



**ASSESSMENT OF PROJECT MANAGER SELECTION PRACTICES: THE
CASE OF ETHIOPIAN CONSTRUCTION WORKS CORPORATION**

ADDIS ABABA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

**SCHOOL OF COMMERCE GRADUATES STUDIES MA PROGRAM
IN PROJECT MANAGEMENT**

BY:

HAMERENOAH GIRMA

ADVISOR:

ABDUREZAK MOHAMMED (PHD)

**A PROJECT WORK SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR OBTAINING A MASTERS DEGREE IN**

PROJECT MANAGEMENT

JUNE, 2022

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Approved By Board of Examiners

ABDUREZAK MOHAMMED (PHD)	_____	_____
Advisor	Signature	Date
_____	_____	_____
Internal examiner	Signature	Date
_____	_____	_____
External examiner	Signature	Date

STATEMENT OF DECLARATION

I, Hamerenoah Girma, declare that this study entitled “**ASSESSMENT OF PROJECT MANAGER SELECTION PRACTICES: THE CASE OF ETHIOPIAN CONSTRUCTION WORKS CORPORATION**” is my own original work. This study has not been presented for a partial fulfilment for any educational qualification at any university. All sources of materials used for the study have been duly acknowledged.

Hamerenoah Girma:

Signature

Date

STATEMENT OF CERTIFICATION

This is to certify that Hamerenoah Girma carried out her study on the topic entitled “Assessment of Project Manager Selection Practices: The Case of Ethiopian Construction Works Corporation”. This study is original and it is not submitted for partial fulfilment for any educational qualification at any university. It is suitable for the partial fulfilment of Masters of Arts degree in Project Management at Addis Ababa University School of Commerce.

Abdurezak Mohammed (PhD)

Advisor

Signature

Date

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TABLE OF CONTENTS

ABBREVIATION AND ACRONYM	X
ABSTRACT.....	XI
CHAPTER 1:INTRODUCTION	1
1.1. Background of the Study.....	1
1.2. Background of the Corporation.....	5
1.2.1. Introduction.....	5
1.2.2. Historical Background of the Corporation.....	6
1.2.3. Projects Currently Underway by the Corporation	7
1.3. Statement of the Problem	8
1.4. Basic Research Questions	9
1.5. Objective of the Study.....	9
1.5.1. General Objective	9
1.5.2. Specific Objectives	10
1.6. Significance of the Study	10
1.7. Scope of Study	10
1.8. Limitations of the Study.....	11
1.9. Definition of Key Terms	11
1.10. Organization of the Study.....	11
CHAPTER 2:LITERATURE REVIEW	13
2.1. Theoretical Literature Review.....	13
2.1.1. Definition of Project and Management.....	13
2.1.2. Who is Who in Project Management?	13
2.1.3. The Construction Industry	16
2.1.4. Construction project management	17
2.1.5. Project Management Knowledge Areas.....	19
2.1.6. The Role of Project Manager in Construction Project.....	21
2.1.7. Skills of Successful Construction Project Manager.....	23
2.1.8. Rewards Of Successful Project Management.....	25
2.1.9. What is Project Manager Competency?.....	26
2.2. Practical Literature Review	28

2.3. Conceptual Framework	31
CHAPTER 3:RESEARCH METHODOLOGY	32
3.1. Introduction	33
3.2. Research Design.....	33
3.3. Target Population	33
3.4. Sample Size and Sampling Technique	33
3.5. Source of Data and Data Collection Methods	34
3.6. Method of Data Analysis.....	34
3.7. Data Quality Assurance.....	35
3.7.1. Validity	35
3.7.2. Reliability.....	35
3.8. Ethical Issues and Considerations	36
CHAPTER 4:DATA PRESENTATION AND ANALYSIS	37
4.1. Introduction	37
4.2. Response Rate	37
4.3. Analysis of Questionnaire	37
4.3.1. General Information of the Respondents	37
4.3.2. Consideration and Application of Project Management Knowledge Areas in Project Managers Selection Process	41
4.3.3. Project Managers Selection Criteria	42
4.3.4. Project Manager Selection Practices.....	47
4.4. Analysis of Interview Questions	533
CHAPTER 5:CONCLUSIONS AND RECOMMENDATIONS	577
5.1 Conclusions.....	57
5.2 Recommendations.....	58
REFERENCES.....	58
9	
APPENDIX A: QUESTIONNAIRE.....	622
APPENDIX B: INTERVIEW QUESTIONS.....	677

LIST OF TABLES

Table 3.1 Outcome Of Reliability Test of The Application of Project Management Knowledge In The Selection Of Project Manager Questionnaire Items.....	36
Table 3.2 Outcome of Reliability Test of The Project Managers Selection Criteria Questionnaire Items.....	36
Table 3.3 Outcome of Reliability Test of The Project Managers Selection Practices Questionnaire Items.....	36
Table 4.1 Marital Status of Respondents	39
Table 4.2 Consideration and Application of Project Management Knowledge Areas in Project Managers Selection Process.....	41
Table 4.3 Consideration of educational background for project manager selection.....	42
Table 4.4 Consideration of sectoral knowledge and experience in similar other projects for project manager selection.....	43
Table 4.5 Consideration of technical skills for project manager selection	43
Table 4.6 Consideration of an individual’s project management skills for project manager selection	44
Table 4.7 Consideration of personal skill of an individual for project manager selection	44
Table 4.8 Consideration of being best performer of the team for project manager selection	45
Table 4.9 Consideration of recommendation by immediate supervisor for project manager selection	46
Table 4.10 Consideration of having relevant work experience in the corporation for project manager selection.....	46
Table 4.11 Consideration of being permanent employee of the company for project manager selection	47
Table 4.12 Clarity of Policies and Procedures Regarding Project Manager Selection	48
Table 4.13 Implementation of Project Manager Selection Policy	48
Table 4.14 Planning for the Project Manager Selection Process	49
Table 4.15 Monitoring of Project Manager Selection Process	49
Table 4.16 External Focus of the Project Manager Selection Process of the Corporation	50
Table 4.17 Internal Focus of the Project Manager Selection Process of the Corporation	50
Table 4.18 Ethics in the Project Manager Selection Process.....	51
Table 4.19 Summary of Project Manager Selection Practices.....	52

LIST OF FIGURES

Figure 1.1 Organizational Structure of ECWC.....	6
Figure 2.1 Sources of recruitment.....	31
Figure 2.2 Selection process	32
Figure 2.3 Management Skills Necessary at Various Levels of an Organization	32
Figure 4.1 Gender of Respondents.....	38
Figure 4.2 Age of Respondents.....	38
Figure 4.3 Education Level of Respondents	39
Figure 4.4 Work Experience of Respondents	40

ABBREVIATION AND ACRONYM

ECWC-Ethiopian Construction Works Corporation

HR –Human Resource

HRM-Human Resource Management

PMBOK: Project Management Body of Knowledge

PMI: Project Management Institute

PM: Project Manager

PMO: Project Management Office

ABSTRACT

This study is conducted to assess the project manager selection practices in the case of Ethiopian Construction Works Corporation. Data was collected using questionnaire and interview. The questionnaire was distributed to thirty-one human resource department personnel who are randomly selected from the total population and the interview was conducted with four representatives of the four sectors of ECWC. Then, the collected data was analyzed using descriptive statistics by applying SPSS version 25 application. The main findings indicate that project management knowledge areas are well exercised to select an individual as a project manager. Technical skills, educational background, professional experience and recommendation by immediate supervisor are the top criteria and value of soft skill is underestimated in the process in the project manager selection process. The project manager selection process depends on personal judgment of committee members. Being a project manager is not only about having hard skill or technical knowhow. Finally, based on the reviewed literatures the study recommends to the corporation to give more attention for soft skills in its project manager selection practices.

Key words: Project manager; project manager selection; hard skill; soft skill; project manager selection criteria

CHAPTER 1: INTRODUCTION

1.1. Background of the Study

The history of construction project has existed for centuries. For each project there was someone who manages activities. As designs and structures became more complex, the role of project manager became more and more significant.

Project manager is a person who provides the guidance to project team to accomplish the objectives of the project. Any project manager must know the mission, vision and objectives of the project then he or she is expected to provide leadership in planning, motivating, organizing, controlling the work effort to make sure that the customer is satisfied and to realise the project objectives.

All projects require proper planning, coordination and also appropriate utilization of the available resources. Because of the rise of complex construction projects, which requires complicated tasks, the project managers start to play an important role in the initiation, planning, coordination, controlling, execution and closing phases of the project lifecycle. The project managers are expected to satisfy the team, the task and the individual needs from the project.

According to PMBOK (2017) a project is a temporary endeavour undertaken to create a unique product, service, or result. The temporary nature of projects shows that a project has certain beginning and ending. A project ends when objectives of the project have been reached or when it is terminated because its objectives will not or cannot be achieved, or when the need for the project no longer exists.

Based on latest statistics around the globe nearly \$10 trillion is spent annually on all kinds of projects from which US alone spend approximately \$2.3 trillion on projects (Manzoor, 2019). So, efficient project management is important to achieve each project's objectives and proper utilization of resources. PMBOK also define project management as the application of knowledge, skills, tools, and techniques to project activities to meet the project objectives. Project management is accomplished through the suitable application of logically grouped project management processes. Project management processes

categorized into five groups namely; initiating, planning, executing, monitoring and controlling, and closing.

To be successful project manager it is necessary to have both hard skills and soft skills. Hard skills are teachable and technical know how someone can learn from education institutes, training centres and job experiences and it is important to develop these abilities for successful leadership of the project. For example, for a civil engineer one of his or her hard skills may be ability to select the right construction materials. Hard skills are directly applicable, more quantifiable and relatively easier to acquire than soft skills.

Soft skills are skills which are improved and developed over time by interacting with other people and managing tasks. To become a successful project manager, it is more important than technical or hard skill, in this case it is knowledge of the building process. Some examples soft skills are communication skill, leadership skill, negotiation skill, organization skill and problem-solving skill.

Motivation

Rory and Steve (2007) explain motivation as an inner force which encourages us to do something. As a leader having motivation helps the manager to create conditions that allow other employees to feel motivated.

Communication

Communication is giving and receiving information. It is about keeping the stakeholders informed; help project team members work together both within the team, and with the customers, management and stakeholders (MERI, 2008).

Communication skill is an ability to give and receive information. It includes presentation Skill, written communication skills like emailing and report writing, verbal communication skill, listening skill, stress tolerance skill, conflict management skill and nonverbal communication skill.

Since construction project managers spend most of their time communicating with different stakeholders like customers, contractors, staff, clients, government officials and others they are expected to have excellent verbal and written communication skills. According to Rory

and Steve (2007) communication help project managers to inspire team members, handle conflict, negotiate with stakeholders and even to make effective presentations.

Collaboration

According to MERI (2008) it is doing activities together as efficiently and effectively as possible. Collaboration requires good communication. Project manager's most contacts with the stakeholders will focus on communication. And with the team the focus is for both team leading the and for developing effective environment for team collaborate.

Leadership

Leadership skills are skills used to organize and motivate others to achieve an objective. For any project manager the ability to motivate and lead others is important. Some of leadership skills include motivation, team building, conflict resolution, scheduling, decision making, and problem solving.

Managing Change

Occurrence of change is a certain phenomenon in any projects. Skill to deal with change is one attribute of a great project manager. It requires the ability of gathering the change requests (CRs), understanding of the impacts and communicating the impacts and to give decision (MERI, 2008).

Negotiation

It is ability to convince others and can be improved through experience. For project managers it is ability to bargain with clients regarding schedule, scope and resources.

Organization

Project managers participate and manipulate lots of different, from initiation to closure, aspects of a project. So, to be successful project managers need to be organized in their professional as well as personal lives. It is impossible to be successful for a project manager if he or she is messy and forgetful. Developing an organizational system like electronic note or paper planner is important to remind things. This involves having skills in using project management software, calendars, schedules and time management.

Networking

This skill is one of the most significant entrepreneurial attributes to assist the project manager to achieve the project's objectives. It is having the skill to connect with a wide range of people who can supply useful information and resources to realise the objectives of the project (Rory and Steve, 2007).

Problem Solving

It is a skill to give appropriate solutions for problems and it also includes ability to forecast potential risks and issues to prepare solutions in advance. If potential risks are properly anticipated, the probability of being urgent is low and it also help to prepare a backup plan.

Negotiation

It is the art of influencing others to consider things in your way even if, they try to influence you to see things their way (Rory and Steve, 2007).

Everyone cannot be project manager that is because it is not only a technical job rather it is also about getting people to accomplish tasks that must be done to meet the purposes of the project. It requires becoming the link between the strategy and the team. For example, having only an excellent construction technical knowhow cannot make an engineer a successful construction project manager. Because being successful project manager also require top soft skills which are obligatory to be successful project manager.

Even if being a successful project manager requires technical skills and the above listed and other soft skills, according to Heagney (2012) the role of project managers seems to be very misinterpreted throughout the world. The reason for that is many project managers arrive at their managerial position from their jobs as engineers, programmers, scientists, and other kinds of jobs. So, they consider the job as a technical job which is not correct. Being a project manager is not only about having technical knowhow. It is also about getting people to complete tasks that must be done to meet the objectives of the project. The main concern of the project manager is to ensure that all tasks are done on time, within budget and scope.

Selecting the competent project manager with proven managerial skills is one of the most critical factors for the success of any project. From many applicants selecting the top project manager is a multi-criteria decision-making problem. So, the objective of this study is to assess project manager selection practices and to overview various project manager selection criteria used in the case of Ethiopian construction works corporation.

1.2. Background of the Corporation

1.2.1. Introduction

According to Ethiopian Construction Works Corporation's corporate profile (2020) the corporation is the result of merger of three formerly independent public enterprises. The enterprises are the Ethiopian Water Works Construction Enterprise, the Ethiopian Road Construction Corporation, and the Ethiopian Prefabricated Building Parts Production Enterprise.

ECWC newly established on December 18/2015. The vision of ECWC is to be one of the best ten East and Central African construction and manufacturing companies by the year 2030 G.C.

Business areas of the corporation are

- Construction of Transport & Water Infrastructure
- Construction of Buildings & Industrial Projects
- Undertaking Project Management service
- Dam & Irrigation Infrastructure Administration
- Spare parts & Construction Materials Production
- Assembling Construction Equipment & Machineries
- Leasing Warehouse & Construction Machinery

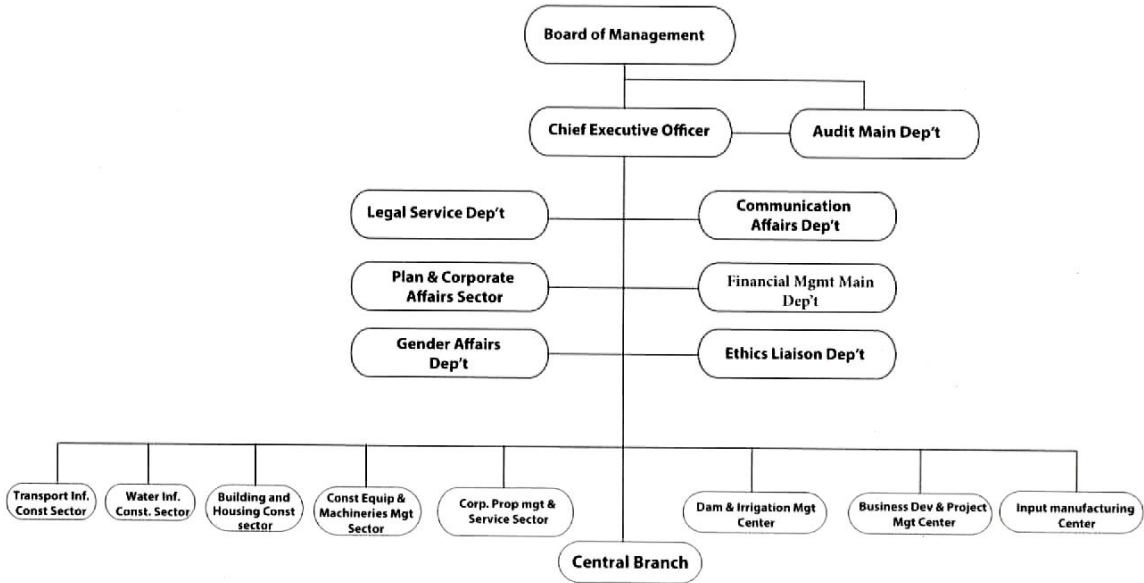


Figure 1.1 Organizational Structure of ECWC

Source: Ethiopian Construction Works Corporation’s corporate profile (2020)

1.2.2. Historical Background of the Corporation

The history of the three former enterprises can be traced back to the late 1940s and early 1950s. Imperial government of Ethiopia was influenced to launch a Road Agency solely accountable for building, restoring and expanding the road network throughout the country. Accordingly, in 1951 the Imperial Highway Authority (IHA) was established to design, plan, maintain and construct roads.

The Authority has been re structured and re-established many times. These reestablishments increase responsibilities of the authority’s operational body by growing its task to incorporate the construction of sea ports, airports, railways, and municipal roads.

During the past 65 years the authority has been constructed over 21 asphalt road projects, 5 airports and air strips, 45 gravel road projects and 5 dams. The authority also maintained almost all road networks of the country.

Ethiopian Water Works Construction enterprise starts early 1940s. Around 1948 the Water Resource Agency was established under the Ministry of public works. At this stage through an American aid program a project named “Point four” was founded which dealt

exclusively with rural water well drilling activities. Its name was then Rural Operation. After some time in connection with the study of the Blue Nile Basin (through the assistance of the American Government) “Hydrology section” was established, and became the second section in water sector.

This sector, like the road sector, re-structured and re-established many times. For many years this water works construction sector undertaking construction of dams, irrigation and drainage networks; water supply and sewerage networks; construction of roads and buildings; land reclamation; sea ports and many other different activities.

Starting from 1994, 38 potable water projects, 8 road construction projects, 13 dam and irrigation projects, 4 buildings and 6 different civil work construction projects have been constructed by the former of Ethiopian Water Works Construction enterprise.

ECWC is a newly established public enterprise with the authorized capital of Birr 20.3 billion; on December 18/2015 based on council of Ministers Regulation No. 366/2015. ECWC is governed by the Public Enterprises Proclamation No.25/1992. Its supervising authority is The Ministry of Public Enterprises and its policy-making body is the Board of the Corporation whose members are appointed by the government selected from different organizations. The headquarters of the corporation is located in the city of Addis Ababa, around Gured Shola. It is head by a Chief Executive Officer (CEO).

1.2.3. Projects Currently Underway by the Corporation

According to the corporation’s 2014 E.C. half year report, the corporation is undertaking 49 construction projects worth 37,130,240,807.07 Birr.

From which the corporation is undertaking a total of 22 transport infrastructure construction work projects with a contract amount of 17,633,195,254.70 Birr. This project includes 19 road construction and maintenance and 3 bridges works.

During the fiscal year, the corporation is carrying out construction and maintenance works of 17 building projects with a contract amount of Birr 10,796,181,707.37.

A total of seven projects including dams, portable water and irrigation are being underway with a contract amount of Birr 8,700, 863, 845.00.

Designs of 14 architectural, 8 structural, 9 electrical and 9 senatorial works have been developed for various projects.

Currently the corporation has 4,248 permanent and 6,363 contract employees. The number of construction equipment and machinery of the corporation has reached 1579 in the fiscal year.

The corporation will continue to do its level best to further enhance its accomplishment by strengthening its capacity in terms of human, material and financial resources as well as in the implementation of the ongoing project management reform.

1.3. Statement of the Problem

According to Heagney (2012) the role of project managers seems to be very misinterpreted throughout the world. The reason for that is many project managers arrive at their managerial position from their jobs as engineers, programmers, scientists, and other kinds of jobs. So, they consider the job as a technical job which is not correct. Being a project manager is not only about having technical knowhow.

Project manager is significant personality who is expected to lead the affairs of the whole project management. Appropriate project manager has a very important encouraging role to play in the smooth and successful execution of the project. It is very hard decision for enterprises to select suitable project manager. Choice of a project manager for projects has excessive consequences and it is one of the difficult decisions for the top management. That is because majority of the decisions which affect the success of the project are made by the project manager. The project manager is the policy maker and system planner. Choosing a project manager is a serious decision to be taken and it should include different criteria and should be in agreement with the company's principles, rules and specific nature of the project (Afshari, 2012).

According to Jazebi (2013) in recent years the role of project manager for project's success is becoming higher because construction projects have become very complicated technically. In the last two decades, many researchers try to study skills that a project manager should hold, skills needed to be successful and the criteria to choose the best project managers. That is because any construction project manager makes and involve in

many significant decisions during a project. Cost of selecting unsuitable manager for a project is so high. So, companies must give huge attention for the selection of a project manager.

The success of a project depends on many critical success factors and finding a manager with proven leadership skills is one of the key important factors. Being a manager of construction project requires not only deep knowledge of the building process but it needs knowledge of different areas like finance, law, business, and more. It also requires soft skills. Archibald (2003) lists a wide range of desired personal characteristics of project manager. Some of them are; flexibility and adaptability, preference for significant initiative and leadership, confidence, persuasiveness, ambition, activity, effectiveness as a communicator, enthusiasm, imagination, spontaneity, able to balance technical solutions with time, cost, and human factors, well organized and disciplined, able and willing to devote most of his time to planning and controlling, able to identify problems and willing to make decisions.

Finding such kind of project manager is not an easy task because selection of project managers is based more on personal skills than on the job description and educational status. So, the main target of the study was assessment of project manager selection practices of Ethiopian Construction Works Corporation (ECWC).

1.4. Basic Research Questions

In order to achieve the objectives of the study, the study focuses on the following research questions.

- What is the process to select of project manager in ECWC?
- What are the major criteria to select a project manager in ECWC?
- What are the challenges in selection of project managers in ECWC?
- Is there any better experience in project manager's selection process in ECWC?

1.5. Objective of the Study

1.5.1. General Objective

The general objective of the study is to assess the project manager selection practices of Ethiopian Construction Works Corporation.

1.5.2. Specific Objectives

- To examine the major criteria in the selection of project managers in ECWC.
- To find out the challenges of the selection of project managers in ECWC.
- To assess if there are any better experiences in the corporation in project manager selection process in ECWC.

1.6. Significance of the Study

Findings of this study will benefit different stakeholders.

The first significance of this study is for ECWC's top management by informing the gaps and challenges in the process of selection of project managers and to take corrective measures to improve PM selection process.

Secondly, it helps the human resource department to review its practices of project manager selection process.

Finally, it can serve as reference and benchmark for future researchers as an input who is interested to undertake a further study on the same or related areas in the ECWC or in other companies.

1.7. Scope of the Study

The study is limited on assessment of project manager selection practices of Ethiopian Construction Works Corporation located in the city of Addis Ababa, around Gured Shola So, findings, conclusions and recommendations are limited only to ECWC.

This study includes only selected management personnel and non-management level personnel of the corporation who directly or indirectly participate in the project manager's selection process.

The study did not include the impact of selecting good or bad project managers on project success of the corporation.

1.8. Limitations of the Study

Limitations are restrictions and constraints that occurred throughout the study process. During the course of the study, the following issues arose.

- Due to a lack of interest, a few of the intended respondents were hesitant to comply and read the questionnaire.
- Some survey respondents misplaced their questionnaires, resulting in additional expenditures and effort spent reprinting them.
- Due to the short time allowed to conduct the study, it was necessary to use a busy time schedule to conduct the study. Not only that, it also narrows the topics that could be included in the study.

1.9. Definition of Key Terms

Project: A project is a temporary endeavour undertaken to create a unique product, service or result (PMI, 2013).

Project management: is an application of knowledge, skills, tools and techniques to project activities to meet project requirements. This is accomplished through the application and integration of the project management processes of initiation, planning, executing, monitoring and controlling and closing (PMI, 2013).

Project Stakeholders: is an individual, group, or organization that may affect, be affected by, or perceive itself to be affected by a decision, activity, or outcome of a project.

Project manager: is the person appointed by the executing company to lead the team in achieving the project's objectives.

Skill: the ability to do something well; expertise.

1.10. Organization of the Study

This study is organized under five chapters. The first chapter describes background of the study, background of the corporation, statement of the problem, basic research questions,

objective of the study, significance of the study, scope of study, limitations of the study and definition of key terms. The second chapter concerned with review of related literature. The third chapter describes research design, target population and sample size, data source and data analysis method. Chapter four focuses on data presentation and analysis. Finally, the last chapter deal with the research conclusion and recommendations.

CHAPTER 2: LITERATURE REVIEW

2.1. Theoretical Literature Review

2.1.1. Definition of Project and Management

PMBOK define a project as “a temporary endeavour undertaken to create a unique product, service, or result. The temporary nature of projects indicates that a project has a definite beginning and end”. Projects end either when objectives of the project have been attained or its goals will not or cannot be attained, or when there is no need of the project.

Project management is also defined as “the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements”. According to Rose (2013) project management is done by proper integration and application of the forty-seven logically grouped project management processes. This project management processes are categorized into five process groups namely:

- Initiating
- Planning
- Executing
- Monitoring and controlling and
- Closing

Project management is crucial to the success of any project. The project manager's primary responsibility is to ensure that the client is satisfied and that the scope of work is on high quality, all while staying within the agreed-upon budget and timeline. Project finance is accomplished from the moment of project beginning and project funding is linked with project planning, analysis and selection (Kwatsima, 2014).

2.1.2. Who is who in Project Management?

A person, group, or organization who may influence, be impacted by, or believe themselves to be influenced by a project's choice, action, or outcome is called project stakeholder. According to Ola-awo (2021) in 1963, an international memorandum at the Stanford

Research Institute gave birth to the term "stakeholder." Stakeholder theory has been presented in four key disciplines since then: corporate planning, systems theory, corporate social responsibility, and organizational theory.

PMI categorize project stakeholders into two groups, internal and external stakeholder based on their involvement in the project. Some examples of internal stakeholders are sponsor, resource manager, project management office (PMO), portfolio steering committee, program manager, project managers, and team members. And some examples of external stakeholders are customers, end users, suppliers, shareholders regulatory bodies, and competitors.

Participants in project work have huge influence on the project's success. Other factors like organizational structure cannot yield an acceptable result if the proper individuals are not on board or if their duties are unclear. The following are the primary project actors, together with their roles and duties, as described by Luecke (2004).

Project Sponsor

Any project must have a sponsor, whether it is created by a management or a group of employees. The project is approved by the sponsor. He or she should be a management or executive with a genuine interest in the project's success and accountability for its execution. The sponsor should also be able to specify the scope of the project, provide resources to it, and accept or reject the final product. To put it another way, the sponsor is someone with actual authority who can;

- Championing the project at the highest level,
- Clearing away organizational obstructions,
- Providing the resources required for success, and
- Communicating effectively with the CEO and key stakeholders

Project Manager

Every project is overseen by a project manager who is responsible for planning and arranging project duties as well as day-to-day project management. The project manager

is the individual who bears the most responsibility for the project's success. This individual is appointed by the sponsor and is responsible for all aspects of the project's life cycle, from design and organization through project closeout and assessment, and everything in between the start to the end of the project. Some of the responsibilities of project manager are employee effective participants, provide a framework for the activities in the project, maintain a clear vision, and coordinate activities, negotiate with higher authorities like the sponsor, mediate conflicts, identify needed resources, set milestones, manage the budget, ensure that everyone contributes.

Generally, the project manager is responsible to keep the work on track to ensure that project goals are delivered on time and on budget.

Project Team Leader

A project team leader who reports directly to the project manager is used on many large projects. The team leader cannot act as though he or she is the boss while yet obtains the benefits of teamwork. The team leader must also participate as a team player. The five crucial roles of the team leader are initiator, model, negotiator, listener, and coach.

Project Team Members

Project team members are the lifeblood of every project and the fundamental driving force behind its success. A good sponsor can pave the way and secure resources, and a skilled project manager can motivate teamwork and keep the project on track. However, the project team members are the ones who do the majority of the work. As a result, it's critical to bring together the appropriate individuals with the proper abilities. The most difficult aspect of team design is undoubtedly selecting good team members. A team's members might be recruited by;

-Assignment,

-Voluntary and or

-Nomination ways.

2.1.3. The Construction Industry

Construction has been a part of human culture for thousands of years. It all started with a practical requirement for a controlled environment to mitigate the consequences of climate change. Constructed shelters were one of the ways that humans were able to adapt to a broad range of climates and evolve into a global species. Human shelters were initially last just for a few days or months. Because of people began to dwell in one area for long period of time, following the development of agriculture, more lasting constructions began to form.

The current construction situation is complicated. A vast number of construction goods and systems are available, each intended at a certain set of construction designs or markets. Structure design is well-organized, with research institutes studying material qualities and performance, code authorities adopting and enforcing safety regulations, and design specialists determining user demands and designing a building to satisfy those needs.

In terms of inter-sector linkages, the construction industry is among the top four out of about twenty economic sectors. The ability of this sector to provide gainful employment for the nation's teeming population adds to its importance as a development agent (Nwachukwu, 2009). Improvements in the construction industry's productivity are critical for a country's overall economic growth and the profitability of contractors in particular (Gurmu, 2016).

According to Levy (2006) in order to meet the changing needs of the twenty-first century, the construction sector is undergoing a transformation. Project delivery ideas are evolving- design-bid-build is now acknowledged as inefficient in terms of both time and money in the commercial and public sectors, frequently fostering litigation and hindering innovation.

The emphasis on design-build has reinforced the good impacts of team cooperation, and relationships between owners, design consultants, and contractors are evolving as well. Technological advancements have resulted in 3-D and 4-D building information modelling, allowing for the virtual construction of a structure step-by-step before a shovel is ever thrown in the ground. These new construction delivery processes and technology

throw a greater burden on project managers, who are nevertheless tasked with "getting it built."

In 2005, the construction sector in the United States was worth more than \$1.1 trillion, and it continues to be an important element of the economy, employing more than 12 million people and generating billions of dollars for companies that rely on building. We are a one-of-a-kind company that includes everything from tiny residential remodelling companies to large global construction firms.

The construction industry is known for being very fragmented and it is a highly competitive industry. The new century presents endless chances and challenges, as well as plenty of diversions for the unwary, as it does for so many other enterprises and institutions. The paperless office that computer experts foresaw decades ago is now gradually becoming a reality. 3-D building information modelling tools are used to describe the project's geometry and create fully integrated and coordinated structural, mechanical, and electrical details, all without using any paper.

As the first decade of the twenty-first century progresses, certain pressing challenges in the building business have emerged, while others remain hidden. Changes in institutional perspective and resource allocation are occurring, influencing all aspects of the sector, including how our industry is perceived, information technology, human resources (the changing workforce), productivity, quality control, project delivery systems, the organization, construction technology and safety.

2.1.4. Construction project management

Sears (2015) define the term construction management as application of professional management services to the construction project with the objective of achieving high quality at minimum cost. The goal of construction project management is to handle project planning, design, and construction as if they were all part of the same system. The owner, manager, architect, engineer, and contractor form a non-adversarial team when construction management is implemented. The project participants seek to serve the owner's best interests in the most efficient manner by working together from the beginning to the end.

The management team attempts to provide a project of greatest value for the owner within the most cost-effective time frame by striking a balance between construction cost, project quality, and completion schedule. Construction management does not comprise design or construction services in and of itself, but it does entail managerial direction and control over specific design and construction operations.

A variety of firms, including design firms, contractors, and professional construction managers, can provide construction management services for the owner for a charge. These services vary from simple contractor coordination throughout the building phase to wide project planning and design, organization, document review, scheduling, value engineering, cost monitoring, and other management tasks.

The owner may choose the construction manager based on a best value method, which includes both fee and qualifications as criteria for contract awards. The construction management agreement, on the other hand, is usually treated as a professional services contract and is negotiated. In most cases, these contracts include a set price as well as compensation of management expenditures.

There are two unique types of the Construction Management technique.

1. With Agency Construction Management - the construction manager acts as the owner's agent throughout the project, managing the whole project in the owner's best interests while not performing any construction labor.

2. With Construction Management at Risk - the construction manager will offer cost and schedule guarantees to the owner at a reasonably early stage of design and assume responsibility for delivering the task on time and within budget. The project then takes on the characteristics of a negotiated, fixed-sum project.

The project manager

There are a lot of crucial aspects that contribute to a successful project, but the most significant factor is people. Good individuals usually find a way to make things happen, despite the numerous obstacles that each engineering or building projects. The capacity of the project manager to influence who is allocated to his or her project can have a substantial impact on the project's success. And that authority can range from very little to being told he or she can choose the best people for the work at hand throughout the course of several projects (Barry, 2003).

As per PMBOK (2013) the project manager is the person appointed by the executing company to lead the team in achieving the project's objectives. A project manager is different from a functional or operations manager. The functional manager is frequently in charge of providing managerial supervision for a functional or business unit, whereas operations managers ensure that business activities operate smoothly.

Depending on the organizational structure, a project manager may report to a functional manager. A project manager may be one of several who report to a program or portfolio manager, who is ultimately responsible for all enterprise-wide initiatives. To accomplish project objectives and ensure that the project management approach is in sync with the overall program plan, the project manager works closely with the program or portfolio manager.

Project managers are responsible for meeting three sorts of needs: team, task, and person. Because project management is an important strategic skill and it becomes the link between the strategy and the team.

Projects are essential for a company's existence and success. Projects are crucial in the creation of new goods and services, and assist organizations in responding to changes in the environment, competition, and the marketplace. The project manager's function becomes more strategic as a result.

The project manager is the representative of company's management who is in charge of ensuring that projects are completed safely, on time, to the company's quality standards, and to the satisfaction of customers. It is their job to take the necessary steps to attain these goals and to guarantee that all project operations are carried out in accordance with contract terms and company policy (J Jackson, 2010).

The individual in charge of the project team, the project manager, should ideally have technical knowledge. He or she should be competent professional, such as a professional builder, architect, engineer, quality surveyor, or estate surveyor (Anyanwu, 2012).

2.1.5. Project Management Knowledge Areas

Knowledge Area is defined in PMBOK (2017) as “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. Although the Knowledge Areas are interrelated, they are defined separately from the project management perspective”. According to PMI the ten knowledge areas which are used in most projects in most of the time are:

1. Project Integration Management

Within the project management process groups, it covers the processes and activities for identifying, defining, combining, unifying, and coordinating the numerous processes and project management activities.

2. Project Scope Management

It includes the process necessary to ensure that the project incorporates all of the work needed to deliver the project effectively.

3. Project Schedule Management

Include the processes needed to manage on time accomplishment of the project.

4. Project Cost Management

Include the processes involved in cost planning, estimating, budgeting, financing, funding, managing, and controlling as a result of which the project can be finished within the budget.

5. Project Quality Management

Include the processes for combining the organization’s quality policy regarding planning, managing, and controlling project and product quality requirements, in order to fulfil the expectations of stakeholders.

6. Project Resource Management

Includes the processes to find, obtain, and manage the resources required for the successful accomplishment of the project.

7. Project Communications Management

Includes processes of which required to ensure suitable planning, gathering, delivery, storage, retrieval, management and control of final outlook of project information.

8. Project Risk Management

Include the processes of leading risk management planning, finding, analysis, plan responses, response execution, and monitoring risk on a project.

9. Project Procurement Management

It includes the processes of which essential in acquisition of products, services, or results required from outside the project team.

10. Project Stakeholder Management

Include the processes required to recognize the people, groups, or organizations that could affect or affected by the project, to examine stakeholder hopes and their influence on the project, and to develop proper management strategies for successfully engaging stakeholders in project decisions and implementation.

Depending on the nature of the project, a single project may demand one or more additional knowledge areas, such as financial, safety or health management.

According to Rory and Steve (2007) in its ten knowledge areas the (PMI) PMBOK does not include a special knowledge area. There are additional three knowledge areas that emphasis on the human factors of project management. They are human resource management, project communication management and project stakeholder management.

2.1.6. The Role of Project Manager in Construction Project

The project manager's role in the construction process is critical. The project manager plays an important role throughout the construction process, from the first two-dimensional blueprints and specifications through the ribbon cutting celebration at the end. The path from Point A to Point B is rarely without its detours and roadblocks and the project manager

is charged with the responsibility of traversing those detours and tearing down the impasses. A project manager must be technically skilled as well as should have the managerial abilities required to successfully handle the teams, vendors, and field staff needed to ensure a continuous flow of tradespeople and supplies. In order to properly cope with the multiple influences that impact on the construction process, a basic understanding of financial processes, legal concerns, and state and federal laws is also recommended (Levy, 2018).

The nature of construction is such that the manager often must take action quickly on his own initiative, and it is necessary that he be empowered to do so. To be effective, he must have full control of the job and be the one voice that speaks for the project. Project management is a function of supervisory leadership and provides the cohesive force that binds together the several diverse elements into a team effort for project completion. The project manager is in charge of organizing, planning, scheduling, and controlling all aspects of the project's work, as well as completing it within budget and time constraints. The project manager serves as a single point of contact for all aspects of the project and coordinates the work of all organizations involved in the construction process. By working directly with the persons and organizations involved, he coordinates project-related issues and expedites project operations. A single person's distinctive leadership is required in any circumstance when events are unfolding quickly and choices must be consistent and informed. The project manager must have extensive power over all aspects of the project since he or she has overall accountability. (Sears, 2015).

Dionisio (2017) categorizes the role and responsibilities of project manager in in areas of staffing, budgeting and variance, technical decisions, and conflict resolution. The power to employ terminates, punish, accept, or reject project workers falls under the category of staffing. The project manager's power to commit, manages, and regulate project finances is referred to as budget management and variance refers to the variance level that requires escalation. The project manager's power to make technical judgments concerning deliverables or the project strategy is referred to as technical decisions. The project manager's ability to handle disagreement inside the team, within the company, and with external stakeholders is defined by conflict resolution.

Field construction is often managed on an individual project basis. A project manager is in charge of all parts of the work. For major projects, a field office is frequently set up right on the job site for the project manager and personnel to utilize. A solid working relationship with a number of outside people and organizations, such as engineers, owners, architects, labour unions, subcontractors, material and equipment suppliers, and regulatory authorities, is critical for completing tasks. Field construction project management is concerned with bringing together all of the disparate pieces required to accomplish the project successfully (Sears, 2015).

2.1.7. Skills of Successful Construction Project Manager

The concept of project management is based on the idea that a single person, the project manager (PM), is responsible for the project's success. Because of that he or she must have a wide range of skills and competences related to meeting the conventional project objectives of time, cost, and quality. Projects might fail for a variety of reasons beyond the control of project managers. The PM's competency, on the other hand, is a significant factor that influences the project's outcome (Manaan, 2014).

It is universally agreed that excellent project managers require both soft and hard skills. That is because they cannot lead their teams without soft skills, and they cannot lead projects without hard skills. Hard skills in project management are related to the ability to conduct and execute a project using the appropriate tools and methodologies. Communication, negotiating, problem solving and leadership are some examples of soft skills and often known as emotional intelligence.

According to Barry (2003) the technical knowledge and abilities needed to be a successful construction project manager are diverse, but the good news is that someone who needs to be a successful project manager does not have to be an expert in every field. He or she does not have to be a specialist in any of these. What he or she must have is engineering or building experience. The willingness and dedication to accept full responsibility is even more important.

Barry (2003) also identifies many disciplines associated with a typical construction project like electrical, financial/accounting, mechanical, purchasing, process, legal/contractual,

structural insurance/risk management, architectural, purchasing, civil, drafting/computer and cost estimating aided design.

According to Barry (2003) even though building experience is advantageous, the most important skills for effective project management (PM) are not technical. Leadership and management abilities are essential for project managers to lead the project in a way that ensures the project's goals are met.

Leadership - the process of convincing individuals or groups to carry out an organization's mission or objective.

Management - the process of project planning, organizing, directing, controlling and closing.

Although the two terms are occasionally interchanged, the underlying meaning and purpose are typically obvious. Leadership comprises a collection of actions centred on people, such as communicating, giving praise and criticism, coaching, and supporting others, whereas management involves a more systematic set of tasks, such as planning, organizing, directing, and managing.

Generally, Sears (2015) categorize the attributes needed to become effective project manager in the following four essential groups.

1. Practical construction experience

Project managers need to have a strong understanding of the technicalities of construction sector, as well as a comprehensive knowledge of how construction works at the project level. Without such a fundamental grasp of building fundamentals, the project manager would be completely unqualified to carry out the responsibilities of the role.

2. Expertise and experience in the application of specialized management techniques

In construction operations, effective planning, scheduling, and control management techniques are used. These methods were created with the intention of being used in building projects.

3. Capacity to step back from the complex details of daily construction operations and look into the future

It includes activities of planning for the next activities, inspecting material delivery, assessing potential adjustments, evaluating workforce and required training, and identifying potential issue areas.

4. Personality and insight to work harmoniously with other people

The project manager will not be able to do all of the tasks on his or her own. The project manager must cooperate with and through others to achieve his or her tasks. This demands an understanding and appreciation of the human element. Without it, no matter how good the other traits are, they will be unsuccessful.

When managing a project, interpersonal skills are among the most crucial abilities managers must possess. There are many other leadership skills. Dionisio, (2018) identifies the three most important skills for project managers:

- Conflict management
- Decision making
- Problem solving

Conflict Management - is an intentional effort to resolve a conflict in a constructive manner by minimizing negative consequences and increasing good outcomes. Conflict is an unavoidable part of any project and it occurs when two or more persons have opposing interests, needs, objectives, beliefs, or values.

Decision making - is the process of choosing a plan of action from a variety of options. In projects, we make decisions all the time. Many judgments are straightforward; others are more difficult.

Problem solving - is the purposeful act of recognizing the problem, finding and prioritizing problem-solving alternatives, and selecting and executing a solution. The optimal strategy to issue resolution is determined by the problem's nature.

2.1.8. Rewards of Successful Project Management

According to Barry and Albert (2003) being a successful project manager comes with a variety of rewards. The following are few of them.

- The satisfaction of bringing together employees from several organizations to form a high-performing project team that achieves the project's objectives.
- The reward of helping these people perform their responsibilities and achieving success for themselves and the project.
- The benefit of improved profitability and cash flow for the business.
- The reward of a grateful and happy consumer.
- The benefit of getting other business from that customer.
- The benefit of increased career options for you and your project team, as a result of favourable recommendations from your delighted customer.

Good project managers are one of the few job responsibilities that organizations in nearly every industry continue to want. Good project managers with a bright future are in high demand.

2.1.9. What is Project Manager Competency?

Project Management Institute (2007) says that successful project managers continually utilize their project management knowledge and personal behaviours to raise the chance of delivering projects that fulfil the requirements of stakeholders. When it comes to achieving objectives, project managers combine their knowledge, skills, personal qualities, and attitudes.

There are three distinct dimensions to project management skill. Each of these three characteristics must be met for a project manager to be considered totally competent.

Project Manager Knowledge Competence

What the project manager understands about using procedures, tools, and approaches to complete project tasks.

Project Manager Performance Competence

The project manager's use of project management expertise to satisfy client needs.

Project Manager Personal Competence

The project manager's attitude and basic personality qualities, as well as how they behave when executing activities inside the project context.

Kerzner (2003) identifies ten competencies which are closely connected to project management effectiveness. Those are leadership, team building, conflict resolution, planning, technical expertise, organization, administration, entrepreneurship, resource allocation and management support.

It's critical that the personal management style that underpins these abilities makes it easier to integrate diverse program resources for efficient operation. The days of the manager who can get by on technical knowledge or administrative abilities alone are over.

According to Project Management Institute (2017) competency for the project manager consists of three separate dimensions:

- **Knowledge competence** - what the project manager knows regarding the application of tools, techniques and processes for project activities.
- **Performance competence** - how the project manager implements project management knowledge in order to meet the project objectives.
- **Personal competence** - how project managers perform when during activities within the project environment, attitudes, and main personality characteristics.

A project manager must meet each of the three dimensions outlined above in order to be considered fully competent project manager.

According to Nwachukwu (2012), the project manager needs to have the following qualities:

- i. Perceptive ability to stop potential problems early.
- ii. Questioning attitude
- iii. Familiar with appropriate project management techniques

- iv. Active mobile person
- v. Good-motivator of people, both inside his firm and outside.
- vi. Capable organizer, including the handling of meetings.
- vii. Good communicator

2.2. Practical Literature Review

Gewanlal and Bekker (2015) conduct research on project manager attributes influencing project success in the South African construction industry. The aim of the research was to identify project manager's attributes that are most important for the construction industry. It might be suggested that each of the highlighted attributes are significant. But in the construction industry, some of them may have more significant than others. Finding the "perfect" project manager remains uncertain, but assistance in choosing the right candidate can improve the project's chances of success.

Based on literatures and studying the specific traits the researchers identify the following six project manager attributes categories. Then based on the identified attributes 5,000.00 questionnaires were distributed to potential participants in the construction industry.

The following are the six project manager attributes categories identified by Gewanlal and Bekker (2015). Each category further divided into six factors as follow.

Category 1 – Interpersonal factors (attributes concerning interaction with team members) It includes supervision of project team, ability to delegate authority, ability to motivate team members, sense of teamwork, stakeholder management (parent organisation) and stakeholder management (client).

Category 2 – Application of theory (professional qualifications and application of theoretical planning, controlling and monitoring tools)

It includes professional qualifications, monitoring and controlling (time), planning (integrative), monitoring and controlling (integrative), monitoring and controlling (cost) and planning (time).

Category 3 – Personal character (personal motivation and character traits)

It includes leadership style, Emotional intelligence, Results orientation, Energy and initiative, Self-confidence and Optimism.

Category 4 – Personal contribution (management actions taken to achieve project success)

It includes ability to determine cost – time trade-offs level of involvement in the project, ability to determine quality – time trade-offs ability to establish an appropriate organisational structure, commitment to meet cost, time and quality constraints and desire to achieve success and recognition.

Category 5 – Personal skills (managerial skills to apply to projects)

It includes communication skills, technical skills, organising skills, coordinating skills, negotiating skills and decision-making and problem-solving skills.

Category 6 – Practical application (practices to implement during projects)

It includes ability to implement an effective safety programme, ability to implement an effective quality assurance programme, relevant work experience, control of subcontractors' work, adaptability to changes in the project plan and define and follow strategic direction

Finally, the researchers analysed the data and list the above 36 attributes based on their importance. The top ten ranked most important relative factors across the six categories are;

Communication skills Rank 1st

Leadership style Rank 2nd

Planning (integrative) Rank 3rd

Define and follow strategic direction Rank 4th

Decision-making and problem-solving skills Rank 5th

Supervision of project team Rank 6th

Level of involvement in the project Rank 7th

Ability to determine cost – time trade-offs Rank 8th

Planning (time) Rank 9th

Emotional intelligence Rank 10th

Leadership, strategic direction, communication, problem-solving, and supervision are all high-ranking factors. The first seven characteristics all have to do with the project manager's management and human behaviour, rather than his or her technical abilities.

The value of a well-rounded skill set for project managers has been proven, and it should be taken into account when developing project management training and development programs.

Burger et al (2015) also conducts research which aims to determine what type of knowledge is required for a construction project manager. The identification of that knowledge might increase the effectiveness of the project and the chance of project success. Data was collected from forty questionnaires, one case study and ten interviews with expert specialists.

According to the research, for proper management of projects, project managers need the following three categories of expertise in their knowledge base.

1. Project management knowledge - integration management, scope management, time management, cost management, quality management, human resource management, communication management, risk management, procurement management, occupational health and safety, environmental management, financial management, and claims management.

2. Knowledge through experience

3. Industry knowledge - construction science, construction processes, design processes, and having financial and cost knowledge.

Data was collected from forty questionnaires, one case study and ten interviews with expert specialists.

The results from all three test methods (interviews, questionnaires and a case study) indicated that knowledge was essential for effective leadership, trust and communication within a project. Without knowledge, these organisational factors were compromised and project success could be negatively affected.

The questionnaire respondents supported the importance of knowledge through experience. Table 3 shows how the questionnaire respondents rated the importance of experience in the field of the built environment in order to be successful.

The research results indicated that knowledge through experience is the most important knowledge required form a construction project manager with weighted average result 4.35.

Then the research indicated that project managers should have theoretical project management knowledge which is supported by the weighted average rating of 3.43. The weighted average for technical knowledge is 3.85. Finally, the weighted average for the knowledge area of construction science is 3.72.

2.3. Conceptual Framework

Conceptual frameworks developed by different scholars which are related to assessment of project manager selection practices are presented as follow.

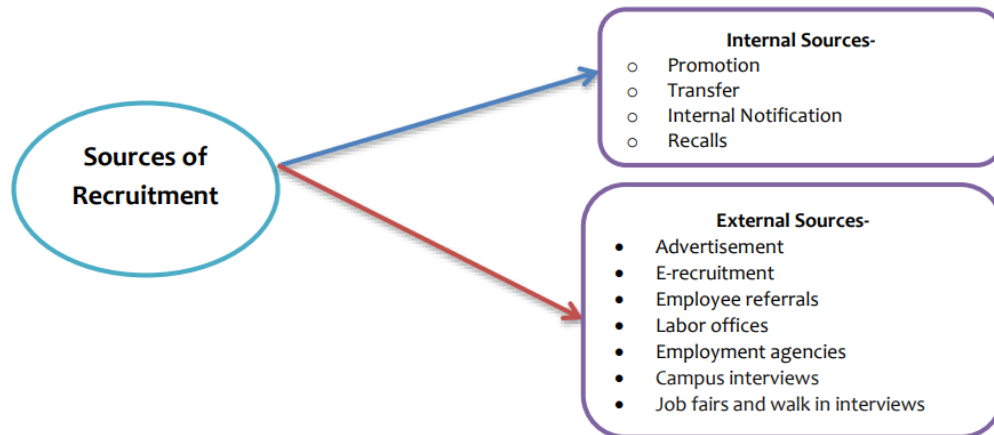


Figure 2.1 Sources of recruitment

Source: Prashant (2009)

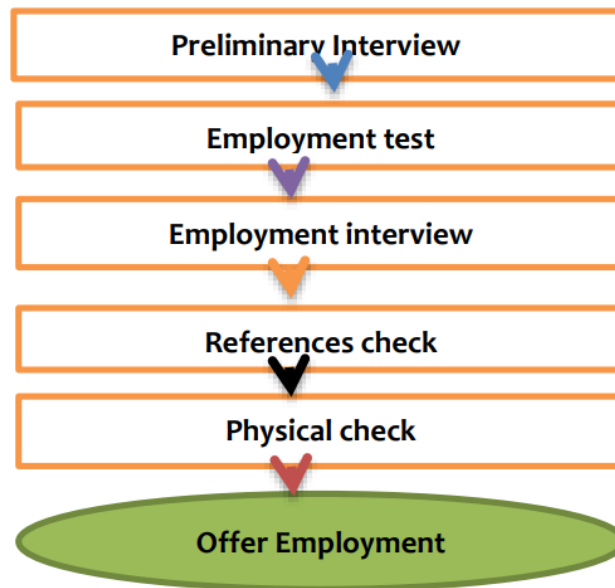


Figure 2.2 Selection process

Source: Erasmus et al (2000)

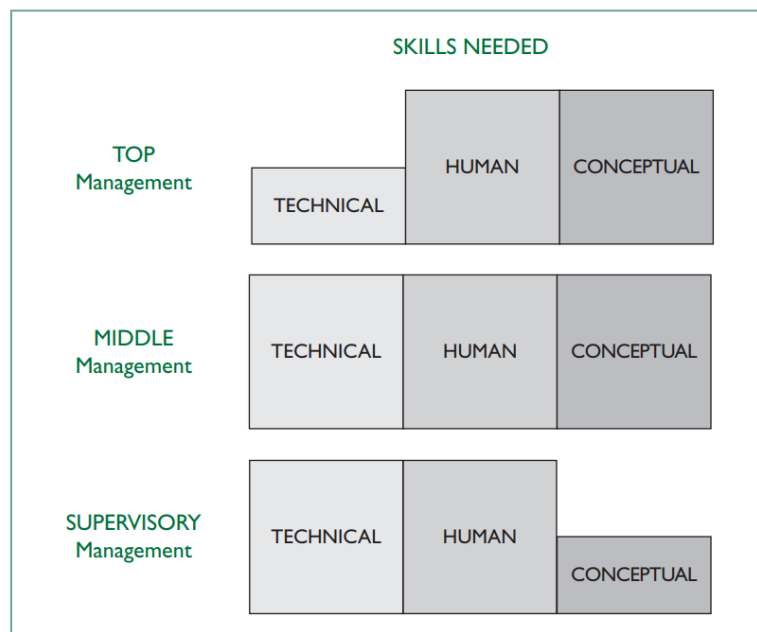


Figure 2.3 Management Skills Necessary at Various Levels of an Organization

Source: Katz (1955)

CHAPTER 3: RESEARCH METHODOLOGY

3.1. Introduction

The aim of this chapter is to provide an overview of research design, target population, sampling technique and data analysis method to assess project manager selection practices in the case of Ethiopian Construction Works Corporation.

3.2. Research Design

Research design is the general plan for how the researcher will go to answer the research question(s) and the selection of research design requires careful thought (Saunders, 2009).

The aim of this research design section is to give an overall view of the method chosen to assess the project manager selection practices in the case of Ethiopian Construction Works Corporation and the reason for that choice.

To assess the project manager selection practices in the case of Ethiopian Construction Works Corporation qualitative research design is used. According to Prashant (2013) qualitative research design is an organized scientific inquiry which tries to find a general and large description to understand phenomenon.

3.3. Target Population

Population in study means a group of all units on which the results of the research can be generalised or applied (Shukla, 2020). The human resource department of ECWC has three team namely human resource management team, human resource employment and information management team and record and documentation team. The first two teams have direct relation to internal promotion and external employment of project manager. The two teams have 20 and 15 personnel respectively. Representatives from women and children affairs department and representatives from the four sectors, heads and team leaders, also participate in the selection process. So, the population of this study was 40.

3.4. Sample Size and Sampling Technique

Sample sizes should be optimal and it should not be both extremely large and too small. In this research the sample size was determined using Yamane (1967) method.

$$n = \frac{N}{1 + N(e)^2}$$

n - Sample size

N - The population size

e - Level of precision (0.05)

The sample size of this study will be computed at a 95% confidence interval which is most common in descriptive studies, 5% standard error, total population size of human resource personnel and project coordinators who directly or indirectly involve in the project manager selection process is 40, and sample size of the study is determined 36 as shown below.

$$n = \frac{39}{1 + 39(0.05)^2}$$

$$n = 36$$

Data was collected by interviewing the 4 representatives from the four sectors and by using 32 questionnaires from randomly selected human resource department personnel. Simple random sampling involves choosing the sample at random from the sampling frame (Saunders, 2009).

3.5. Source of Data and Data Collection Methods

Both primary and secondary data was sources of data for this study. Primary data was collected from questionnaire and personal interviews. The data from questionnaire was collected from 31 human resource personnel. Even if questionnaires can be used as the only data collection method, it is better to link questionnaires with other methods like interview (Saunders, 2009). So, data from personal interviews was obtained from 4 representatives of the four sectors who participate in the project manager selection process. And secondary data was collected from reports and the company's website.

3.6. Method of Data Analysis

The collected data was analyzed using descriptive method. The data was analyzed using IBM SPSS statistics version 25 professional application software. Findings are presented using graphs, charts and tables which involves mean, frequency, percentage, and standard deviation.

3.7. Data Quality Assurance

3.7.1. Validity

Validity refers to which the extent to which measurement of instrument actually measure what is intended to measure. In this study, in order to ensure that each part of the questionnaire assesses information for a specific aim, the questionnaire was divided into three separate sections to construct validity. The questions were tightly linked to the reviewed literatures and the conceptual frameworks. The questionnaire was also examined and approved by the advisor to guarantee the validity of the content.

3.7.2. Reliability

Internal consistency or dependability of a measurement tool is referred to as reliability. In this study Cronbach Alpha, which was developed by Lee Cronbach in 1951, was used to assess the internal consistency of the items included in the questionnaire. Cronbach's alpha coefficient is used to examine the reliability of questionnaire measures (Cronbach, 1951). If the Cronbach's alpha coefficient test result is 0.7 and above, measurement tool can be considered as internally consistent or reliable (George & Mallery, 2003).

According to findings from SPSS 25 the questionnaire, which was used in this study, reliability is statistically acceptable. That is because the Cronbach's alpha coefficient for the three parts of the questionnaire under consideration is more than 0.7. The Cronbach's alpha coefficient result of each part of the questionnaire present as follow.

Table 3.1 Outcome of Reliability Test of the Application of Project Management Knowledge in the Selection of Project Manager Questionnaire Items

Cronbach's Alpha	N of Items
0.963	10

Source: Analysis of Own Survey Data Using SPSS 25 (2022)

Table 3.2 Outcome of Reliability Test of the Project Managers Selection Criteria Questionnaire Items

Cronbach's Alpha	N of Items
0.771	9

Source: Analysis of Own Survey Data Using SPSS 25 (2022)

Table 3.3 Outcome of Reliability Test of the Project Managers Selection Practices Questionnaire Items

Cronbach's Alpha	N of Items
0.809	7

Source: Analysis of Own Survey Data Using SPSS 25 (2022)

Values of the Cronbach's Alpha reliability test ranges between 0.771 and 0.963 for the 26 items. So, all variables are acceptable for further analysis.

3.8. Ethical Issues and Considerations

Ethics is moral standards that guide a person's behavior or how an activity is carried out. Ethical issues were considered in the study process. Research ethics should be taken into account especially when establishing and administering data collection methods and techniques. Respondents were told what the study's purpose was in order to make them feel more at ease when filling out the questionnaire. The responders were also informed that any information they submitted would be kept.

CHAPTER 4: DATA PRESENTATION AND ANALYSIS

4.1. Introduction

This section of the study presents the data presentation and analysis of the data collected from respondents. The chapter is divided into three sections. The first section shows the response rate of respondents. The second section presents analysis of the questionnaire. The section further divided into four parts namely; demographic characteristics of respondents, questions regarding project manager selection criteria, application of project management knowledge areas in project manager selection process, questions related to project manager selection practices. The third section present analysis of interview question.

4.2. Response Rate

Questionnaire was distributed to randomly select 32 human resource personnel. And 31 questionnaires were appropriately filled and returned gives a 96.88% return rate which is assumed to be suitable for further analysis. According to Mugenda & Mugenda (2003) a response rate of 70% and over was considered as very good. So, the response rate of the study is very good and conducting further analysis based on the collected data was correct.

4.3. Analysis of Questionnaire

4.3.1. General Information of the Respondents

The general questions regarding gender, age, and marital status, level of education and work experience of the respondents are presented as follow.

Gender of Respondents

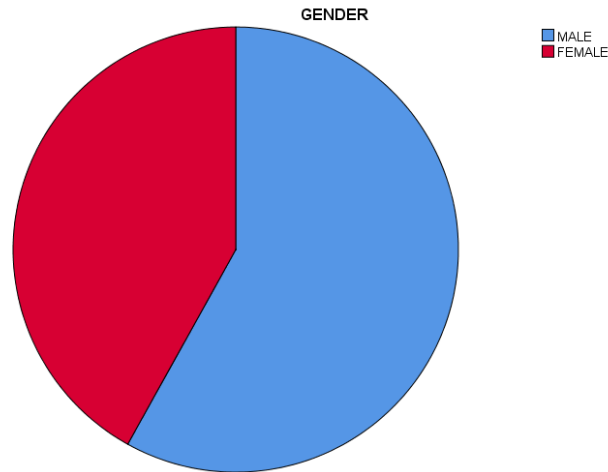


Figure 4.1 Gender of Respondents

Source: Own Survey (2022)

The gender distribution of the respondents has shown in Figure 4.1. Majority of the respondents were male 18 (58.1%) of the sample, while females were 13 (41.9%) of the sample.

4.3.1.2. Age of Respondents

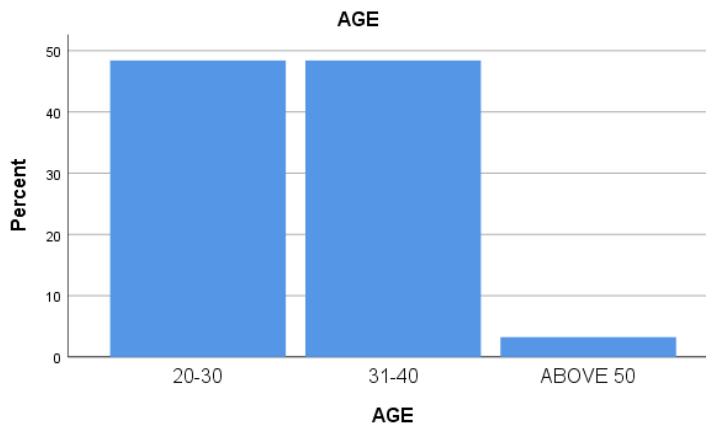


Figure 4.2 Age of Respondents

Source: Own Survey (2022)

The findings regarding the age of the respondents as presented in the above Figure 4.2 shows that most of the respondents were between 20-30 and 31-40 years old while in both age range there were 15 (48.4%) of the respondents, totally 30 (96.8%). The rest 1 (3.2%) respondent was above 50 years old.

Marital Status of Respondents

Table 4.1 Marital Status of Respondents

MATITAL STATUS					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SINGLE	16	51.6	51.6	51.6
	MARRIED	15	48.4	48.4	100.0
	Total	31	100.0	100.0	

Source: Own Survey (2022)

The above Table 4.1 shows the marital status of the respondents. Majority or 16 (51.6%) of the respondents found to be single, and 15 (48.4%) of the respondents were married.

Education Level of Respondents

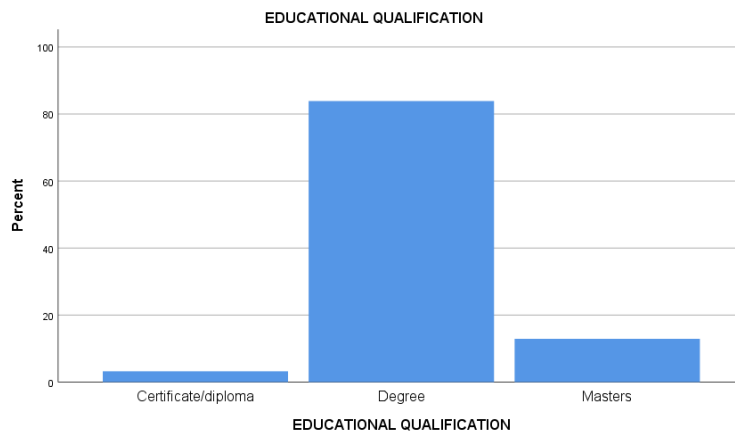


Figure 4.3 Education Levels of Respondents

Source: Own Survey (2022)

The above Figure 4.3 demonstrate education level of the respondents where the majority of participants, which covers 26 (83.9%) of total participants has degree followed by the participants who achieve masters and certificate/diploma holders which covers 4 (12.9%) and 1 (3.2%) respectively.

Work Experience of Respondents

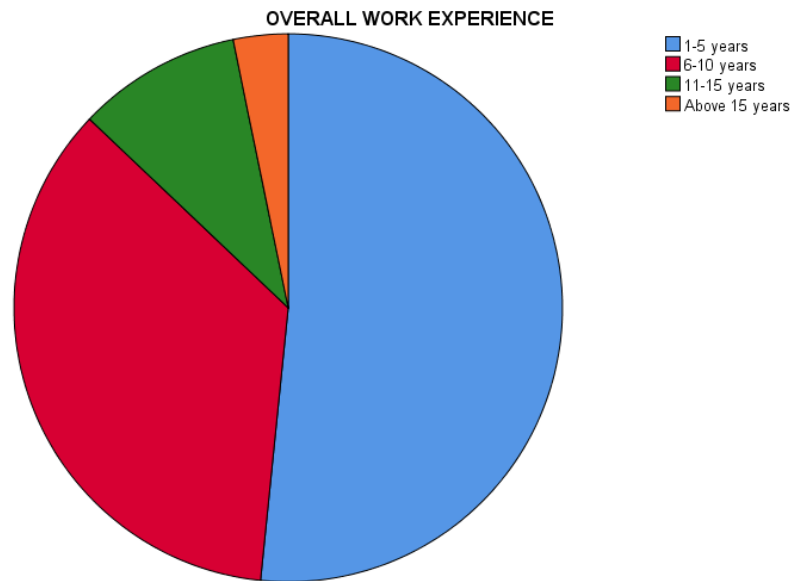


Figure 4.4 Work Experiences of Respondents

Source: Own Survey (2022)

The above Figure 4.4 illustrate that the majority of respondents have overall work experience between 1-5 years, which occupy 16 (51.6%) of total participation followed by the participants who have work experience between 6-10 years, 11-15 years and above 15 years which covers 11 (35.5%), 3 (9.7%) and 1(3.2%) of the respondents respectively.

4.3.2. Consideration and Application of Project Management Knowledge Areas in Project Manager Selection Process

Table 4.2 Consideration and Application of Project Management Knowledge Areas in Project Managers Selection Process

Project management Knowledge areas	Mean	Std. Deviation
Project integration management knowledge and skill	3.97	0.836
Project scope management knowledge and skill	3.97	0.912
Project time management knowledge and skill	3.84	0.934
Project quality management knowledge and skill	3.87	0.885
Project human resource management knowledge and skill	3.81	0.946
Project communications management knowledge and skill	3.94	0.892
Project risk management knowledge and skill	3.61	0.882
Project procurement management knowledge and skill	3.81	0.833
Project stakeholder management knowledge and skill	3.61	0.882
Project cost management knowledge and skill	3.68	0.909
Total	3.81	0.8912

Source: Own Survey (2022)

In the second part of the questionnaire, the respondents were asked about the consideration and application of project management knowledge areas identified in PMBOK (2017) for project manager selection process using a 5 Point Likert scale. Respondents were asked to rate each level as follows: Strongly disagree (1), disagree (2), not sure (3), agree (4) and strongly agree (5).

Mean value shows a single value of the sample that represents the centre of the response and the value of the standard deviation shows how much each data value deviates from the mean.

The mean of each knowledge area in consideration and application for project manager selection process ranges between 3.61 and 3.97.

Project integration management knowledge and skill and project scope management knowledge and skill are equally the highest considered and applied project management knowledge areas with mean value of 3.97 and standard deviation value of 0.836 followed by project communications management knowledge and skill (m=3.94, sd=0.892), project quality management knowledge and skill (m=3.87, sd=0.885), project time management knowledge and skill (m=3.84, sd=0.934), project human resource management knowledge and skill (m=3.81, sd=0.946), project procurement management knowledge and skill (m=3.81, sd=0.833), project cost management knowledge and skill (m=3.68, sd=0.909), project risk management knowledge and skill and project stakeholder management knowledge and skill (m=3.61, sd=0.882).

The total average mean and standard deviation results, 3.81 and 0.8912 respectively, shows that there is good consideration and application of project management knowledge areas in the project manager selection process.

4.3.3. Project Managers Selection Criteria

In the third part of the questionnaire the respondents were asked nine questions to give their opinions about the project manager selection criteria of the ECWC. The response of the respondents presented in the following Tables.

Table 4.3 Consideration of educational background for project manager selection

Educational background					
		Frequency	Percent	Mean	Std. Deviation
Valid	Disagree	3	9.68	4.06	0.929
	Not sure	3	9.68		
	Agree	14	45.16		
	Strongly Agree	11	35.48		
	Total	31	100.00		

Source: Own Survey (2022)

As it can be observed from the above Table 4.3 14 (45.16%) or majority of the respondents agree that educational background is considered criteria in project manager selection process. Then 11 (35.48%) of the respondents strongly agree, 3 (9.68%) of them are not

sure and 3 (9.68%) of the respondents disagree about the consideration of educational background as selection criteria.

Table 4.4 Consideration of sectorial knowledge and experience in similar other projects for project manager selection

Sectorial knowledge and experience in similar other projects					
		Frequency	Percent	Mean	Std. Deviation
Valid	Disagree	1	3.23	3.97	0.706
	Not sure	5	16.13		
	Agree	19	61.29		
	Strongly Agree	6	19.35		
	Total	31	100.00		

Source: Own Survey (2022)

As the above Table 4.4 indicate majority or 19 (61.29%) of the respondents agree that sectorial knowledge and experience in similar other projects is considered criteria in project manager selection process. Then 6 (19.35%) of the respondents strongly agree, 5 (16.13%) of them are not sure and only 1 (3.23%) of the respondent disagree about the consideration of sectorial knowledge and experience in similar other projects as selection criteria.

Table 4.5 Consideration of technical skills for project manager selection

Technical skills					
		Frequency	Percent	Mean	Std. Deviation
Valid	Not sure	1	3.2	4.65	0.55
	Agree	9	29.0		
	Strongly Agree	21	67.7		
	Total	31	100.00		

Source: Own Survey (2022)

As indicated in the above Table 4.5 majority of the respondents, that means 21 (67.7%), are strongly agree that technical skill is considered criteria in project manager selection process. Then, 9 (29.0%) of the respondents are not sure and only 1 (3.2%) of the

respondent disagree about the consideration of technical skill as project manager selection criteria.

Table 4.6 Consideration of an individual's project management skills for project manager selection

An individual's project management skills					
		Frequency	Percent	Mean	Std. Deviation
Valid	Disagree	2	6.45	3.74	0.893
	Not sure	11	35.48		
	Agree	11	35.48		
	Strongly Agree	7	22.58		
	Total	31	100.00		

Source: Own Survey (2022)

As indicated in the above Table 4.6 majorities, 11 (35.48%), of the respondents agree that an individual's project management skills are considered criteria in project manager selection process. The same numbers of respondents are not sure that an individual's project management skills are considered criteria in project manager selection process. Then 7 (22.58%) of the respondents are strongly agree and 2 (6.45%) of the respondents disagree about the consideration of an individual's project management skills as selection criteria.

Table 4.7 Consideration of personal skill of an individual for project manager selection

Personal skill of an individual					
		Frequency	Percent	Mean	Std. Deviation
Valid	Disagree	3	9.68	3.74	0.93
	Not sure	9	29.03		
	Agree	12	38.71		
	Strongly Agree	7	22.58		
	Total	31	100.00		

Source: Own Survey (2022)

The above Table 4.7 shows that majority or 12 (38.71%) of the respondents agree that personal skill of an individual is considered criteria in project manager selection process.

Then 9 (29.03%) of the respondents are not sure, 7 (22.58%) are strongly agree and 3 (9.68%) of the respondent disagree about the consideration of personal skill of an individual as selection criteria.

Table 4.8 Consideration of being best performer of the team for project manager selection

Being best performer of the team					
		Frequency	Percent	Mean	Std. Deviation
Valid	Strongly disagree	1	3.23	3.61	1.022
	Disagree	2	6.45		
	Not sure	12	38.71		
	Agree	9	29.03		
	Strongly Agree	7	22.58		
	Total	31	100.00		

Source: Own Survey (2022)

According to the above Table 4.8 majorities, 12 (38.71%), of the respondents are not sure that being best performer of the team is considered criteria in project manager selection process. Then 9 (29.03%) of the respondents agree, 7 (22.58%) of the respondents strongly agree, 2 (6.45%) of the respondents disagree and only 1 (3.23%) of the respondent disagree about the consideration of being best performer of the team as selection criteria.

The following Table 4.9 indicates that the majority of respondents, 14 (45.16%), agree that recommendation by immediate supervisor is considered criteria in project manager selection process. Then, 9 (29.03%) of the respondents strongly agree, 7 (22.58%) of them are not sure and only 1 (3.23%) of the respondent disagree about the consideration of recommendation by immediate supervisor as selection criteria.

Table 4.9 Consideration of recommendation by immediate supervisor for project manager selection

Recommendation by immediate supervisor					
		Frequency	Percent	Mean	Std. Deviation
Valid	Disagree	1	3.23	4.00	0.816
	Not sure	7	22.58		
	Agree	14	45.16		
	Strongly Agree	9	29.03		
	Total	31	100.00		

Source: Own Survey (2022)

Table 4.10 Consideration of having relevant work experience in the corporation for project manager selection

Having relevant work experience in the corporation					
		Frequency	Percent	Mean	Std. Deviation
Valid	Disagree	2	6.45	3.97	0.836
	Not sure	5	16.13		
	Agree	16	51.61		
	Strongly Agree	8	25.81		
	Total	31	100.00		

Source: Own Survey (2022)

Based on the above Table 4.10, 16 (51.61%) of the respondents, which is majority, agree that having relevant work experience in the corporation is considered criteria in project manager selection process. Then 8 (25.81%) of the respondents strongly agree, 5 (16.13%) of them are not sure and 2 (3.23%) of the respondents disagree about the consideration of having relevant work experience in the corporation as selection criteria.

As indicated in the following Table, 4.11 among the total number of the respondents 13 (41.94%) of the respondents agree that being permanent employee of the company is considered criteria in project manager selection process. Then 9 (29.03%) of the respondents strongly agree, 5 (16.13%) are not sure and 4 (12.90%) of the respondent

disagree about the consideration of being permanent employee of the company as selection criteria.

Table 4.11 Consideration of being permanent employee of the company for project manager selection

Being permanent employee of the company					
		Frequency	Percent	Mean	Std. Deviation
Valid	Disagree	4	12.90	3.87	0.991
	Not sure	5	16.13		
	Agree	13	41.94		
	Strongly Agree	9	29.03		
	Total	31	100.00		

Source: Own Survey (2022)

As indicated in the above tables, from Table 4.2 to Table, 4.11, the mean values all criteria are above 3 which means practically all the mentioned variables are considered as the criteria in the project manager selection process. Based on the mean values of the variable's, technical skills, educational background and recommendation by immediate supervisor are the top three criteria for project manager selection in ECWC with mean values of 4.65, 4.06 and 4 respectively. Having relevant work experience in the corporation and sectorial knowledge and experience in similar other projects are the next top criteria for project manager selection in ECWC with equal mean value of 3.97. The next top criteria are being permanent employee of the company; personal skill of an individual, individual's project management skills with mean values 3.87, 3.74, 3.74 respectively. Finally, being best performer of the team, the mean value is 3.61, is the least considered criteria in select project manager selection process in ECWC.

4.3.4. Project Manager Selection Practices

The following Table 4.12 shows that the majority, 10 (32.3%), of the respondents agree on that the corporation has clear policies and procedures regarding project manager selection. Then, 7 (22.6%) of the respondents are not sure, 6 (19.4%) of the respondents are disagree, 5 (16.1%) of the respondents are strongly agree and the rest 3 (9.7%) of the respondent

strongly disagree on the availability of clear policies and procedures regarding project manager selection in ECWC.

Table 4.12 Clarity of Policies and Procedures Regarding Project Manager Selection

The corporation has clear policies and procedures regarding project manager selection					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	9.7	9.7	9.7
	Disagree	6	19.4	19.4	29.0
	Not sure	7	22.6	22.6	51.6
	Agree	10	32.3	32.3	83.9
	Strongly agree	5	16.1	16.1	100.0
	Total	31	100.0	100.0	

Source: Own Survey (2022)

Table 4.13 Implementation of Project Manager Selection Policy

The selection policy is implemented effectively					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	6.5	6.5	6.5
	Disagree	4	12.9	12.9	19.4
	Not sure	14	45.2	45.2	64.5
	Agree	8	25.8	25.8	90.3
	Strongly agree	3	9.7	9.7	100.0
	Total	31	100.0	100.0	

Source: Own Survey (2022)

Table 4.13 shows that the majority, 14 (45.2%), of the respondents are not sure about the effective implementation of project manager selection policy. 8 (25.8%) of the respondents agree, 4 (12.9%) of the respondents disagree, 3 (9.7%) of the respondents strongly agree and 2 (6.5%) of the respondent strongly disagree on the effective implementation of project manager selection policy.

Table 4.14 Planning for the Project Manager Selection Process

There is proper planning for the project manager selection process					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	6.5	6.5	6.5
	Disagree	3	9.7	9.7	16.1
	Not sure	10	32.3	32.3	48.4
	Agree	14	45.2	45.2	93.5
	Strongly agree	2	6.5	6.5	100.0
	Total	31	100.0	100.0	

Source: Own Survey (2022)

As indicated in the above Table 4.14 the majority of the respondents, 14 (45.2%), agree on that there is proper planning for the project manager selection process. 10 (32.3%) of the respondents are not sure, 3 (9.7%) of the respondents are disagree, 2 (6.5%) of the respondents are strongly agree and equal number of the respondents are strongly disagreed on the idea of there is proper planning for the project manager selection process.

The following Table 4.15 shows that the majority, 10 (32.3%), of the respondents agree on that the monitoring of project manager selection process ensures fairness and transparency. 10 (32.3%) of the respondents are not sure, 4 (12.9%) of the respondents strongly agree, 3 (9.7%) of the respondents disagree, and 2 (6.5%) of the respondent strongly disagree on that the monitoring of project manager selection process ensures fairness and transparency.

Table 4.15 Monitoring of Project Manager Selection Process

The project manager selection process is monitored to ensure fairness and transparency					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	6.5	6.5	6.5
	Disagree	3	9.7	9.7	16.1
	Not sure	10	32.3	32.3	48.4
	Agree	12	38.7	38.7	87.1
	Strongly agree	4	12.9	12.9	100.0
	Total	31	100.0	100.0	

Source: Own Survey (2022)

Table 4.16 External Focus of the Project Manager Selection Process of the Corporation

The project manager selection process of the corporation focuses more externally					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	6.5	6.5	6.5
	Disagree	6	19.4	19.4	25.8
	Not sure	11	35.5	35.5	61.3
	Agree	10	32.3	32.3	93.5
	Strongly agree	2	6.5	6.5	100.0
	Total	31	100.0	100.0	

Source: Own Survey (2022)

The above Table 4.16 shows the majority, 11 (35.5%), of the respondents agree on that the project manager selection process of the corporation focuses more external. 10 (32.3%) of the respondents agree, 6 (19.4%) of the respondents disagree, 2 (6.5%) of the respondents strongly disagree and the same number of respondents strongly disagree about the project manager selection process of the corporation focuses more externally.

Table 4.17 Internal Focus of the Project Manager Selection Process of the Corporation

The project manager selection process of the corporation focuses more internally					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	3.2	3.2	3.2
	Disagree	2	6.5	6.5	9.7
	Not sure	16	51.6	51.6	61.3
	Agree	11	35.5	35.5	96.8
	Strongly agree	1	3.2	3.2	100.0
	Total	31	100.0	100.0	

Source: Own Survey (2022)

The above Table 4.17 indicate 16 (51.6%), majority, of the respondents are not sure on the project manager selection process of the corporation focuses more internally. Then 11 (35.5%) of the respondents agree, 2 (6.5%) of the respondents disagree and only 1 (3.2%) of the respondent strongly agree and the same number of respondents strongly disagree about the project manager selection process of the corporation focuses more internally.

Table 4.18 Ethics in the Project Manager Selection Process

Having you ever noticed the process of selecting a project manager goes against the corporation's policy?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	5	16.1	16.1	16.1
	Not sure	14	45.2	45.2	61.3
	Agree	7	22.6	22.6	83.9
	Strongly agree	5	16.1	16.1	100.0
	Total	31	100.0	100.0	

Source: Own Survey (2022)

Finally, respondents were asked if they have noticed any unethical activity in the process of project manager selection like corruption, nepotism, bias and others. Table 4.18 shows that the majority of the respondents, 14 (45.2%), are not sure, 7 (22.6%) of the respondents

agree, 5 (16.1%) of the respondents disagree and the same number of respondents, which is 5 (16.1%), disagree.

Table 4.19 Summary of Project Manager Selection Practices

Project Manager Selection Practices	Mean	Std. Deviation
The corporation has clear policies and procedures regarding project manager selection	3.26	1.237
The selection policy is implemented effectively	3.19	1.014
There is proper planning for the project manager selection process	3.35	0.985
The project manager selection process is monitored to ensure fairness and transparency	3.42	1.057
The project manager selection process of the corporation focuses more externally	3.13	1.024
The project manager selection process of the corporation focuses more internally	3.29	0.783
Having you ever noticed the process of selecting a project manager goes against the corporation's policy?	3.39	0.955
Total	3.29	1.008

Source: Own Survey (2022)

4.4. Analysis of Interview Questions

Formal interview was conducted with four representatives of the four sectors (transport infrastructure construction sector, water infrastructure construction sector, building and housing construction sector and central branch). The first interview question was ‘what is the process to select project manager? And who is responsible to select project manager?’

Projects in the corporation are found in four departments namely transport infrastructure construction sector, water infrastructure construction sector, building and housing construction sector and central branch. Under each sector there are sub sectors or divisions. So, project manager requests come from these sectors and sub-sectors/ divisions of the corporation.

When the sectors need a project manager, first they have to present their formal project manager request for human resource management department. Then the human resource management department checks the availability of any potential manager in the corporation. If the HRM department believes the project manager request can be fulfilled from the internal human power it will issue internal job vacancy. Project manager can be assigned from internal source using three methods. The first method is promotion, the second one is transfer project managers from other sectors of the corporation and the third option is assigning team leaders as acting project manager. The shortlisted candidates will be selected based on experience, educational qualification and recommendation by immediate supervisor for written exam and/or interview. Written exams are not given on a regular basis. Then a committee of vice manager of corporate resource management and service department as chairperson, human resource management department manager as secretary, human resource development department manager as member, women and children affairs manager as member and a representative from the requester sector interview each candidate to select the best project manager. In addition to the interview HRM department may also give written exam for candidates.

But if it is impossible to fulfill the project manager need from internal resource, the HRM department issues external job vacancy on the reporter magazine and on the corporation’s website, face book and other social media. The applicants should present their application letter and supporting documents for HRM department in person.

The shortlisted candidates will be selected based on their experience and educational qualification for interview and/or written exam. Then the above listed committee will select the project manager.

The second interview question was ‘what are the criteria to be selected as project manager in the corporation?’

The following are project manager selection criteria mentioned by the interviewees.

- Minimum BSC degree in civil engineering and related engineering fields
- Professional experience
- Technical skill
- Scoring well on written exam
- Recommendation by immediate supervisor
- Performance in the team
- Leadership skill
- Finance management skill
- Presentation skill of the candidate about how he or she will manage the project with in the cost, time and quality constraint

The third interview question was ‘based on your observation which criteria is the most important to be selected as project manager in the corporation? And what is the reason?’

According to the interviewees educational qualification and relevant years of professional experience are equally the first most important criteria to be selected as project manager in the corporation. And then technical skill is the second most important criteria.

In order to fulfill the requirements of the client, especially for transport infrastructure construction sector, educational background of the candidate should be minimally BSC degree in engineering fields which are directly related to construction sector. Any person qualified in other than construction engineering and related fields cannot be selected as a project manager. The experience of the candidate should also be in the construction sector. In the case of transport infrastructure construction sector, the client is Ethiopian Road

Authority (ERA). The minimum requirement of ERA for project manager position is BSC degree and ten-year experience. So, in such cases the requirements of the client will be the most important criteria.

According to the interviewees technical skill is the second most important criteria. Even if they know and believe in the necessity of soft skills for project managers, two of the four interviewees revealed that soft skills do not get enough attention for the selection of project manager in the corporation. The rest two interviewees said underestimates the importance of soft skills for managers. One of the interviewees literally says we give attention for technical skill because it has high consequence on cost and quality of the project than soft skills. He also says that if a person has good technical abilities, he may be hired as a project manager while having poor soft skills that is because cost of poor soft skill is lower and the project manager can improve it through time.

The fourth interview question was ‘what are the challenges you face in the project manager selection process?’

The following are challenges mentioned by interviewees in project manager selection process.

- It is hard to get a project manager who fulfills the experience requirement requested by clients.
- Some candidate acts nervously and performs badly during interview and written exam while they have good technical skill.
- Others prepare well for test and interview and score good results while they are not good at actual managerial activities.

The fifth interview question was ‘what are the best practices that can be shared to other companies regarding project manager selection process?’

Two of the four interviewees say that there is no best practice to be shared to other companies, but the other two interviewees mention the following best practices regarding project manager selection process.

- The process of selecting project manager involves lots of people. It minimizes the possibility of bias and discriminatory practices.

The corporation has clear planning and implementation process to select project managers.

- The corporation serves as training center for junior engineers. There are lots of projects in the corporation which increase the exposure of the engineers. The corporation has a culture of connecting junior engineers with experienced project managers which increases the chance of getting better project manager for the future. The corporation is fulfilling its national responsibility by hiring junior engineers and assisting them to be qualified project manager.

- The clients of the corporation are mostly large government institutions. So, in order to meet their project manager requirements, the corporation focuses on finding best project managers which can affect the success of the project positively.

CHAPTER 5: CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

The following conclusions can be drawn from the study conducted to assess the project manager selection practices in the case of Ethiopian Construction Works Corporation.

- Project integration management knowledge and skill, project scope management knowledge and skill and project communications management knowledge and skill are the top three project management knowledge areas which are considered and applied in project manager selection process.

- Project cost management knowledge and skill, project risk management knowledge and skill and project stakeholder management knowledge and skill are the least three project management knowledge areas which are considered and applied in project manager selection process.

- Technical skills, educational background and professional experience are the top criteria in the project manager selection process which are directly related to hard skill of candidates. But being a project manager is not only about having technical knowhow. It is also about getting people to complete tasks that must be done to meet the objectives of the project.

- Significance of soft skill is underestimated in the corporation which opposes theoretical and practical literature reviews.

- Project manager selection process depends on personal judgment of committee members.

5.2 Recommendations

- While the emphasis on internal staff is good when a project manager is needed in the corporation, there is no special training to empower the internal staff for the position. So, the corporation must give project management related trainings to its employees.
- Even if soft skills are doubtfully difficult to assess, they have huge impact on the success of the project. So, the corporation must find innovative alternative approaches to assess soft skills of candidates. That is because lots of theoretical and practical studies shows the importance of soft skills for leaders than hard or technical skills.
- Profession of majority of the committee members who finally select the project manager is not related to construction project management. So, additional members like experienced engineers should be included in the committee.
- According to the study, majority of the respondents are not sure whether there is unethical activity in project manager selection process like corruption, nepotism, bias and others or not. So, the corporation need to clarify its project manager selection practices to its employees. Others have testified that they have viewed such practices in the corporation. That is not good sign for the continued growth of the corporation. So, the corporation must investigate its project manager selection practices and take corrective actions.
- In order to avoid the negative impact of personal judgment the corporation should have scientific methods to select project manager.

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APPENDIX A: QUESTIONNAIRE

Addis Ababa University

College of Business and Economics School of Commerce

Master of Art in Project Management

Questionnaire for Project Directors

My name is Hamerenoah Girma. I am MA student in project management at Addis Ababa University School of Commerce. This questionnaire is prepared for the partial fulfillment of the requirements for obtaining the degree of masters of project management. The objective of the study is to assess project manager selection practices in the case of Ethiopian Construction Works Corporation. So, the purpose of this questionnaire is to gather data on project manager selection practices in ECWC. The study is for academic purpose and thus not affects you in any case. I assure you that all the information will remain confidential. Your genuine, frank and timely response is critical for the success of the study. I kindly request you to respond each item carefully.

Contact Address if you have any query; Mobile: 09-79-94-57-51 or e-mail:

hamerenoahg@gmail.com.

Yours Sincerely

Thank you for your cooperation

Note:

- No need of writing your name
- Please fill the answer by putting “√” mark
- Kindly return the completed questionnaire as soon as possible

PART I: General Information of the Respondent

1. Gender

- a) Male b) Female

2. Age

- a) 20-30 Years c) 41-50 Years
b) 31-40 Years d) 51 Years & Above

3. Marital Status

- a) Single b) Married c) Divorced

4. Educational Qualification

- a) Below certificate/diploma b) Certificate/diploma
c) Degree d) Masters e) PhD and Above

5. Overall Work Experience

- a) Below 1-year b) 1-5 years c) 6-10 years
d) 11-15 years e) Above 15 years

PART II: Consideration and Application of Project Management Knowledge Areas in Project Managers Selection Process.

Project Management Knowledge Areas	Strongly Disagree (1)	Disagree (2)	Not sure (3)	Agree (4)	Strongly agree (5)
Project integration management knowledge and skill					
project scope management knowledge and skill					
project time management knowledge and skill					
project quality management knowledge and skill					
project human resource management knowledge and skill					
project communications management knowledge and skill					
project risk management knowledge and skill					
project procurement management knowledge and skill					
project stakeholder management knowledge and skill					

project cost management knowledge and skill					
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PART III: Questions Regarding Project Managers Selection Criteria.

Directions: - Please indicate your answers using a “√” mark on an appropriate column that describes your viewpoint about project manager selection criteria in ECWC.

Project Managers Selection Criteria	Strongly Disagree (1)	Disagree (2)	Not sure (3)	Agree (4)	Strongly agree (5)
Educational background					
Sectorial knowledge and experience in similar other projects					
Technical skills					
An individual’s project management skills					
Personal skill of an individual					
Being best performer of the team					
Recommendation by immediate supervisor					
Having relevant work experience in the corporation					
Being permanent employee of the company					

PART IV: Questions Related to Project Manager Selection Practices

Questions related to project manager selection practices	Strongly Disagree (1)	Disagree (2)	Not sure (3)	Agree (4)	Strongly agree (5)
The corporation has clear policies and procedures regarding project manager selection					
The selection policy is implemented effectively					
There is proper planning for the project manager selection process					
The project manager selection process is monitored to ensure fairness and transparency					
The project manager selection process of the corporation focuses more externally					
The project manager selection process of the corporation focuses more internally					
Having you ever noticed the process of selecting a project manager goes against the corporation's policy? e.g. corruption, nepotism, bias					

APPENDIX B: INTERVIEW QUESTIONS

Addis Ababa University

College of Business and Economics School of Commerce

Master of Art in Project Management

**Title - Assessment of Project Manager Selection Practices: The Case of Ethiopian
Construction Works Corporation**

Interview Questions

1. What is the process to select project manager? And who is responsible to select project manager?
2. What are the criteria to be selected as project manager in the corporation?
3. Based on your observation which criteria is the most important to be selected as project manager in the corporation? And what is the reason?
4. What are the challenges you face in the project manager selection process?
5. What are the best practices that can be shared to other companies regarding project manager selection process?