

A Review on “Role of Leadership In Project Management For High Rise Building”

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Abstract- *Projects are conceived and completed by people, who are involved in the entire process of project execution and completion. Thus, project management not just requires an efficient project manager, but in addition a qualified leader who is able to lead the team effectively. A leader is a person who sets direction in an endeavor and influences people to follow along with that direction. It is very important to possess skills in forming, leading and facilitating a project team. High-rise structures obtaining the potential to decongest urban sprawl, so given these demand high-rise structures are becoming a solution in the metropolitan cities. This paper examines the literature analysis of leadership for various construction projects, and decides importance of role of leadership for high rise building projects.*

Keywords- C Role of Leadership, Responsibilities, High rise building

I. INTRODUCTION

The construction industry is really a major global business, and plays an essential role in sustaining economic growth, in addition to producing structures that increase productivity and quality of life. India is a developing country and most developments are going on in construction industry. Over 3 crore people work in construction industry of India. High-rise structures are also known as “vertical cities”, having the potential to decongest urban sprawl. With all this demand, high-rise structures are becoming a solution in the metropolitan cities. Thus, the main objective of the paper is to identify the role and responsibility of leadership for High Rise Building. Leadership is an essential characteristic for project manager to reach a particular task in a particular time. [1] Many projects fail, underlining the significance of the project manager’s role as leader. Specifically, the manager’s leadership role is of great importance in motivating people and creating a successful working environment for the project team to meet greater challenges in the present global economy. [2] The requirement for leadership ability in a construction manager depends upon the tasks, teams, organizational environment, manager’s abilities, project resources, available time, and budget. Developing the team

involves many steps, including teaching, counseling, and getting team members involved in the planning stage. Without a strong, motivated team to obtain the work done, a manager’s initiatives will fail. It is completely critical that construction managers as leaders develop a systematic methodology for finding, hiring, and retaining the perfect talent they are able to find. Until everyone understands with complete clarity and precision what their responsibilities and the construction manager’s performance expectations are, high end results will remain vague. [3] High rise buildings provide dwellings, work place and the efficient usage of land which will be solution of overcrowding in cities. Most important role of leader is the design management where the cost, time and quality of a project are determined. Also important role of leader is in delivery strategy, project planning and project organization. Therefore, construction technologies must be developed including design, structural engineering, mechanics and electronics and applied in actual work sites for the upcoming projects. [4]

II. LITERATURE SURVEY

According to Intan Bayani bt Zakaria, et. al. (2015), key factor in the success of an organization is good leadership skills of a project leader and a project could be managed with minimal problems occur. There are seven leadership skills that the good project manager possesses viz, communication skills, problem solving and decision making skills, team building skills, conflict resolution skills, planning and goal setting skills, sense of responsibility and time management skills. Leader has skill in planning and setting target on the construction project is observed as the most crucial skill acquired on the list of rest. With today’s technology, knowing how to correctly use construction-specific software can significantly cut costs and help to keep the team and project on schedule. [1]

Important people-related factors of project performance are identified by Vittal S. Anantatmula (2010), and then surveys and structured, personal interviews were used to develop a project manager leadership and management model, which helped to analyze underlying interactions among

these factors and the role of leadership in project performance. This can lay the inspiration to create clarity, communicate expectations, and employ consistent processes. The best aim of the project manager is to establish trust in managing outcomes and project leadership plays a vital role in establishing trust. Given that technology tools assist knowledge sharing, team development, efficiency, and effectiveness, motivating factors that can lead to knowledge sharing, team development and innovation are influenced by the project leadership role in establishing trust and open communications. [2]

According to Gharehbaghi K. and McManus K. (2003), setting performance standards and expectations involves many steps, including positive acknowledgment and encouragement to the team members, demanding excellence from team members and stretching goals by increasing expectations. A successful construction manager as a leader must totally understand the organizational environment and monitor and control its structure and progress. What makes a construction manager as a leader successful depends upon the leader's ability to handle all situations, which arise during the life of the construction project, such as crises. The construction manager as a leader must use his/her knowledge and skills to totally comprehend the project and its demands together with his/her team and apply the right leadership style to achieve his/her vision. [3]

O-kyung kwon and Jong-Hoon kim's (2004) study includes the problems in executing super high rise building projects and presents solutions for each in Korea. Fast track method used for super high rise building projects to shortened the project period. It needs an advanced level of technology, but at that time in Korea, there is lack sufficient understanding and experience of management technology in design management. Super high rise building projects involves many consultants for each trade along with owner, contractors, designers and supervisors. Therefore, it is essential to take timely decisions by leader, to build a team to coordinate each participant's interest and to reinforce a partnership to maximize the combined effect, for the success of super high rise building projects. Nowadays, the government recognizes demand of super high rise buildings so it plays an essential role in projects. Policies to aid the private sector in developing construction technologies must be established and promoted. Also, the government should carry out the effort to lessen the nation's insecurity about super high rise buildings by improving a national disaster prevention and management system. [4]

Questionnaires drawn from six construction related professionals, including architecture, building, civil

engineering, mechanical and electrical engineering, estate surveying, and quantity surveying were collected and employed for the study. K. T. Odusami (2002) stated that, decision making came first, accompanied by communication, leadership and motivation, and problem solving, because order. However, one remarkable observation is that there surely is more agreement in the perceptions of the consulting and contracting organizations than either of both of these with client organizations. The rankings of the significance of skills could be a guide in training of project leaders both at the undergraduate or postgraduate levels and post qualification. They can be utilized as a standard in selecting project leader during interview and final selection. [5]

Hamdy and Khaled (2010) studied role of leadership in managing and effectively finishing the Dubai Metro project on time. Success is especially due to the effective leadership given by the project owner. Mega projects require motivated leaders who hold excellence and empower their teams. Also, leaders should have the capacity to know the requirement for changes and manage the changes in the utmost effective and well organized manner possible. They explain the various leadership qualities exhibited by Roads and Transport Authority, which will make sure the successful completion of the project. These qualities included strong decision making skills, definite vision and influence, control, determination, regular follow-up and, most importantly a positive attitude. [6]

S. Nauman and A. M. Khan describes about effective project management in the context of leadership behaviour in more and less global projects. They identify factors centered on leadership behaviour and propose a model for effective project management. The findings with this study have significant implications for leadership behavior at project management workplace. On the basis of the research, they propose numerous of the basic principles of leadership which lead to effective project management are decision making, openness in communication, conflicts resolution, provide training, task monitoring and time management. Strengthen team work by determining roles and responsibilities by concerning the team. [7]

A. K. Munns and B. F. Bjeirmi's papers purpose is to recognize the difference between the meaning of the project and project management and discussion on how the lack of understanding between this two may affect project. Therefore, for a project to be successful there has to be a better knowledge of the role of project management within projects and the project manager must permit the client to contribute actively in the planning and production phases and at once the project team involvement needs to be extended into the utilization phase. They would imply that the success of a

project is determined by having a realistic goal, competition, client satisfaction, definite goal, the implementation process, and the perceived value of the project. The results of project management success are completion to budget, satisfying the project schedule, adequate quality standards, and meeting the project goal. Finally, they concluded that successful project management techniques will help in success of projects, but project management will not stop a project from failing to succeed. The right project will succeed almost without the success of project management, but successful project management could boost projects success. [8]

According to Amin Akhavan Tabassi, et. al. (2016), 8 leadership qualities were evaluated and kept by research to measure the two constructs are intellectual abilities and managerial abilities. The examination was done making use of a sample of 70 project managers in eco-friendly building projects. The outcomes of the research show that among all dimensions of leadership abilities that strategic perspective is the very important factor, accompanied by critical analysis, engaging communication, achieving, developing, resource management, vision and imagination and empowering in project managers. There conclusion shows that all qualities are important to sustainable achievement and are relatively significant in facilitating sustainable building construction. The outcomes also clarify that project managers should possess the required leadership abilities, skills and knowledge to have ability to achieve sustainability in building projects. [9]

There are some questions addressed in the analysis of George Ofori and Shamas-ur-Rehman Toor (2012), linked to construction leadership in developing countries and agenda for research is presented. They concluded that, the authentic leadership appears to be too good to be realistic and most suitable for construction industries in developing countries where leaders should tackle the task of realizing this vision with heart, tenacity, a feeling of hope and self-transcendence. Authentic leaders can really make a difference at many levels, including, the strategic level in the continuous development of the construction industry. [10]

Melissa DuBois stated that number of leadership styles include team building, establishing clear relations and roles between project members, openness, self-confidence, organization, and clearly defining project successes, reevaluating when necessary. These leadership styles and qualities were examined and studied to learn the extent they contribute to the construction, execution, and closure of the project. By accepting these qualities, the project's stakeholders like investors, clients, or patients are more prone to have the positive impact of an effective project. Projects may also

move more smoothly and efficiently, receiving good results in less time. This really is beneficial not merely to the stakeholders, but to all members involved such as the organization, the project manager, executive staff, team members, and outsourced facilities. It's insufficient to possess one of these simple crucial qualities. They concluded that, future projects will soon be well served to choose project managers who exhibit the leadership skills and qualities essential for project success and sustainability of the organization. A combination of leadership skills and qualities are preferred to be always a right project manager. [11]

Ralf Muller and Rodney Turner's (2010) study used a worldwide, web-based questionnaire to spot the leadership competency profiles of successful project managers in projects of different type. By focusing on the leadership profiles of successful managers only, they identified differences in the strength and presence of leadership competencies of managers in several types of projects. A profiling method was used to identify probably the most eligible leadership profile of project managers of different project types. Results indicate critical thinking, influence, motivation and conscientiousness come in successful managers in every form of projects. [12]

First, the study of W. Edward Back, et. al. (2012) shows that well-crafted organizational interventions may lead to the sustained gain in leadership knowledge and skills for a better project delivery process. The outcomes indicate an important increment in leadership knowledge and skills among engineer participants. Such increment in knowledge and the intervention delivery approach also led to a highly effective communication of leadership practices on the list of participating engineers. Second, this study also shows that the aftereffect of organizational interventions might be measured and trended over time. Survey tools capture the pre and post intervention assessment of the participants well following the intervention to have the ability to assess its sustained effects. Similar survey efforts can be utilized to trend the variation of such effects over time. Finally, the absolute most prominent both features and obstacles for a leadership role within the delivery of capital facility processes were recognized. The study draw attention to the significance of obstacles such linked with trust, ethics, management, personal attitudes, and management skills. The study recognizes the characteristics of a leadership role model within the capital projects industry and its implementation obstacles. [13]

Frederick P. Morgeson, et. al. (2010) articulates the key leadership functions which are necessary for team need satisfaction and team effectiveness. During this transition period, important team leadership functions include ensuring the proper mix of people in the team; defining the team's

overall mission, goals, and standards of performance; structuring roles and responsibilities in the team; ensuring all team members are capable of performing effectively; making sense of the team environment; and facilitating feedback processes in the team. During the action phase, important team leadership functions include monitoring the team and its performance environment, managing the boundaries involving the team and the broader organizational environment, challenging the team to continually improve, becoming involved in performing the team’s work, solving problems that the team encounters, acquiring resources for the team, encouraging the team to act autonomously, and cultivating a positive social climate within the team. [14]

A system dynamic model was built by Juanjuan Jiang (2014) to illustrate the connection between leadership style and project success. An unfamiliar project type is negative to the teamwork. Then this effect can reduce teamwork’s positive contribution to achieving success. The project type may also negatively affect project success directly. However, if a proper leadership style is selected, the negative effect from the project type will undoubtedly be weakened by leader’s reasonable management with corresponding competencies. With this type of model, it’s then possible to examine the direct and indirect amount of impact from leadership. In Direct, Appropriate leadership can benefit project success with corresponding competencies. While in Indirect, Appropriate leadership improves teamwork that may help achieve successful project. Both patterns namely will be the links of leadership style and project success. Furthermore, the project type need special care, the positive influence from leadership to project success depends upon whether appropriate leadership style has been selected based on project type. [15]

III. DISCUSSION

This paper aimed at presenting literature relevant to role of leadership in project management with special reference to construction projects and high rise projects.

Intan Bayani bt Zakaria, et. al. (2015) found that leader’s most significant skill is planning and setting target on list of the rest. Vittal S. Anantatmula (2010) has focused on people related factors which influenced by the project leadership role in establishing trust and open communications. Gharehbaghi K. and McManus K. (2003) defines construction manager as a leader must use his knowledge and skills to totally comprehend the project and its demands together with his team and apply the right leadership style to achieve his vision. O-kyung kwon and Jong-Hoon kim (2004) found that it is required to take timely decisions by leader, to build a team to coordinate each participant’s interest and to reinforce a

partnership to maximize the combined effect, for the success of super high rise building projects. K. T. Odusami (2002) stated that, decision making came first, accompanied by communication, leadership and motivation, and problem solving. Hamdy and Khaled (2010) are sure that for successful completion of the project, important qualities are strong decision making skills, definite vision and influence, control, determination, regular follow-up and, most importantly a positive attitude. S. Nauman and A. M. Khan found that strengthen team work by determining roles and responsibilities by concerning the team. A. K. Munns and B. F. Bjeirmi have revealed the right project will succeed almost without the success of project management, but successful project management could boost projects success. Amin Akhavan Tabassi, et. al. (2016) clarify that project managers should possess the required leadership abilities, skills and knowledge to have the ability to achieve sustainability in building projects. George Ofori1 and Shamas-ur-Rehman Toor (2012) have focused on the authentic leadership which appears to be too good to be realistic and most suitable for construction industries in developing countries where leaders should tackle the task of realizing vision. Melissa DuBois stated that future projects will soon be well served to choose project managers who exhibit the leadership skills and qualities essential for project success and sustainability of the organization. Ralf Muller and Rodney Turner’s (2010) results indicate that critical thinking, influence, motivation and conscientiousness come in successful managers in every form of projects. W. Edward Back, et. al. (2012) recognizes the characteristics of a leadership role model within the capital projects industry and its implementation obstacles. Juanjuan Jiang (2014) stated that the project type need special care, the positive influence from leadership to project success is dependent upon whether appropriate leadership style has been selected based on project type.

Table 1 - Evaluation of Role and Responsibilities of Leadership in Project Management

Paper No.	Planning	Goal Setting	Trust	Communication	Decision Making	Motivation	Problem Solving	Vision	Positive Attitude	Time Management	Resource Management
[1]	✓	✓		✓	✓		✓			✓	✓
[2]			✓	✓		✓					
[3]	✓	✓				✓	✓	✓	✓	✓	✓
[4]	✓				✓					✓	✓
[5]				✓	✓	✓	✓				
[6]					✓	✓		✓	✓		
[7]				✓	✓		✓			✓	
[8]	✓	✓								✓	✓
[9]		✓		✓				✓			✓
[10]							✓	✓			
[11]				✓						✓	✓
[12]	✓					✓					
[13]			✓	✓					✓		
[14]		✓					✓				✓
[15]				✓				✓			✓

Table 1 shows the previous studies done on the role and responsibilities of leaders. It is clearly seen that, communication is most important skill according to almost all researchers. Along with this, resource management also matters for success of construction projects. Problem solving and time management are also important responsibilities of project leader high rise building projects as it is more complex activity. As far as high rise building construction is concerned, planning, goal setting, decision making, motivation to followers and achieving vision are also equally considerable for leadership of project management in construction projects.

IV. CONCLUSION

This paper has examined literatures relating to important skills and responsibilities of leadership in project management for building construction project. Projects are conceived and completed by people, who are involved in the complete process of project execution and completion. Thus, literature reveals that project management not just requires an efficient project manager, but in addition a qualified leader who can lead the team effectively. Further, literature study shows that the extent of researcher's work is limited to the many types of construction projects like building, metro, road projects. Nowadays, building projects are becoming much more complex as well as difficult and there become a need of high rise buildings being constructed. Though these are important signs of development of cities and ultimately countries, the work leading to high rise buildings is still not focused by any researcher. So, there is a big requirement to do a comprehensive study on leadership of high rise building projects. Last but not least, effective leadership for any construction project mainly depends on skills, knowledge, responsibilities of project leader, so that great concern is to be given to this that all professionals are required to understand and implement into practice.

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