

## Successful Construction Project Manager: Different Perceptions from Different Stakeholders

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### Abstract

The construction industry requires well trained managers and that explains the demand for appropriate educational programmes. However, it is questionable, whether the educational programmes offered are actually effective and respond to the industry's requirements. This paper investigates the perception of three different stakeholders in the education – industry system, namely the employers, the employees and the educators. Through a questionnaire survey prepared and conducted for this research, several interesting findings are inferred with the following being the most critical: a) industry's requirements for construction projects managers are hardly met, because of insufficient educational programmes, b) educators and professionals have a different evaluation of the required skills and competencies for qualified construction project managers, and c) soft skills are proven to be more critical than hard skills, which directly implies the need to develop behavioral and personality-based competencies compared to the strong technical and business training background. These findings are critical, because they contribute to the development of the philosophy and content for construction projects management educational programmes that can ensure a platform of knowledge to respond to a wide spectrum of required skills and competencies for construction projects managers.

### Keywords

Project Management, Construction Management, Education, Skills, Competencies

### 1. Introduction

Construction industry presents a significant project failure rate that is reported between 30-50% and with failure defined as cost overruns or schedule delays (Levy, 2006; Gardiner and Stewart, 2000; etc.). The effort towards project success includes the training and retraining of staff and especially the managers (Alam *et al.*, 2008). However, since little progress has been achieved in successful project delivery, despite the great number of academic and professional programmes for project and construction management it should be investigated, whether there is a mismatch between the industry's requirements for the profile of a construction project manager and the academia's definition of content of this profile. This paper investigates the perception of employers, employees and educators with regard to the critical skills and competencies that a project manager should possess. A questionnaire survey has been conducted that included several skills and competencies, which the participants in the survey evaluated and ranked, in order to track down the priorities of each participant and identify potential differences in perceptions and attitudes. The following sections present the methodology and findings of this research.