



ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE
PROJECT MANAGEMENT

Practices of Project Manager Selection in Ethio Telecom

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PRACTICES OF PROJECT MANAGER SELECTION IN ETHIO TELECOM

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Declaration

I hereby declare that the study which is being presented in this thesis entitled **“Practices of Project Manager Selection in Ethio Telecom** “is original work of my own. It had not been presented for a partial fulfillment for any educational qualification at this university or any other and in any projects by any means, and all the resources materials used for this thesis had been accordingly acknowledged.

Ali Fentaw Ali

Date

Declaration

I hereby declare that the study which is being presented in this thesis entitled “**Practices of Project Manager Selection in Ethio Telecom**”. It is conducted by Ali Fentaw for the partial fulfillment of the requirements for the award of master’s degree in **Project Management**. To the best of my knowledge it is original work carried by him, it had not been presented for a partial fulfillment for any educational qualification at this university or any other and in any projects by any means.

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Abbreviation and Acronym

PMBOK®:	Project Management Body of Knowledge
PMI:	Project Management Institution
PMO:	Project Management Office
PM:	Project management/ manager
TEP:	Telecom Expansion Program
ET:	Ethio Telecom
SPSS:	Statistical Package for the Social Sciences

Abstract

In this dynamic and complex business environment, project managers are expected to make business decisions as well as project decisions for achieving project success. Cognizant of this fact, Ethio telecom has assigned many project managers for the sake of achieving project excellence. The main objective of the study is to describe and examine the practice of project manager selection in Ethio telecom. The scope of the study is delimited in the area of project manager selection practice in telecom expansion program (TEP). The research is bounded by time and categorized under cross-sectional type. The design is descriptive one with purposive sampling technique. Data is collected both closed ended questionnaire and semi structured interview as a primary source. The respondents of the study are project directors, project managers and project team members and personnel management. And finally the analysis is using descriptive statistics and correlation coefficient. The main findings revealed that the knowledge areas of project management are not well exercised while assigning an individual as a project managers; their focus is on the technical skills while assigning an individual as a project manager and finally there is strong and statistically significant relationship between total selection criteria's of project managers and project management knowledge and application. Hence it is recommended to have project manager's selection criterion which is specific to cover decision maker's requirements, to further extend skill requirements of individuals and to exercise knowledge areas of project management in the selection process of project managers.

Key words: Project manager; project manager selection; project manager selection criteria; performance etc.

CHAPTER ONE

INTRODUCTION

1.1. Background of the study

We live in a world where change and the rate of change is constantly increasing. In order to survive and prosper organizations need to continually modify their products and services. Projects are the means by which these innovations are affected.

The growth and acceptance of project management has changed significantly over the past forty years and these changes are expected to continue well in to the twenty first century, especially in the area of multinational project management. It is interesting to trace the evolution and growth of project management from the early days of systems management to what some people call “modern project management.”

Twenty years ago, companies had the choice of whether or not to accept the project management approach. Today some companies foolishly think that they still have the choice. Nothing could be further from the truth. The survival of the firm may very well rest upon how well project management is implemented and how quickly.

There is a significant growth in the adoption of project management disciplines to accomplish work in different sectors and industries, (Winter and Szczepanek, 2008).

According to PMBOK, the project management approach is relatively modern. It is characterized by methods of restructuring management and adapting special management techniques, with the purpose of obtaining better control and use of existing resources. Forty years ago project management was confined to U.S. Department of Defense contractors and construction companies. Today, the concept behind project management is being applied in such diverse industries and organizations as defense, construction, pharmaceuticals, chemicals, banking, hospitals, accounting and the United Nations.

Project management has evolved from a set of processes that were once considered “nice” to have to a structured methodology that is considered mandatory for the survival of the firm.

Companies are now realizing that their entire business, including most of the routine activities, can be regarded as a series of projects. Simply stated, we are managing our business by projects. Project management is now regarded as both a project management process and a business process. As such, project managers are expected to make business decisions as well as project decisions. The necessity for achieving project management excellence is now readily apparent to almost all businesses (Kerzner, 2010).

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

According to PMBOK 4th edition, the project manager is responsible for coordinating and integrating activities across multiple, functional lines. The integration activities performed by the project manager include:-

- Integrating the activities necessary to develop a project plan
- Integrating the activities necessary to execute the plan
- Integrating the activities necessary to make changes to the plan

The project manager is actually a general manager and gets to know the total operation of the company. In fact project managers get to know more about the total operation of a company than most executives. That is why project management is often used as a training ground to prepare future general managers who will be capable of filling top management positions.

From this what we can say is that a project manager is a person responsible for the project starting from its beginning to its end and expected to accomplish the project according to the agreed cost, time and quality.

Thus, the process of selecting and assigning a project manager is a great responsibility for organizations. Therefore, the basic objective of this project work is to describe the practice of project manager's selection in relation to their competency and skills they have.

1.2. Background of the company

Ethio telecom is a sole telecom operator in Ethiopia established as a public enterprise on 29th day of November 2010 as per the council of Ministers Regulation No 197/2010. The company aims to provide next generation network services based on a world class standard information technology services and to build a competent next generation network based workforce with appropriate knowledge, skill, attitude, and work culture.

Since its establishment as Ethio telecom, the company has registered several accomplishments required to transform the company to a level expected from a competent and modern telecom service provider .So far it has availed full range of coherent telecom products and services for all markets and segments undertaken high level capacity building programs within very short period of time tried to curb recurrent quality of service problems launched the first professional Call Centre in Ethiopia.

1.2.1 Brief historical review of telecom sector in Ethiopia

1894-1942

Telecommunications service was introduced in Ethiopia by emperor Menelik II in 1894 when the construction of the telephone line from Harar to the capital city Addis Ababa, was commenced. Then the interurban network was continued to expand satisfactorily in all other directions from the capital. Many important centers in the Empire were interconnected by lines, thus facilitating long distance communication with the assistants or operators at intermediate stations frequently acting as verbal human operators between the distant calling parties.

1.2.2 Telecommunications sector in Ethiopia (1894-1942)

In this particular period, the telecom has been renamed and restructured through different stages.

- First the management of the service was under the Imperial court of Menelik II in the name of the “CENTRAL ADMINISTRATION OF TELEPHONE AND TELEGRAM

SYSTEM OF ETHIOPIA” from 1890 up to 1907. Mr Stevenin, a French citizen was appointed as the general manager of the service.

- The service was renamed as “THE CENTRAL OFFICE OF POST ,TELEGRAPH AND TELEPHONE (PTT) SYSTEM OF ETHIOPIA” since 1907-1909 it was administered by Emperor Menilik II’s Advisor ,Mr Al Fred IIg,a Swiss man.
- Then the service was renamed as MINISTRY OF POST, TELEGRAPH AND TELEPHONE (PT AND T) in 1910. First, it was administered by Mr. Leo Shafno, a French citizen and then replaced by the first Ethiopian administrators Lij Gizaw Bezabih, Lji Beyene Yemer and their successors consecutively.

1942-1952 (Post War Restoration)

After the independence from the Italian occupation, the re-established Ministry of ET and T took over the running of Telephone, Telegraph and Radio communications. It therefore rehabilitated the network of the whole country.

Under the Imperial Regime

- The Imperial board of Telecommunications of Ethiopia (IBTE) was established by the proclamation No.131 on December 15, 1952.
- The main purpose of the board, as stated in its establishment charter of article 5 was to rehabilitate ,extend, repair and maintain the telecommunication facilities of Ethiopia and to engage in the business of telecommunication for profit
- In 1960 IBTE looked after the operational matters of central Ethiopia, a regional office was created at Addis Ababa. And at the same time, Radio Division was created separated from the receding Technical Division bringing the number of Division Offices to seven during the same period.

Under The Dergue Regime (1974-1991)

Under the dergue regime, the Ethiopian telecommunication was renamed as follows,

- In October 1975, the organization was renamed as the “PROVISIONAL MILITARY GOVERNMENT OF SOCIALIST ETHIOPIA TELECOMMUNICATION SERVICES”

- It was renamed again as ETHIOPIAN TELECOMMUNICATIONS AUTHORITY (ETA) on January 1981. It retained its name as ETA up to November 1996.

At this period, the telecommunication services had a major change of technology ranging from Automatic to Digital technology.

Under the Federal Democratic Republic of Ethiopia

The telecommunication sector was restructured and two separate independent entities mainly the Ethiopian Telecommunication Authority (ETA) and the Ethiopian Telecommunications Corporation (ETC) were established by proclamation No.49/1996. On November 1996.

Establishment of Ethio Telecom

As the continuation of the 2005/06-2010/10 five-year plan and after concentrating its efforts on education, health and agriculture, the Ethiopian government has decided to focus on the improvement of telecommunication services, considering them as a key lever in the development of Ethiopia, Ethio telecom is born, on Monday 29th November 2010, from this ambition of supporting the steady growth of our country, within the Growth Transformation Plan (GTP), with ambitious objectives for 2015.

1.3. Statement of the Problem

According to Kerzner (2009), to be an effective project manager an individual must have a management as well as technical skills. But this is not enough, rather learning about psychology, human behavior, organizational behavior, interpersonal relations and communications is important.

According to PMI (2013), the project manager is the person assigned by the performing organization to lead the team that is responsible for achieving the project objectives and its role is different from functional managers.

A project manager's responsibilities include overall management, but he or she is seldom directly involved with the activities that actually produce the end result. The position also oversees any associated products and services, project tools and techniques to help ensure good practices. In addition, project managers are responsible for recruiting and building project teams, and making projections about the project's risks and uncertainties (PMI, 2013).

Managing relationships and personalities is a huge part of being a project manager. Teams must work, plan and communicate well together. The ability to collaborate and maintain successful team member relationships is crucial. Friction, conflict and honest disagreements are part of the creative process, but the project manager must be sure these do not destroy the project. Making sure team members feel valued, recognizing and praising superior work, and maintaining a quality working environment for all team members will aid in this human management effort.

According to Roberts and Wallace (2004), one of the most important decisions in project management is the choice of project manager. Many project failures can be traced to bad choices of project manager.

Project managers play a significant role in determining the quality, cost, and duration of different telecom expansion projects. The project manager makes most of the major decisions. Thus, selecting the most suitable applicant is important (Torfi and Rashidi, 2011). Therefore, the selection process should be done with care.

According to a research conducted by Nejbel Mohaamed (2014), project managers use only their experiences gut and feeling to plan and manage the process. It is clear that technical skill is one point to consider but it is not enough to deliver the project at the agreed up on requirement. There are several roles and responsibilities that should be fulfilled by a project manager. The project manager should ensure that projects are completed on the agreed requirement. Managing and leading the project team is the other responsibility.

Most of the telecom projects have been found to be lagging behind schedule and exceeding the approved budget (Hartman & Ashrafi, 2002).

According to Afshari, Yusuff and Rerayatifar (2012), project manager selection is the most important task in project based organization and to do so the selection criteria should specifically be defined to cover the decision maker's requirements and corresponding to the specific job characteristics. Like other organizations, Ethio telecom undertaking different projects but their success were not as expected this is because of problem from project managers that initiate the researcher to undertake a research project on that area.

Thus the researcher focuses on the practice of project manager selection in the case of Ethio telecom.

1.4. Research questions

- ❖ What are the major criteria's for the selection of project managers take in to account?
- ❖ What is the relationship between project management knowledge and application, and project managers' selection criteria?
- ❖ What factors are mostly considered in the selection of project managers?

1.5. Objective of the Research

1.5.1. General objective

The general objective of the study was to examine and describe the practice of project manager selection in Ethio telecom.

1.5.2. Specific objective

- To examine the major criteria in the selection of project managers in Ethio telecom.
- To assess the association between project management knowledge and performance, and project managers' selection criteria.
- To examine the factors that mostly considered in the selection of project managers.

1.6. Significance of the Study

This research project would help the organization in identifying the gaps related to project managers' selection and also it may equally important for future researchers as input if they are interested to do researches in this subject. Finally the study is significant as the partial fulfillment of the requirement of Master of Arts Degree in project management.

1.7. Scope of the study

The scope of the research study explains how the study will be focused on one specific area.

- ✓ This research study would be limited to access the practice of project manager selection in Ethio telecom.
- ✓ The study did not include the impact of bad selection of project managers' on project success of the company which is another scope of the study.

- ✓ This study would also incorporate only selected staffs of the company which is another scope of the study.
- ✓ The findings, conclusions and recommendations are only limited to Ethio telecom.

1.8. Limitations of the study

A limitation of a research study identifies potential gaps or problems in the research. The researcher faced the following bottlenecks during the research process:-

- The first and most important one is time constraint. The time given to do this study is quite short and this makes difficult the data collection process.
- Lack of cooperation from respondents to complete the questionnaire. This is mainly due to insufficient time.
- Due to time and budget constraints, this study was limited to one organization.

1.9. Definition of Terms

Skill:-Ability to use knowledge, a developed aptitude, and/or a capability to effectively and readily execute or perform an activity.

Risk identification:-The process of determining which risks might affect the project and documenting their characteristics.

Communication Management Plan:-The document that describes: the communications needs and expectations for the project; how and in what format information will be communicated; when and where each communication will be made; and who is responsible for providing each type of communication. A communication management plan can be 8 formal or informal, highly detailed or broadly framed, based on the requirements of the project stakeholders. The communication management plan is contained in, or is a subsidiary plan of the project management plan.

Project Charter [Output/Input]:-A document issued by the project initiator or sponsor that formally authorizes the existence of a project, and provides the project manager with the authority to apply organizational resources to project activities.

Project Cost Management [Knowledge Area]:-A subset of project management that includes the processes required to ensure that the project is completed within the approved budget. It consists of resource planning, cost estimating, cost budgeting, and cost control.

Project Human Resource Management [Knowledge Area]:-A subset of project management that includes the processes required to make the most effective use of the people involved with the project. It consists of organizational planning, staff acquisition, and team development.

Project Integration Management [Knowledge Area]:-A subset of project management that includes the processes required to ensure that the various elements of the project are properly coordinated. It consists of project plan development, project plan execution, and integrated change control.

Project Management (PM):-The application of knowledge, skills, tools, and techniques to project activities to meet the project requirements.

Project Management Body of Knowledge (PMBOK®):-An inclusive term that describes the sum of knowledge within the profession of project management. As with other professions, such as law, medicine, and accounting, the body of knowledge rests with the practitioners and academics that apply and advance it. The complete project management body of knowledge includes proven traditional practices that are widely applied and innovative practices that are emerging in the profession. The body of knowledge includes both published and unpublished material. The PMBOK is constantly evolving.

Project Quality Management [Knowledge Area]: A subset of project management that includes the processes required to ensure that the project will satisfy the needs for which it was undertaken. It consists of quality planning, quality assurance, and quality control.

Project Risk Management [Knowledge Area]:-Risk Management is the systematic process of identifying, analyzing, and responding to project risk. It includes maximizing the probability and consequences of positive events and minimizing the probability and consequences of events adverse to project objectives. It includes the processes of risk management planning, risk identification, qualitative risk analysis, quantitative risk analysis, risk response planning, and risk monitoring and control.

Project Time Management [Knowledge Area]:-A subset of project management that includes the processes required to ensure timely completion of the project. It consists of activity definition, activity sequencing, activity duration estimating, schedule development, and schedule control.

Project Team Members: The persons who report either directly or indirectly to the project manager, and who are responsible for performing project work as a regular part of their assigned duties.

Quality :-(1) The degree to which a set of inherent characteristics fulfills requirements.

(2) The totality of features and characteristics of a product or service that bear on its ability to satisfy stated or implied needs.

Quality Assurance (QA):-All those planned and systematic actions necessary to provide adequate confidence that a product or service will satisfy given requirements for quality.

Scope:-The sum of the products, services, and results to be provided as a project. See also project scope and product scope

Stakeholder:-Those with a particularly significant interest in the project's outcome, including those providing funding or right of way for the project and property owners who are affected by the project. Stakeholders are unique for each project.

1.10. Organization of the Research Report

This paper comprised five chapters in which the first part illustrates the study backgrounds, statements of the problem, basic research questions, objectives, significance, scope and limitation of the study and the second chapter concerned with review of related literature and the third chapter describes research design and methodology of the study and the analysis used. Results and discussion would be discussed in the fourth chapter. Finally the last chapter deal with the research conclusion and recommendations.

CHAPTER TWO

THEORY AND LITERATURE REVIEW

2.1. Definition of Project

According to Kerzner (2009), a project can be considered to be any series of activities and tasks that have a specific objective to be completed within certain specifications, have define start and end dates, have funding limits (if applicable), consume human and non-human resources (i.e. money, people, equipment), are multifunctional (i.e. cut across several functional lines).

According to PMI (2013), a project is a temporary endeavour undertaken to create a unique product, service, or result. According to Tayntor (2010), a project is a unique, finite set of multiple activities intended to accomplish a specific goal. On the other hand Wysocki (2014), a project is a sequence of unique, complex, and connected activities that have one goal or purpose and that must be completed by a specific time, within budget, and according to specifications.

All of the above definitions have basic similarities, i.e. a project is temporary and unique activity and has clear goal or objective and specifications. To elaborate each points more, a temporary activity does not mean something accomplished within short period of time rather it means every project has a starting and ending period. To support this, PMI (2013) states that the temporary nature of projects indicates that a project has a defined beginning and end. Temporary does not necessarily mean the duration of the project is short. It refers to the project's engagement and its longevity. Similarly, Tayntor (2010), states that a project by definition has a beginning and a scheduled end.

The next point is about project uniqueness. According to PMI (2013), although repetitive elements may be present in some project deliverables and activities, this repetition does not change the fundamental, unique characteristics of the project work. Similarly, although there may have been other similar efforts, a true project is unique in at least one aspect (Tayntor, 2010). It may be unique in its planning or implementation or outcome or, etc... A project is generally a one-off activity that is never prepared exactly (Roberts and Wallace, 2004).

The other point is having specific goal. According to Tayntor (2010), to make it truly a project, the purpose of the activities to be undertaken must be defined. A project is also expected to be accomplished within its expectations. In this context specification means project's time, cost and quality. There is no point in completing on time and on cost if the quality of the finished product is lower than specified by the client. For each of the variables of time, cost and quality, there should be a minimum acceptable condition. Therefore, project management is concerned with meeting these minimum criteria (Roberts and Wallace, 2004).

There may be number of reasons for designing projects. According to Haynes (2002), projects may be designed to solve a specific problem or to use available opportunities. When a decision is made to do something about the problem or to use available opportunities, a project is born-at this point someone is typically given the responsibility of carrying it out. That person becomes the project manager. In addition Wysocki (2014) clearly states that, projects grow out of problems or opportunities. Projects arise out of unmet needs. These needs might be to find a solution to a critical business problem that has evaded any prior attempts at finding a solution. According to PMI (2013), a project can create a product that can be either a component of another item, an enhancement of an item, an end item in itself; a service or a capability to perform a service; an improvement in the existing product or service lines; or a result ; effecting a change in the structure, processes, staffing, or style of an organization; developing or acquiring a new or modified information system (hardware or software); conducting a research effort whose outcome will be aptly recorded; constructing a building, industrial plant, or infrastructure; or implementing, improving, or enhancing existing business processes and procedures are some examples of project (PMI 2013).

2.2. Project Management

2.2.1. Definition of project management

Since the middle of the last century, many organizations are using project management approach to bring about the change needed to meet organizational goals and objectives. Around the world, it is difficult to find two project management situations that are the same. This is partly because every project, be it internal or external, offshore or onshore, carried out by an organization is unique, with its own unique set of challenges. Organizations initiate projects with the best of intentions to succeed. But due to complex nature of project activities, and the challenges associated with managing a project restriction or constraints of budget, quality and time are also unique and ever changing. The management of project constraints explains, if not fully, why many projects fail. Like any other organizational endeavours, projects are part of a wider super-system of an organization and are also influenced by both internal and external forces in a super system. Some external forces like government regulations, environmental forces, society, pressure groups, financial markets, labour markets, technology, customer influence, shareholder etc. are very dynamic and much erratic. Internal forces also like changes in operating processes, management style, resources allocation, skills, internal conflicts etc. are becoming more adaptive to the external environment. Hence, managing projects in this mix of dynamic factors requires a lot from project managers and also show how easy it is for a project to fail.

Project management can be defined from management concept, resource utilization point and as a system. According to Kerzner (2009), project management is the planning, organizing, directing, and controlling of company resources for a relatively short-term objective that has been established to complete specific goals and objectives. Furthermore, project management utilizes the systems approach to management by having functional personnel (the vertical hierarchy) assigned to a specific project (the horizontal hierarchy) (Kerzner, 2009).

Robert K. Wysocki explained project management from the point of client involvement, sponsors and delivering business value. Project management is an organized common-sense

approach that utilizes the appropriate client involvement in order to meet sponsor needs and deliver expected incremental business value (Wysocki, 2014).

According to Ibbs and Reginato (2002), project management is about people and the systems, processes, tools, and methodologies they use. In order to manage any kind of project there should be some kind of system with group of people who can run the established system. There are also different tools and methodologies that help to manage a project.

The project management Institute defines project management as a set of processes that are applied to a project to deliver a product or service. Project management is designed to provide sustained, intensified and integrated management of complex venture and to pull together a combination of human and non-human resources in to a temporary organization to achieve a specified objective. Whitty and Maylor added that project management is recognized to be a key enabler of business change and a vital contributor to future business success.

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

Project management is about converting vision into reality. We have a vision of some future state we would like to achieve. It may be a new computer system, a new production process, a new product, a new organization structure, or system based selection process of project managers. We foresee that the operation of that new state will help us improve performance of our business, by solving a problem or exploiting an opportunity, and so provide us with benefit that will repay the cost of achieving it (Turner, 2009).

Project management is concerned with several objectives at once. The objectives typically fall under the headings of time, cost and quality (Roberts and Wallace, 2004). There are constraints when managing a project. These constraints are time, cost and quality.

The benefits of project management are identifications of functional responsibilities to ensure that all activities are accounted for, regardless of personnel turnover, minimize the need for continuous reporting, identifications of time limits for scheduling, identification of a methodology for trade-off analysis, measurement of accomplishment against plans, early identification of problems so that corrective action may follow, improved estimating capability

for future planning, knowing when objectives cannot be met or will be exceeded (Kerzner, 2009).

2.2.2. Project Management Process Groups

According to PMI (2013), these processes ensure the effective flow of the project throughout its lifecycle. There are five process groups in the life cycle of any project. These are:

1. **The initiating process group:**-Those processes performed to define a new project or a new phase of an existing project by obtaining authorization to start the project or phase.
2. **The planning process group:**-Those processes required to establish the scope of the project, refine the objectives, and define the course of action required to attain the objectives that the project was undertaken to achieve.
3. **The executing process group:**-Those processes performed to complete the work defined in the project management plan to satisfy the project specifications.
4. **The monitoring and controlling process group:**-Those processes required to track, review, and regulate the progress and performance of the project; identify any areas in which changes to the plan are required; and initiate the corresponding changes.
5. **The closing process group:** -Those processes performed to finalize all activities across

2.2.3. Empirical Evidences on project management and project success

There has been a great deal written over the years about project success, project management success and performance management to deliver success. A number of papers relating to critical success factors emerged during the late 1980's. For example,(Pinto and Slevin, 1987) and de Wit (1988) who viewed success as being judged by the degree to which project objectives have been met. These views centers on success of project management delivery processes and also acknowledged that project success is also a matter of the project stakeholders perceptions of the value (in their terms) of what was delivered.

Longman. Mullins. J (2004) presented their findings about essentials of project management on Journal of business strategy. According to the authors, by working with organizations large and small, in the public and private sectors, in the USA and overseas, in manufacturing sites and corporate headquarters, in strategic and operational project situations, they have found seven essential conditions for project success which are applied to all projects, whether related to top level strategic business or operational ones. As of them perform poorly against even one of these conditions and you risk crippling your strategy implementation, however brilliantly formulated it may be.

The seven essentials for project success

1. Make a compelling business case for project management

All too often project teams are asked to carry out their work in a vacuum. They are told what must be done but not why? Not knowing how their efforts will help to achieve the organization's strategic goals or what impact they will have on the bottom line typically breeds "this too shall pass" syndrome. Not surprisingly, many teams lack the motivation to stick with it, losing oomph long before the project is completed.

To convert intent into the will to win, project leaders and their managers need to communicate clearly for each team member, at the beginning of every new project, the value the project is expected to add to the organization. Once the team understands the value of the project, team members must be sold on the value of the project management process.

2. Make project management practical, relevant and beneficial from day one

Project management is often associated with technical tools and software, but effective project management tools are not a replacement for sound judgement by project managers. A key role of a project manager is guiding the use of concepts so they help rather than hinder the team's progress. Before getting down working, each member of the project team needs to agree that the process they will be following is realistic and practical. In particular, they need to know the intent of the concepts tools well enough to know how much of each apply.

3. Build bridges to on-the- job applications

It is recommended that after any training when learners returned to work, providing them with venues for applying their newly acquired skills, just as importantly, supporting them with expert coaching, feedback delivered in real time and the movement of application truth. This combination will help internalize the learning and drive continued use.

4. Make systems and procedures user friendly

Communicating the rationale behind project definition, planning and implementation is fundamental to successful project management. Explain the “why” behind each step, along with the rationale for supporting systems and procedures, and then testing understanding, is the key to project management success.

5. Management a win for team members and managers

People tend to follow the path of least resistance. For a graduate of project management training to actually apply what she or he learned, using the concepts must not add more work or consume more time than the person’s previous approach, unless the process is perceived as an improvement over previous work methods, people soon revert to their old , comfortable ways.

People also need positive reinforcement. The organization needs to offer rewards and recognition for the use of project management concepts. People should be rewarded both for the contribution to project outcomes and for how contributed. Those to whom project managers report need be rewarded for the coaching, support and oversight that they provide; they need to be accountable and rewarded for the success of their project managers.

6. Make project management an ongoing learning experience

Projects are incubators for the development of future leaders, especially when these projects have strategic implications. Experience on a project team often tests a variety of skills and behaviours, from hygiene factors such as the ability to work gracefully under pressure and manage conflict to the ability to deliver results on time and budget. Projects also allow an organization to gradually up the performance against projects of increasing complexity and risk. In general, every project should be a platform for learning and growth.

7. Trumpet success

Continued success requires going back often to the reasons the organization felt a need to improve its project management practice.

From the above seven essentials for project success, the role of project managers is paramount. Therefore critically selecting an excellence project managers' from pull of candidates should be the main task of the organization to sustain in this dynamic business environment.

2.3. Project Manager

2.3.1. Definition of Project Manager

The project manager is the person assigned by the performing organization to lead the team that is responsible for achieving the project objectives (PMI, 2013). From project management definition there is a point about system, methodology and people. So one of the ingredients in managing a project is having all the required human resource and the project manager is the most important one. According to Roberts and Wallace (2004), the project manager owns the project and has sole responsibility for its outcome. Therefore, the project manager is responsible to organize, motivate and lead the project team to achieve the objective of a project. According to Tayntor (2010), they lead the rest of the time; they make key decisions; they are involved in the day-to-day activities; they set the tone for the whole project. In other words, they are the linchpins of the project.

A project manager is similar to a chief executive or managing director. Indeed, it has become relatively common for large organizations to use project management assignments as a means of developing future general managers (Roberts and Wallace, 2004). Sometimes a single project manager is assigned for more than one project and this is common in small and medium sized projects. Where small to medium-sized projects are concerned, the project manager is often responsible for managing several projects concurrently (Roberts and Wallace, 2004).

According to Roberts and Wallace (2004), the project manager is usually responsible to a project sponsor. In the case of very large projects, or those that will have a significance

influence on the future of the organization, the sponsor will normally be a board member. In some cases there will be several sponsors who will operate as a team.

According to Tayntor (2010), projects do not happen without people, and if the project is to be successful it is essential that the right people be involved. Thus there are characteristics of successful project manager. These are project management experience, ability to gain consensus, ability to conduct meetings, verbal and written communication skill, and respect from the organization. In addition, Kerzner explained key points to be effective project manager.

An individual must have management as well as technical skills. Because engineers often consider their careers limited in the functional disciplines, they look toward project management and project engineering as career path opportunities. But becoming a manager entails learning about psychology, human behaviour, organizational behaviour, interpersonal relations, and communications (Kerzner, 2009).

2.3.2. Roles and Responsibilities of Project Manager

As project management is a critical strategic discipline, the project manager becomes the link between the strategy and the team (PMI, 2013). Therefore, the project manager's job is not an easy one (Kerzner, 2009).

According to PMI (2013), the role of a project manager is distinct from a functional manager or operations manager. Typically the functional manager is focused on providing management oversight for a functional or a business unit, and operations managers are responsible for ensuring that business operations are efficient. Similarly, Roberts and Wallace (2004) explained that, functional managers usually remain responsible for individual work tasks and personnel within the project, while the project manager is responsible for integrating and overseeing the start and completion of activities. Project manager roles and responsibilities are explained and discussed by different scholars in different fashion.

Levine (2002), states that project manager has a very special role, which requires very special talents. The project manager acts as an integrator, channels conflict and aggressiveness, pays

practices to minimize possible failure, makes sure that risks have been evaluated and that risk mitigation plans have been prepared.

Project managers have the responsibility to satisfy the needs: task needs, team needs, and individual needs (PMI, 2013). According to Levine (2002), project managers have several tasks and responsibilities, such as: get all players on the project team, manage task interfaces, assure clear identification of task completion, assure communication of task completion, manage responsibility interfaces, question blurry responsibilities, clarify delegation levels, balance the needs of project, client, organization, identify stakeholders and their definition of project success, balance project objectives with other objectives, act as a catalyst, and when necessary, a devil's advocate, promote effective communication and wide participation in decision making, manage conflicts.

According to Roberts and Wallace (2004), the project manager heads the project organization and operates independently of the normal chain of command, is the single focal point for bringing together all efforts in pursuit of the project objectives, is responsible for integrating people from different functional disciplines who are working on the project and negotiates directly with functional managers for support. The PMI (2013) states that, if the project manager is responsible for more than one project, he/she works closely with the program or portfolio manager to achieve the project objective and to ensure the project the project management plan aligns with the overarching program plan. The project manager also works closely and in collaboration with other roles, such as a business analyst, quality assurance manager, and subject matter experts.

In general, project manager is responsible to minimize risk and the possibility of failure, collaborates with functional managers to use resources, for conflict resolution, to manage the project team and so forth.

2.3.3. The Position of Project Manager

According to Kerzner (2009), the success of project management could easily depend on location of the project manager within the organization. But the position of the project manager is a very difficult one because of a project's position within an organization. In traditional organizations, influence and authority tends to flow vertically down from the top to the bottom of the organization. However, any complex project will usually require the support of many levels of management within organizations and of many departments/functions across the organization (Roberts and Wallace, 2004).

Project manager salary and to whom he/she report are determinants for the location of project manager position. But the ultimate reporting location of the project manager (and perhaps his salary) is heavily dependent on whether the organization is project-or non-project driven, and whether the project manager is responsible for profit or loss (Kerzner, 2009). According to PMI (2013), depending on the organizational structure, a project manager may report to a functional manager. In other cases, a project manager may be one several project managers who report to a program or portfolio manager who is ultimately responsible for enterprise-wide projects.

The project life cycle is the other factor for project managers reporting position, i.e. during the planning phase of the project, the project manager may report high, whereas during implementation, he may report low. All in all, PMI (2013) states some dependent factors for positioning project manager. These are, risk involved, the size of the project and the customers.

But it should be noted that even if the project manager reports low, he should still have the right to interface with top executives during project planning although there may be two or more reporting levels between the project manager and executives. At the opposite end of the spectrum, the project manager should have the right to go directly in to the depths of the organization instead of having to follow the chain of command downward, especially during planning (PMI, 2013).

2.4. Selecting Project Manager

Project management involves five process groups. These are project initiation, planning, executing, monitoring and controlling and finally project closure. Of this process, selection of project manager is stated under the first process, which is the project initiation. As cited by Kerzner, PMBOK Guide (2013) stated, project initiation involves selection of the best project given resource limits, recognizing the benefits of the project, preparation of the documents to sanction the project and assigning of the project manager. Many project failures can be traced to bad choices of this area (Roberts and Wallace, 2004) and Kerzner (2009) mentioned that, one of the causes for the failure of project management is selection of the wrong person as project manager.

There are factors to consider during the selection process. According to Kerzner (2009), there are two important determinants. These are deliverables and stakeholders. Projects exist to produce deliverables and Roberts and Wallace (2004) states that projects are either undertaken to deliver hardware software projects. The person ultimately assigned as the project manager may very well be assigned up on the size, nature, and scope of the deliverables. Another factor influencing the selection of the project manager would be the stakeholders (Kerzner, 2009).

Harold Kerzner explained the above factors in detail. According to Kerzner (2009), deliverables are outputs, or the end result of either the completion of the project or the end of a life-cycle phase of the project. Deliverables are measurable, tangible outputs and can take such form as:

1. **Hardware Deliverables:** These hardware items, such as a table, a prototype, or a piece of equipment. In addition to Kerzner, Roberts and Wallace (2004), explained hardware projects as those where there is a tangible physical result, such as a new building.
2. **Software Deliverables:** These items are similar to hardware deliverables but are usually paper products, such as reports, studies, handouts, or documentation (Kerzner, 2009). Similarly, software projects are those where the end result is a system or process, rather than a physical item. An example is a new operational or administrative system for an office (Roberts and Wallace, 2004).

3. Interim Deliverables: These items can be either hardware or software deliverables and progressively evolve as the project proceeds. An example might be a series of interim reports leading up to the final report (Kerzner, 2009).

The other point is about stakeholder. A stakeholder can be defined as anybody who has an interest in the project, its work, outputs, outcomes, or ultimate goals (Turner, 2009). Stakeholders are individuals or organizations that can be favourably or unfavourably impacted by the project. As such, project managers must interface with these stakeholders, and many of the stakeholders are referred to as “active” or “key” stakeholders that can possess decision-making authority during the execution of the project. Each stakeholder can have his or her own set of objectives, and this could place the project manager in a position of having to balance a variety of stakeholder interests without creating a conflict-of-interest situation for the project manager.

Project managers are sometimes qualified and experienced project management specialists who are employed on a permanent basis by an organization. Sometimes they are external consultants who are contracted to manage the project for its duration only. In the case of internal projects they are mostly selected from the existing workforce. In all cases they are charged with organizing and managing a project team that will work together in order to meet the project objectives (Roberts and Wallace, 2004).

Years ago, virtually all project managers were engineers with advanced degrees. These people had a command of technology rather than merely an understanding of technology (Kerzner, 2009). However, PMI (2013) stated that understanding and applying the knowledge, tools, and techniques that are recognized as good practice are not sufficient for effective project management. In addition to any area-specific skill and general management proficiencies required for the project, effective project management requires that the project manager possess the following competencies.

Knowledge:-Refers to what the project manager knows about project management.

Performance:-Refers to what the project manager is able to do or accomplish while applying his or her project management knowledge.

Personal:-Refers to how the project manager behaves when performing the project or related activity. Personal effectiveness encompasses attitudes, core personality characteristics, and leadership, which provides the ability to guide the project team while achieving project objectives and balancing the project constraints.

Project managers accomplish work through the project team and other stakeholders. Effective project managers require a balance of ethical, interpersonal, and conceptual skills that help them analyze situations and interact appropriately (PMI, 2013). Based on the PMI (2013), the important sets of interpersonal skills of project managers include leadership, team building, motivation, communication, influencing, decision making, political and cultural awareness, Negotiation, trust building, conflict management, and Coaching.

2.5. Project Manager Selection Criteria

“It’s really challenging to select a project manager. According to a research conducted by Abdulla Naqi (ND) regarding to project managers as leaders of innovation in the telecommunications industry of Dubai; there are several factors that are important for the selection of a project manager which are:

- ❖ Excellent history in the organization, past experience in handling telecom projects and how big the projects were.
- ❖ Project Manager should have several skills such as interpersonal skills, presentation skills, language skills, reporting skills, communication skills, negotiation skills, etc...Also, Project manager should have good technical knowledge about the project / projects he is handling.
- ❖ Ability to overcome obstacles and excellent communication skills with major stakeholders.
- ❖ Leadership skills and commitment to achieve organizations targets.
- ❖ Personnel reasons: where the boss feels comfortable to work with certain manager more than other one.
- ❖ Knowledge management: Project manager should have Fair Knowledge about everything in the company. Also, the project manager (PM) must be capable to manage

the information flow between departments. Moreover, PM requires to manage proper system to present the information.

- ❖ PM should have influence tactics and power of authority in order to manage conflict between the teams, and be respected from stakeholders and participants.
- ❖ Able to establish relationship with clients and partners in order to convince them and create more opportunities and deals for the organization.
- ❖ Able to convince higher management about his abilities and capabilities and provide them update periodically.
- ❖ Seniority of the project manager: this include years of experience and people management skills.

2.6. Core competencies of project managers

According to Pray (1998) cited by PMI (2002), competency is a cluster of related knowledge, attitudes, skills, and other personal characteristics that can affects a major part of one's job (i.e., one or more key roles or responsibilities), Correlates with performance on the job, Can be measured against well-accepted standards, can be improved via training and development and can be broken down into dimensions of competence.

Crawford (1999) cited by Miranda and Ghimire (2008), as project managers take on a more important role in the business world the interest in which competences are necessary to successfully manage projects grows. This growth in interest has sparked the creation of standards and certification programs that describe the discipline's practices, offer definitions of the main terms and process, explain the main techniques and serves as the basis for assessing Project managers competences.

Based on the research conducted by Miranda and Ghimire 2008), on their intensive analysis of 50 online job advertisement in USA, Canada, UK, Germany and Australia posted for project managers positions they found the following sets of hard and soft competencies.

According to the authors the desired sets of soft competencies include; communication, leadership, problem solving, team building and working with others, organizing, flexibility and alertness, creativity and innovation, human resource management , negotiation and conflict management and positive work attitude whereas the desired hard competencies for project

managers position involves project integration management, project scope management, project time management, project cost management, project quality management, project risk management, project procurement management and project management software competences. The authors also clearly stated the criteria used for both soft and hard competencies with detailed explanations of what was considered under each competence on the advertisement as follows

2.6.1 Soft competences

(1) Communication:-Sentences that clearly stated communication as well as things such as building or managing relationships, third parties or stakeholders, dealing with information, presentations, reporting, documentation, and language skills, for example, were all coded under communication. The reason to have relationship related ideas under this category is because it is believed that a good relationship is only achieved through good communication between the parties.

A communication skill comprises sets of ability to communicate effectively across all levels of organization, including executive management; excellent Speaking and writing skills; ability to write reports, business correspondence, and procedure manuals; fluent with multiple languages particularly helpful; maintain a good professional relationship with the client, acting as first point of contact for any issue or query and keeping senior stakeholders in the picture with presentations on how the projects are tracking.

(2) Leadership:-The sentences that were dealt under leadership included sentences that clearly mentioned the word leadership as well as the ones that included things such as mobilization, influencing people, acting strategically, direction (roadmaps), coaching and mentoring. Acting strategically was included under leadership because leaders are able to see the complete picture and establish a vision and direction; therefore, they need to have a strategic mind frame. Some leadership competences comprise of phrases like establish roadmaps; demonstrated the ability to lead and manage project teams; demonstrated tactical and strategic focus is preferred; “driver” mentality; champion and enforce best practice to the entire team and ability to influence.

(3) Problem solving:-Sentences that clearly mentioned both parts of this competence problem identification and decision making were dealt in this category. Analytical skills were also

included under problem solving. Problem solving comprises phrases like make decisions on problem resolutions; possess excellent analytical skills; must be able to solve practical problems and deal with variables in situations where only limited standardization exists; selecting and implementing application solutions; trouble-shooting mentality and proactively identify potential problems.

(4) Team working:-For team working a distinction was made between being part of a team and managing a team. When the advertisement mentioned managing a team it was classified as human resource management competence, but when it talked about working in and being part of a team it was dealt under this category.

Other words that fell under this category include gaining allies, involving people, managing or running team meetings and being part of team. Team working can be described by phrases like conduct project team meetings; proven cross-functional team success; you will be part of an international project team; team working skills; team environment and team player.

(5) Organizing:-This category was limited to sentences or words that mentioned the competence of being organized or organizing. Organizing competence includes phrases like be responsible for organizing; must possess excellent organizational skills; organized; organization ability; strong organizational skills and project managers who are organized.

(6) Flexibility & alertness:-For this category sentences that mentioned a fast paced and dynamic environment were included under flexibility. As it was assumed that to work in such environments requires the project manager to be flexible and alert. Also things that referred to: multi-tasking, multiple-work and being detailed or paying attention to detail were included under this category.

Competences which can be coded under flexibility & alertness includes fast-paced environment; experience in a multiple project environment preferred; manage multiple project plans concurrently and prioritize tasks appropriately under changing conditions; very flexible and able to work under pressure; your core task and responsibility is to manage different projects and an eye for detail.

(7) Creativity & innovation:-This category included both the competence to act creatively and innovatively as the competence to foster such behavior within the participants of the project. It included sentences that either mentioned the word creativity and innovation or called for forward thinking and the ability to identify opportunities. Competences that can be dealt under

creativity & innovations includes create an atmosphere of innovation; promote forward thinking and guide reengineering discussions toward process and technology improvements aimed at increasing efficiency and productivity in business operations; support areas with structural problems by using existing or new processes; allows the teams to concentrate on developing creative content; creative decisions and ability to identify project opportunities.

(8) Human resource management (HRM):-For this competence all the sentences that referred to the more formal human resource management procedures were included such as selecting, training and motivating staff. Also the general competence of managing people or teams was included under this heading. The heading also dealt with internal management accountabilities including staff management; determination of manpower requirements; experience in managing (medium to large) multi-person, multidisciplinary teams; provide training where necessary on techniques or existing processes; talent for creating a motivating working environment; good people management skills.

(9) Negotiation and conflict management:-All the sentences like manage issue resolution; Conflict resolution; good negotiation skills; act as the catalyst for any resolution; issues management; a born negotiator are mentioned under this heading.

(10) Positive work attitude:-This category included all the sentences that referred to general competences related to positive working attitude. Words such as result oriented, performance oriented, self-starter, positive and proactive and sentences that mentioned an overall willingness to respond to additional duties as they appeared were classified under this competence. Some Positive work attitude is a professional conduct that can be characterized by a self-starting, results oriented, positive and proactive; ability to work autonomously; result-driven and hands-on working style; undertake ad-hoc activities within the scope of these responsibilities, which are requested by management from time to time and hardworking, Reliable

2.6.2 Hard Competences

(1) Project integration management:-This category is a broad category by nature. It includes general sentences about PM and words such as PM methods, processes and vague terms about PM. Also sentences that mention dependencies, the whole life-cycle of the project, monitoring and controlling progress and the adherence to deliverables and objectives were classified under this heading. The reason for that is because it was assumed that, for example, if the candidate is comfortable running projects, has a track record of successful projects or is able ensure project

delivery according to specifications he possess all the PM competences and is able integrate them all to achieve the results. Project integration management characterized by Comfortable running the project; track record of successful projects; solid project methods; project management skills; monitoring project progress and other performance indicators; coordination of project interfaces and ensuring the delivery of projects.

(2) Project scope management:-The category of scope management included all the sentences that specifically mentioned scope management, required planning competence, talked about defining or understanding requirements and the ones that mentioned changes. The reason for including changes into scope management was because a project manager needs to control the changes in order to manage the scope of the project. It is project scope management competence that allows the project manager to control what is and what isn't part of the project, which is also why requirement definition was included under this heading. Project scope management can comprise phrases like the Project Manager will plan; project scope definitions; tracking changes; definition of the project; identification of ongoing changes within existing projects and works with internal and external stakeholders to develop a clear understanding of the requirements.

(3) Project time management:-Sentences that mentioned time, tracking milestones, prioritize and creating as well as monitoring schedule all were coded under this classification. The phrases dealt as project time management incorporates key work packages to be delivered on time; prepare project schedule; monitor the project's progress in terms of planned versus actual schedule; outstanding time management skills; Monitoring of project milestones and delivers the project within agreed time;

(4) Project cost management:-All sentences that mentioned words such as budget, finance, tracking expenditure were included under project cost management. Depending on the way the sentence was formulated mentions of resource management was also included into cost management. If it was understood that they were talking about resources other than people they were classified as cost management. The reason for that is because the way resources are managed will influence the costs of the project. The heading of project cost management includes ensures adherence to budget; tracking project costs; earned Value; estimates; proven track record delivering projects within budget and able to effectively manage, allocate and co-ordinate resources.

(5) Project quality management:-This category included all mentions of words such as quality, improvements, compliance with quality procedures or regarding the quality of the end result and its usefulness to the client. Phrases that dealt as project quality management includes high-quality results; commitment to continuous improvement; quality plan; be fully aware of the Company Quality Policy and comply with the Quality Procedures and instructions; be able to effectively manage to a high standard of quality; your task is to ensure the solution works for end users.

(6) Project risk management:-The sentences classified under this competence include all sentences that mention things like risk, risk identification, risk mitigation, minimizing risk, creating contingency plan and so on.

(7) Project procurement management:-This category included all words that related to obtaining quotes, bids or offers from suppliers, developing resource requirements and managing contracts from suppliers. Everything that was related to what would be procured and when fell under this category. Project procurement management includes phrases like develop project resource requirements; obtaining quotes from suppliers; develop and manage vendor contracts / agreements; including Procurement, RFP and Contract Management; responsible for advising on the validity of the quotation document information and evaluate, test, specify and procure novel process technologies.

(8) PM software competence:-The last hard competence that was analyzed dealt with PM related software. General software such windows or Microsoft office were disregarded. The same with industry specific software competence such as specific applications related to programming, in the case of IT advertisements, or graphic designing for marketing positions. Only PM related software was considered. Some examples of PM related software that appeared in the advertisements include MS Project, Visio and Suretrack.

2.7. Critical success factors for projects (CSFS)

The definition of project success is ambiguous, Salleh (2009). PMBOK4thed. (2008) stated that a project is successful if it achieves the triple objective outcome of within time, scope, and quality. This is the traditional view of project management as used by Munns and Bjeirmi (1996). It implies the successful achievement of time, cost and quality objectives, as well as the quality of the project process, Erling (2006). Turner (2004) identifies on time, within budget and to specification especially for information technology projects as the standard for judging success. Erling (2006) stated that overall project success deals with the wider and longer term impact of the project, which means both project management success and project product success. They noted that project management can be determined at the end of the project, which means in many cases, success criteria will be determine months or years after finishing the project, especially public projects. Hence, determining if a project is successful is difficult if viewed from the above two success criteria, Erling (2006).

According to Pinto and Slevin (1987), as a project comprise a defined time frame to completion, a limited budget, and a specified set of performance characteristics, a project is generally considered to be successfully implemented if it comes in on-schedule (time criterion); comes in on-budget (monetary criterion); achieves basically all the goals originally set for it (effectiveness criterion) and is accepted and used by the clients for whom the project is intended (client satisfaction criterion). The authors also identified 10 project success factors which are defined below.

1. **Project Mission:**-Initial clearly defined goals and general directions.
2. **Top management Support:**-Willingness of top management to provide the necessary resources and authority power for project success.
3. **Project Schedule/Plan:**-A detailed specification of the individual actions steps for project implementation.
4. **Client Consultation:**-Communication, consultation, and active listening to all impacted parties.
5. **Personnel:**-Recruitment, selection, and training of the necessary personnel for the project team.

6. **Technical Tasks:-**Availability of the required technology and expertise to accomplish the specific technical action steps.
7. **Client Acceptance:-**The act of "selling" the final project to its ultimate intended users.
8. **Monitoring and Feedback:-**Timely provision of comprehensive control information at each stage in the implementation process.
9. **Communication:-**The provision of an appropriate network and necessary data to all key actors in the project implementation.
10. **Troubleshooting:-**Ability to handle unexpected crises and deviations from plan.

According to the research conducted by Antencio (2013) the success of the project is determined by four critical factors; project managers' competency dimensions, project team factors, project factors and organizational factors.

Also Muller and Turner (2010) cited by Antencio (2013) summarized fifteen project managers' competency dimensions as follows.

A. Intellectual Leadership Competence:-

- ❖ **Critical analysis and judgment:-**the leader gathers relevant information from a wide range of sources, probing the facts, identifying advantages and disadvantages. Sound judgments and decisions making, awareness of the impact of any assumptions made.
- ❖ **Vision and imagination:-**the leader is imaginative and innovative. He or she has a clear vision of the future and foresees the impact of changes on implementation issues and business realities.
- ❖ **Strategic perspective:-**the leader is aware of the wider issues and broader implications. He or she balances short and long-term considerations and identifies opportunities and threats.

B. Managerial Leadership Competence

- ❖ **Resource management:-**The leader organizes resources and co-ordinates them efficiently and effectively. He or she establishes clear objectives and converts long term goals into action plans.
- ❖ **Engaging communication:-**The leader engages others and wins their support through communication tailored for each audience. He or she is approachable and accessible.

- ❖ **Empowering:**-the leader gives direct reports autonomy and encourages them to take on challenges, to solve problems and develop their own accountability.
- ❖ **Developing:**-the leader encourages others to take on ever more-demanding tasks, roles and accountabilities. He or she develops others' competencies and invests time and effort in coaching them.
- ❖ **Achieving:**-the leader shows an unwavering determination to achieve objectives and implement decisions.

C. Emotional Leadership Competence

- ❖ **Self-awareness:**-the leader is aware of his or her own feelings and is able to recognize and control them.
- ❖ **Emotional resilience:**-the leader is able to maintain consistent performance in a range of situations. He or she retains focus on a course of action or the need to obtain certain results in the face of personal challenge or criticism.
- ❖ **Intuitiveness:**-the leader arrives at clear decisions and is able to drive their implementation in the face of incomplete or ambiguous information by using both rational and 'emotional' perceptions.
- ❖ **Interpersonal sensitivity:**-the leader is aware of and takes account of, the needs and perceptions of others in arriving at decisions and proposing solutions to problems and challenges.
- ❖ **Influence:**-the leader can persuade others to change a viewpoint based on the understanding of their position and the recognition of the need to listen to this perspective and provide a rationale for change.
- ❖ **Motivation:**-the leader has the drive and energy to achieve clear results and make an impact.
- ❖ **Conscientiousness:** the leader displays clear commitment to a course of action in the face of challenge and matches 'words and deeds' in encouraging others to support the chosen direction.

According to Antencio (2013), below are the factors other than project managers' competency dimension and their definitions that have been identified as critical success factors needed in order for a project manager to deliver project success.

A. Project Team Factors

- ❖ **Technical background:-**The team member has the necessary skills and technical expertise needed to help contribute to the successful completion of the project.
- ❖ **Communication Skills:-**The team member has the aptitude ability to effectively communicate and provide the necessary exchange of information and data with the project manager, client, and organization concerning all key project tasks, issues, and status.
- ❖ **Trouble shooting:-**The team member has the aptitude to take an active part in the monitoring and troubleshooting of the project throughout the lifecycle in order to increase the quality the project activities and deliverables.
- ❖ **Commitment:-**The team member has the sufficient commitment towards the project goals, objectives, project team, and established success criteria in order to help increase the projects likelihood of success.

A. Project Factors

- ❖ **Complexity:-**In general it is when a project consists of many varied interrelated constructs that make it unpredictable and dynamic. In general, it is an accepted set of dimensions that it represents project complexity such as schedule, cost, team size, urgency, risk, and external constraints and dependencies.
- ❖ **Size & Value:-**Involves determining the relative size of a project effort and the benefits (value) it offers. Below are the approaches to help determine project size and value:
Sizing can be determined by factors such as total financial resources available; number of team members involved; number and size of deliverables to be produced; complexity of deliverables to be produced; timeframes involved in delivery and how the project will help meet the customer's needs whereas Value can be determined by factors such as operational savings; improved customer satisfaction; increased revenue and market share and improved employee satisfaction.
- ❖ **Interdependencies between activities:-**The relationship in which each project task or activity is mutually dependent on others.
- ❖ **Uniqueness of project activities:-**Represents activities that are not considered standard activities a project has, which makes is more difficult for project managers to plan, schedule, and monitor their projects.

- ❖ **Urgency:**-The project is of pressing importance and must be implemented within as soon as possible time frame, or a pre-defined schedule that is aggressive due to its condition of being urgent.
- ❖ **Strategic Importance:**-Highly important to an intended organizational or client objective, or essential in relation to the organizations plan of action.

A. Organizational Factors

- ❖ **Top Management Support:**-Provides the project manager with authority, direction, support, and access to resources.
- ❖ **Project Organization Structure:**-The organizational structure that the project manager delivers projects in. The organizational structure is normally classified as weak/functional matrix, balanced/functional matrix, or strong/project matrix.
- ❖ **Project Champion:**-An individual helps the project manager and project team understand and achieve the project objectives, which are specified by the client and/or top management. They help legitimize the project's goals and objectives, keeps abreast of key project activities, and who could also be the ultimate decision-maker for the project.
- ❖ **Functional Managers:**-A manager who has management authority over an organizational department or business unit

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This part aims at elaborating the methodological process that is used, it outlines how the research was conducted based on the objective of the study. It is organized in the manner of limitation, research design, target population, sample and sampling techniques, method of data collection and data analysis used in the study.

3.2. Research Design

Both quantitative and qualitative research design would be employed in this study. Tashakkori and Teddlie (2013), argue that multiple methods provide better opportunities to answer research questions and they allow to better evaluate the extent to which the research findings can be trusted and inferences made from them. Therefore it is reasonable to use multiple designs for describing the current situation in detail regarding project managers' selection practices in Ethio telecom.

3.3. Target population

The participants are project directors of Ethio telecom, core project managers in the program (TEP), project team members in the project and personnel management would be selected for the study. The thesis would use purposive sampling technique. In addition to the questionnaires, the study would be conducted through semi structured interview and document examining. Since the research is a cross-sectional study mainly focused on “practice of project manager’s selection in Ethio telecom” the participants would be the fore mentioned staffs who have an information in the practice of project managers selection would be selected on the judgement of the researcher.

3.4. Sample and Sampling Techniques

In this study the researcher would use non-probability sampling technique. Because according to Saunders (2009), non-probability sampling provides a range of alternative techniques to select samples based on your subjective judgment. From non-probability sampling techniques the researcher would use purposive sampling technique. Purposive or judgmental sampling enables to use judgment to select cases that would best enable the researcher to answer research question(s) and to meet the research objectives (Saunders, 2009).

The population of the study consists of seven (7) project directors, six (6) of project managers who manage the overall project activities in the telecom expansion program (TEP) centrally (Program Managers). Because of the respondents business, the researcher interviewed three (3) out of seven (7) project directors, two (2) out of six (6) project managers and 40 participants from a total number of 76 personnel management and 8 core project team members involved in the implementation of the program (TEP).

3.5. Source and Method of Data Collection

The source of data in the study would be both primary and secondary. The primary data would be gathered through personal interviews from 3 project directors and 2 project managers in the program (TEP). The primary data would be also gathered through questionnaire from 40 personnel management and 8 core project team members. The source of secondary data collected through books, journals, published and unpublished research, internet and through company's website.

3.6. Method of Data Analysis

Data analysis for questionnaires were descriptive statistics which involves mean, frequency, percentage, and standard deviation for the variables of criteria's of project manager selection and factors in project manager selection.

Pearson correlation test is used to determine the nature, direction and significance of the association between project management and application and project manager's selection criteria.

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.

3.7.2. Reliability

Reliability refers to internal consistency or dependability of a measuring instrument. Internal consistency of items incorporated in the instrument checked by using Cronbach Alpha. The following table shows the SPSS result on the Cronbach Alpha.

I. Reliability statistics of the factors in the selection of project manager questionnaire items

Reliability Statistics

Cronbach's Alpha	N of Items
.905	4

Acceptable internal consistency since cronbach's alpha is greater than acceptable percentage .7

II. Reliability statistics of the project management knowledge and application in the selection of project manager questionnaire items

Reliability Statistics

Cronbach's Alpha	N of Items
.970	10

Acceptable internal consistency since cronbach's alpha is greater than acceptable percentage .7

III. Reliability statistics of criteria's in the selection of project manager questionnaire items

Reliability Statistics

Cronbach's Alpha	N of Items
.872	6

Acceptable internal consistency since cronbach's alpha is greater than acceptable percentage .7

Generally as cronbach's alpha is shown in the above table for the factors in the selection of project managers, for the project management knowledge and application and for the criteria's in the selection of project manager questionnaires which were .905, .970 and .872 respectively, that reflects satisfactory and acceptable internal consistency reliability for all three variables as greater than the acceptable percentage (.7).

3.8. Ethical Consideration

Ethics are standards of behaviour that guide the moral choices about our behaviour and our relationship with others. All parties in research should observe ethical behaviour. Research ethics will put into consideration when developing and administering data collection tools and techniques, to avoid any form of destruction or violation. This would be done through obtaining consent before the research; ensuring confidentiality of data obtained and learning more about the organization's culture and project before the research and where necessary absolute sensitivity and caution would exercise.

CHAPTER FOUR

RESEARCH FINDINGS AND INTERPRETATIONS

4.1. Introduction

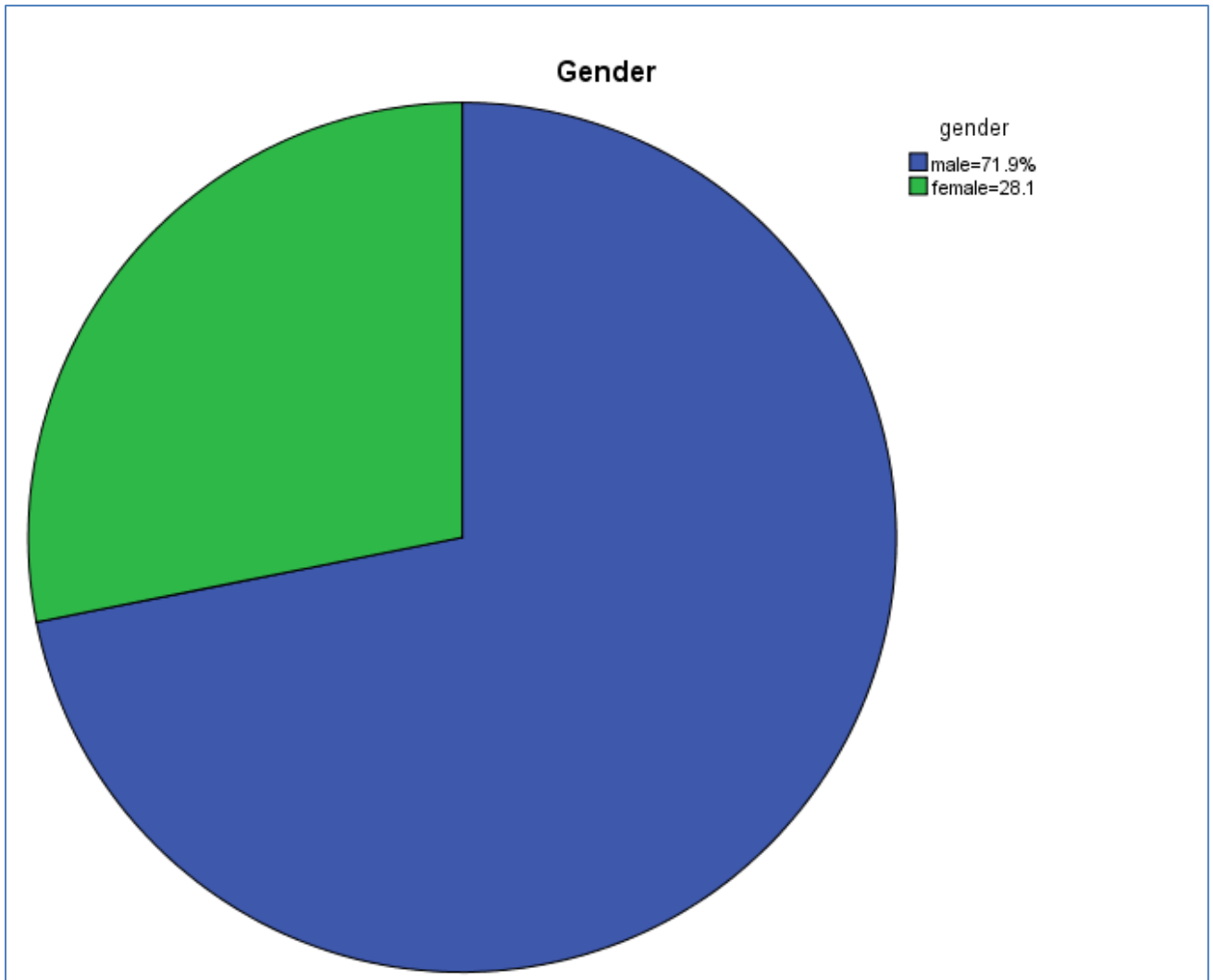
This chapter displays the discussion of the final results and the process through which the results were obtained. In addition to this, background information of respondents will be presented. Finally, the statistical methods of analysis were discussed, which included a descriptive analysis and a correlation analysis through SPSS version 22.

4.2. Quantitative Data Analysis and Interpretation

To facilitate ease in conducting the empirical analysis, the results of the descriptive and correlation analysis were presented. The first phase involved editing, coding and the tabulation of data. This assisted in identifying any anomalies in the responses and the assignment of numerical values to the responses in order to continue with the analysis. The data was then checked for possible erroneous entries and corrections made appropriately. The statistical program used for the analysis and presentation of data in this study is the Statistical Package for the Social Sciences (SPSS) version 22.

The descriptive statistics utilized were based on frequency tables to provide information on the demographic variables. Through tables, summary statistics such as means and standard deviations are computed for each major criterion and factors which mostly considered in the selection of project managers and finally, the association between project management knowledge and application with project managers' selection criteria would be analyzed using correlation coefficient in this study. The designed questionnaires were distributed by the researcher to the aforementioned ET employees. Out of the total 60 questionnaires distributed, 32 respondents filled and returned. The analysis of this study was based on the number of questionnaires collected. Finally, interview questions would be analyzed qualitatively.

4.2.1.1 Gender of respondent



Source: Own Survey, 2017

As we can see the sex composition of the respondents, 23(71.9%) of them were males and 9(28.1%) of them were females. The number of males is slightly greater than number of females. However, the difference in number does not affect the reliability of the data.

Table 4.1 Age Distribution of respondents

	Frequency	Valid Percent	Cumulative Percent
Valid 20-30	18	56.3	56.3
31-40	10	31.3	87.5
41-50	3	9.4	96.9
above 51	1	3.1	100.0
Total	32	100.0	

Source: Own Survey, 2017

As we have seen from the above table, the majority of the respondents i.e. 56.3% were between 20 and 30 years of age. 10 (31.3%) were between the age group of 31 and 40. Whereas the no of respondents between the ages group of 41-50 and above 51 is 3 and 1 respectively. This might indicate the organization has significant maturity level in terms of age amongst its employees and this could help in implementing outlined objectives.

Table 4.2 Marital status of the respondents

	Frequency	Valid Percent	Cumulative Percent
Valid single	17	53.1	53.1
Valid married	14	43.8	96.9
Valid divorced	1	3.1	100.0
Total	32	100.0	

Source: Own Survey, 2017

As we see from the above table, the no of respondents whose marital status is single and married is 17 (53.1%) and 14 (43.8%) respectively. There is only one respondent whose marital status is divorced. We can conclude that, single marital status of the respondents is slightly greater than the rest i.e. married and divorced marital status.

Table 4.3 Experience of respondents

	Frequency	Valid Percent	Cumulative Percent
Valid 0-5 years	14	43.8	43.8
Valid 6-10 years	10	31.3	75.0
Valid 11-15 years	1	3.1	78.1
Valid Above 15 years	7	21.9	100.0
Total	32	100.0	

Source: Own Survey, 2017

The above table shows that 14 (43.8%) of respondents have working experience of 0 up to 5 years. Those who have working experience of 6 up 10 years and above 15 years are 10 (31.3%) and 7(21.9%) of respondents respectively. There is only 1 (3.1%) respondent has working

experience of 11 up to 15 years. From this we can conclude that, at average the respondents are well experienced in working with Ethio telecom for number of years which help them to understand the whole questions concerning practice of project manager selection and so, provide relevant answers to the questionnaires.

Table 4.4 Educational background

Level of education

	Frequency	Valid Percent	Cumulative Percent
Masters/2 nd degree	6	18.8	18.8
Valid 1 st degree	26	81.3	100.0
Total	32	100.0	

Source: Own Survey, 2017

As we can see from the table above, 26 (81.3%) of the respondents are first degree holders and 6 (18.8%) of them are master’s degree. Therefore, the finding verifies that the respondents are qualified to understand the questions concerning practices of project manager’s selection. Generally, the finding regarding the characteristics of respondents confirms that the respondents are qualified. So, the researcher belief that the response obtained from them is reliable and trust full that enables the researcher to move towards intended research finding.

4.2.2 Result of Descriptive Statistics Analysis

Table 4.5 Descriptive statistics result of the major criteria in the selection of project managers

Criteria in the selection of project managers (variables)	Mean	Std. Deviation
Educational background of an individual.	3.56	.914
Being best performer of the team.	3.47	1.135
Recommendation letter given by immediate supervisor.	3.47	1.016
Having relevant work experience.	3.97	.897
Being permanent employee.	3.66	1.035
Total	3.626	

Source: Own Survey, 2017

As indicated in the above table, the mean values of educational background of an individual, being best performer of the team, recommendation letter given by immediate supervisor and being permanent employee are slightly above average (i.e. 3) this means the selection criteria of project managers with the mentioned variable is satisfactory. When we look at the mean value of having relevant work experience is 3.97 which is higher than the rest. Therefore we can conclude that from the criteria's of project managers selection, the company gives priority for those individuals having relevant work experience to assign as a project manager.

Table 4.6 Descriptive statistics result of the factors that mostly considered in the selection of project managers.

Personal skill of an individual				
		Frequency	Valid Percent	Cumulative Percent
Valid	Disagree	16	50	50
	Not sure	5	15.62	65.62
	Agree	11	34.38	100
Total		32	100	
An individual experience in similar projects				
Valid	Disagree	10	31.3	31.3
	Not sure	1	3.1	34.4
	Agree	15	46.9	81.3
	Strongly agree	6	18.8	100
	Total	32	100	
An individual's conceptual and organizational skills				
Valid	Disagree	7	21.9	21.9
	Not sure	4	12.5	34.4
	Agree	20	62.5	96.9
	Strongly agree	1	3.1	100
	Total	32	100	
An individual's project management skills & knowledge				
Valid	Disagree	16	50	50
	Not sure	5	15.62	65.62
	Agree	11	34.38	100
	Total	32	100	

Source: Own Survey, 2017

As indicated in the above table, 21 (65.6%) of respondents were agreed that experiences in similar projects as well as conceptual and organizational skills of an individual is equally considered in the selection of a project manager. Whereas 16 (50%) of respondents were disagreed that personal skill as well as project management skills & knowledge of an individual is not considered in the selection process of a project manager.

Generally, we can conclude that an individual experiences in similar projects as well as conceptual and organizational skills will be mostly considered in the selection processes of project managers.

Table 4.7 Descriptive statistics result of project management knowledge and its application in the selection process of project managers.

Project management Knowledge areas	Mean	Std. Deviation
Knowledge of project integration management	2.71	.793
Knowledge of project scope management	3.53	.761
Knowledge of project time management.	3.44	1.190
Knowledge of project quality management	3.59	1.214
Knowledge of project human resource management	3.47	1.135
Knowledge of project communications management	2.21	.842
Knowledge of project risk management	3.53	.983
Knowledge of project procurement management	2.3	.942
Knowledge of project stakeholder management.	2.55	1.043
Knowledge of project cost management	2.22	1.047
Total	2.95	

Source: Own Survey, 2017

As indicated in the above table, the mean values of knowledge of project scope management, knowledge of project time management, knowledge of project quality management, knowledge of project human resource management and knowledge of project risk management are slightly above average (i.e. 3) this means the selection process of project managers with the mentioned

variable is satisfactory. Whereas the mean values of knowledge of project integration management, knowledge of project communications management, knowledge of project procurement management, knowledge of project stakeholder management and knowledge of project cost management is below average this means the selection process of project managers with the mentioned variable is not satisfactory.

Generally, when we look at the average mean values of project management knowledge and its application is below average, therefore we can conclude that project management knowledge and its application is not exercised in the selection process of project managers in Ethio telecom.

Table 4.8 Correlation coefficient analysis of project manager selection criteria with project management knowledge and application.

Selection criterion's for project managers.		Educational background.	Being best performer.	Recommendation letter given.	Having work experience.	Being permanent employee.	PMK & application
Educational background.	Pearson Correlation	1	.733**	.472**	.652**	.211	.861**
	Sig. (2-tailed)		.000	.006	.000	.246	.000
	N	32	32	32	32	32	32
Being best performer.	Pearson Correlation	.733**	1	.671**	.616**	.251	.814**
	Sig. (2-tailed)	.000		.000	.000	.165	.000
	N	32	32	32	32	32	32
Recommendation letter given.	Pearson Correlation	.472**	.671**	1	.583**	.128	.668**
	Sig. (2-tailed)	.006	.000		.000	.487	.000
	N	32	32	32	32	32	32
Having relevant work experience.	Pearson Correlation	.652**	.616**	.583**	1	.509**	.746**
	Sig. (2-tailed)	.000	.000	.000		.003	.000
	N	32	32	32	32	32	32
Being permanent employee.	Pearson Correlation	.211	.251	.128	.509**	1	.282
	Sig. (2-tailed)	.246	.165	.487	.003		.118
	N	32	32	32	32	32	32
PMK & application	Pearson Correlation	.861**	.814**	.668**	.746**	.282	1
	Sig. (2-tailed)	.000	.000	.000	.000	.118	
	N	32	32	32	32	32	32

Source: Own Survey, 2017

**Correlation is significant at the 0.01 level (2-tailed).

The result show that the correlation coefficient between educational background and an individual knowledge of project management and its application is 0.861 the value is close to 1 which is high associated with each other at one percent level of significance (r 0.861, P<0.01) However, we cannot make any other conclusions about this relationship, based on this number. Similarly, the correlation coefficient between being best performer and an individual knowledge of project management and its application is 0.814 which is high associated with each other at one percent level of significance (r 0.814, P< 0.01)

The correlation coefficient between recommendation letter given and having relevant work experience with project management knowledge and its application ($r=.668$, p less than 0.01 and $r=.746$ $p < 0.01$) respectively which is high associate between them.

There is moderate and, statistically significant relationship between being permanent employee with project management knowledge and its application ($r=.282$, $P < 0.01$)

Generally, the variables, educational background; being best performer; recommendation letter given; and having relevant work experience have a Sig. (2-tailed) value of less than 0.05 therefore; we can conclude that there is a statistically significant correlations with project management knowledge and application. Whereas Sig. (2-tailed) values for being permanent employee is .118 which is greater than 0.05 therefore we can conclude that there is no significant correlation with project management knowledge and application.

4.3. Analysis of Interview Questions

This analysis section used to analyze semi structured interview questions asked to selected project directors and project managers (three project directors and two project managers in TEP).

The interview question which is related to the responsible person to select project managers. Accordingly, all the interviewee (project directors and project managers) revealed that the responsible person who assigns an individual as a project manager is a chief officer. Following this the researcher asked another interview question which is the general processes in the selection of project managers. As all the interviewee revealed that, there is no vacant announcement posted for any project manager's position due to the temporary nature of projects rather each division's chief officer have their own criteria's to select project managers if they are requested by PMO. In doing so, there are criteria's which are common for each division's chief officer to assign individuals as a project manager. Those criteria's include; educational background, relevant year of experience and being best performer. From the total no of interviewee (5), three of them revealed that, an individual's experience is given priority to be assigned as a project manager than the rest (best performer and qualification) whereas two of them said that being best performer is given priority.

Another interview question asked to the interviewee is related with the selection method which is scientific to minimize individual judgment. Accordingly, all the interviewee revealed that there is no scientific method used by those responsible person i.e. chief officers to minimize individual judgement. What they will do here is simply looking an individual's educational background; experience and best performer in doing so give weights for them like for experience is given highest value which is followed by educational level and being best performer of the team which is highly individual judgement. Another question asked for them is related with the challenges that happen at the time of selection of project managers. Inhere almost all the interviewee have the same understanding which is the first and the most challenge in the selection process is unable to get those individuals well experienced enough to meet the request of the project requirement. At that time chief officers are forced to look educational background of individuals give highest weight and then following the same procedure to assign individual as a project manager. Additionally, time is another challenge meaning that PMO requested to get project managers for projects which is urgently to be implemented than the rest at that time chief officers faces difficulty to select the requested project managers within short period of time. The interviewee further explained the challenges as after an individual assigned based on education level even though he could not fulfill the experience criterion which is highly the result of failure of the project. The fifth question is related with the time in which an individual is considered as a project manager in the life cycle of the project. As all the interviewee said that an individual is considered as a project manager at the initiation phase of a project this is mainly because of project managers' act as a facilitator like resource request (human and non-human resource). The sixth interview question is related with types of skills individuals may have, which one is the most important to be considered in the selection process of project managers? And why?

Accordingly, three of the interviewee revealed that an individual's technical skill is one of the most important skills for an individual to be a project manager. They further explained the reason behind almost telecom projects are technical by themselves so that they required individuals who have technical skills like engineers, IT, IS and any natural science background. Surprisingly, three of the interviewee believed that an individual's only having technical skill is the result of success of the project. Apart from this the rest two of the interviewee revealed that both technical and personal skill of an individual is equally considered in the selection process

of project managers this is mainly because having only technical skill does not guarantee for the success of the project rather than thinking about the human aspects like communication skill with stakeholders, human skill etc.

The seventh interview question is related with the major criteria in the selection of project managers that differentiate from operational managers. Accordingly, all the interviewee revealed that the major criteria's to select project managers is three i.e. educational background, work experience and best performer without any vacant announcement position is posted for project managers position unlike that of operational managers. The interviewee further explained as time required for the position of project manager is differing from operational manger do to the urgency of the project position. And also do to the temporary nature of projects after once the project is finalized project managers go back to the host organization unlike that of operational manager.

The last interview question asked for the interviewee is related with the best practices in project manager's selection process that can be shared by other organizations. All the interviewee revealed that there is no best practice to be shared by other organizations.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1. Conclusions

The purpose of the study is to assess and examine the practice of project manager's selection and based on the findings of the research and the literature discussed, the following conclusions can be drawn.

- From the selection criteria's of project managers the company gives priority for those individuals having relevant work experience which is supported by Abdulla Naqi conducted in his study entitled as 'project managers as leaders of innovation' he put seniority of project manager as a selection criteria but it's not enough.
- From the factors of project managers selection the company will consider organizational skill of an individual which is also supported by Abdulla Naqi in his study.
- From the project management knowledge and its application the company did not exercised those knowledge areas: project integration management, project communications management, project procurement management, project stakeholder management, and project cost management in the selection practices of project managers.
- Results from the Pearson's Moment Correlation Coefficient revealed that, there is strong and statistically significant relationship between total selection criteria's of project managers and project management knowledge and application.
- According to Afshari, Yusuff and Rerayatifar (2012), project manager selection is the most important task in project based organization and to do so the selection criteria should specifically be defined to cover the decision maker's requirements and corresponding to the specific job characteristics. But the study shows that, the selection criteria is not specifically be defined to cover the decision maker's requirements rather it simply put as educational background ,work experience and being best performer as a selection criteria which is static for all positions of project manager.
- There is no scientific way of project manager's selection rather it is full of personal judgment.

5.2. Recommendations

As per the discussions in the previous sections, the researcher strongly puts forward the following recommendations:

- The company should have a scientific method to select project managers to minimize individual judgement.
- The company should exercise knowledge areas of project management especially those knowledge areas: project integration management, project communications management, project procurement management, project stakeholder management, and project cost management, while assigning individuals as a project manager through further learning project management as a discipline rather than simply through experience.
- The company should have the selection criterion that's specifically be defined to cover the decision maker's requirements and corresponding to the specific job characteristics.
- The company should further extend skill requirements of individual rather than simply focusing on the technical skill like (learning about psychology, human behavior, organizational behavior, interpersonal relations and communications).
- The company should announce project manager's position through posting like any other position to make clarity for the selection process of project manager.

5.3. Suggestions for Further Research

It would be interesting to do a study in order to validate or contradict what was found here. It would also be interesting to conduct a future study to see if these findings remain constant or will be changed with times. Since the judgmental sampling method is one limitations of the study, it would be interesting to conduct a large scale study to analyze a statistically significant sample. This would allow for greater reliability and for generalizations to be made based on the findings.

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APPENDIX A

QUESTIONNAIRE FOR STUDY

ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE

GRADUATE PROGRAM IN Project Management

QUESTIONNAIRE FOR STUDY

TITLE OF THE THESIS “PRACTICE OF PROJECT MANAGER SELECTION IN

ETHIO TELECOM”

My name is Ali Fentaw. I am a Master’s of Project Management student at Addis Ababa University **School of Commerce**. The purpose of this questionnaire is to collect data in order to study practices of project managers’ selection in Ethio telecom. Kindly cooperate in filling the questionnaire as your genuine, complete, and timely responses are crucial for the success of my study. Besides, I would like to assure that the data collected using this questionnaire is purely for academic purpose and your responses will be held confidentially and anonymously. Hence, the researcher kindly requests you to respond each item carefully.

Yours Sincerely

Thank you for your cooperation

By: Ali Fentaw

Mobile 0911527613

Advisor: TekleGiorgisAssefa (Assistant Prof.)

Note:

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

PART I: Background Information of Respondents

No.	Items	Option/dimension	Put (√)
1	Gender:	Male	
		Female	
2	Age:	20-30 Years	
		31-40 Years	
		41-50 Years	
		51 Years & Above	
3	Marital Status:	Single	
		Married	
		Separates	
		Divorced	
		Widowed	
4	Educational Qualification:	PhD	
		Masters(2nd Degree)	
		First Degree	
		Diploma	
		Below Diploma	
5	Work Experience (Overall):	0-5 Years	
		6-10 Years	
		11-15 Years	
		Above 15 Years	

PART I I: Factors which are relevant to project managers' selection.

INSTRUCTION: To what extent the following possible factors will be considered during selection of project managers in Ethio telecom? Please tick (√) in the box that best reflects your answer where:

Items	Strongly disagree	Disagree	Not sure	Agree	Strongly agree
Personal skill of an individual.					
An individual experience in similar projects.					
An individual's conceptual and organizational skills.					
An individual's project management skills & knowledge.					

PART III: Project management knowledge and its application in the selection process of project managers.

INSTRUCTION: To what extent the following project management knowledge and its application for an individual may have will be considered during selection of project managers? Please tick (√) in the box that best reflects your answer where:

Items	Strongly Disagree	Disagree	Not sure	Agree	Strongly agree
An individual's knowledge of project integration management and its application.					
An individual's knowledge of project scope management and its application.					
An individual's knowledge of project time management and its application.					
An individual's knowledge of project quality management and its application.					
An individual's knowledge of project human resource management and its application.					
An individual's knowledge of project communications management and its application.					
An individual's knowledge of project risk management and its application.					
An individual's knowledge of project procurement management and its application.					
An individual's knowledge of project stakeholder management and its application.					
An individual's knowledge of project cost management and its application.					

Part IV: Criteria's in the selection of project managers.

INSTRUCTION: To what extent the following criteria will be considered during selection of project managers? Please tick (√) in the box that best reflects your answer where:

Item	Strongly disagree	Disagree	Not sure	Agree	Strongly agree
Educational background of an individual					
Being best performer of the team					
Recommendation letter given by immediate supervisor					
Having relevant work experience in the organization working with					
Being permanent employee of the company					

APPENDIX B

INTERVIEW QUESTIONS

ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE

GRADUATE PROGRAM IN PROJECT MANAGEMENT

INTERVIEW QUESTIONS

**TITLE OF THE THESIS “PRACTICES OF PROJECT MANAGERS SELECTION IN
ETHIO TELECOM”**

Interview Questions for Staff Representatives of Ethio Telecom (Project Directors and Project Managers)

❖ Questions related with over all practices of project manager selection

1. Who is the responsible person to select project managers?
2. What was your general process for selecting an individual as a project manager?
3. Is there scientific way to select project managers to minimizing individual judgment?
4. What are the challenges you face in the selection of project managers?
5. At what time did you start considering specific individuals for managers in the life cycle of a project?
6. From the types of skills individuals may have, which one is the most important to be considered in the selection process of project managers? And why?
7. What are the major criteria in the selection of project managers that differentiate from operational managers?
8. What are the best practices in project manager’s selection process that can be shared by other organizations?