 10<sup>th</sup> 2009).

Socket Works (U) Ltd a software and ICT company was engaged to deliver and manage the software and ICT infrastructure at MUBS for seven years from January 2007 (PPDA Report, 2008). At the time of audit MUBS had so far paid Sh 60 million and Sh 400 million had been collected from students as ICT fees. The review of the socket works project by the PPDA in November 2007 revealed project management incompetence of that ICT project in MUBS. The software was not delivered as was agreed which was an unethical issue in the socket works project. The PPDA recommended disciplinary action against the accounting officer for allegedly usurping the role of the school's contracts committee and even mismanaging the project (PPDA report, 2007).

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