



International Journal of Production Research >

Volume 53, 2015 - Issue 2

21,692 200

Views

0

CrossRef citations to date

Altmetric

Articles

Impact of risk management on project performance: the importance of soft skills

Marly Monteiro de Carvalho & Roque Rabechini Junior

Pages 321-340 | Received 14 May 2013, Accepted 23 Apr 2014, Published online: 06 Jun 2014

Cite this article

<https://doi.org/10.1080/00207543.2014.919423>

Check for updates

Sample our
Engineering & Technology
Journals



>> **Sign in here** to start your access
to the latest two volumes for 14 days

Full Article

Figures & data

References

Citations

Metrics

Reprints & Permissions

Read this article

Share

Abstract

This study aims to elucidate the relationship between risk management and project success, considering the contingent effect of project complexity. This approach also combines aspects of soft and hard skills. This methodological approach involves a literature review to underpin the conceptual framework and a survey for empirical validation, using structural equation modelling. The hypotheses were tested based on a field study involving 263 projects distributed among eight industries. The fieldwork involved interviews with project managers and risk managers and an analysis of internal company documents about the projects' performance. The structural model presented herein provides a means for correlating the hard and soft sides of risk management with project success, understanding the moderating effect of project complexity. The soft side of risk management appears most prominently and explains 10.7% of the effect on project success. Moreover, the soft side supports the hard side,

since we found a significant correlation that explains 25.3% of the effect on the hard side.

Keywords:

project management risk management

Acknowledgements

The authors gratefully acknowledge the financial support of the Brazilian research funding agencies CNPq (National Council for Scientific and Technological Development), CAPES (Federal Agency for the Support and Improvement of Higher Education) and FAPESP (São Paulo Research Foundation).

Related Research Data

[Measurement of Business Performance in Strategy Research: A Comparison of Approaches](#)

Source: Academy of Management Review

[From Critical Success Factors to Critical Success Processes](#)

Source: International Journal of Production Research

[The “real” success factors on projects](#)

Source: International Journal of Project Management

[Software risk management: principles and practices](#)

Source: IEEE Software

[Risk analysis and management in construction](#)

Source: International Journal of Project Management

[Uncertainty profile and software project performance: A cross-national comparison](#)

Source: Journal of Systems and Software

[Toward a typological theory of project management](#)

Source: Research Policy

Related research 

Information for

[Authors](#)[R&D professionals](#)[Editors](#)[Librarians](#)[Societies](#)

Opportunities

[Reprints and e-prints](#)[Advertising solutions](#)[Accelerated publication](#)[Corporate access solutions](#)

Open access

[Overview](#)[Open journals](#)[Open Select](#)[Dove Medical Press](#)[F1000Research](#)

Help and information

[Help and contact](#)[Newsroom](#)[All journals](#)[Books](#)

Keep up to date

Register to receive personalised research and resources
by email

[Sign me up](#)