

What is leadership? Definition:

A simple definition is that leadership is the art of motivating a group of people to act towards achieving a common goal. Leadership is essential to getting things done. But the qualities of a good leader self knowledge commitment willingness to look to other for support whether any one choose to follow.

A leader is some who helps others do and become more than they ever thought possible. Leadership is about unlocking potential whether individual potential or that of a group company or organizing it is not about telling people what to do but inspiring them to see what they are capable of then helping them get there

Qualities of good leadership

- *A good leader know themselves.*
- *A good leader are committed .*
- *A good leaders know they do not know every thing.*
- *A good leader are open to change.*
- *A good leader go to extra mile.*

What are the characteristics of charismatic leadership

Charismatic leader: *charismatic leadership is the ability to load other based on personal charisma and associate skills that generate among followers. popular political social or religious movements often owe their existance of charismatic leaders.*

- **Maturity:**
- *True charisma is a measure of a persons maturity and character charismatic leader is not about showmanship but the application of wisdom built over years of experience.*
- **Self Confidence:**

Self-confidence is a key characteristic of the charismatic leader. This type of leader typically possesses a strong sense of self belief and rarely feels or expresses any doubt about his decisions or goals. This sense of confidence often encourages the rest of the team to believe as strongly as their leader.

- **Connect with people:**

Charismatic leaders have the ability to connect with followers in such a way that the follower feels special and needed. These leaders are sensitive to the needs of others and are responsive to those needs. Typically, a charismatic leader connects by remembering personal details, using direct eye contact and giving complete focus to followers. A charismatic leader also is able to detect the mood of an audience and adjust his approach to suit the mood in the room

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➤ **Inspiration:**

- **Charismatic leaders have the ability to inspire almost anyone. These leaders possess positivity, optimism and passion for a cause and attract like-minded people to them easily. A charismatic leader is able to motivate teams to work mostly by inspiration**

➤ **Convincing:**

The charismatic leader is often an effective salesman. These leaders entice followers with grandiose visions, stories and plans that make the follower feel as if he is participating in an extremely important task. Charismatic leaders also possess the skill of helping a follower see his own potential and possibility.

Success Identification Of Construction Project

Traditional Definition

- Traditionally, success is defined as the degree to which project goals and expectations are met.
- The construction industry is a very competitive high-risk Business and the possibility of failure always exists, so construction companies have to consider the factors that can have a direct effect to their success in construction project performance.
- The concept of project success has remained ambiguously defined in the construction industry. Project success is almost the ultimate goal for every project. Achieving success is a highly critical issue for the companies to survive in a competitive business environment. Measuring a project's success is more than making sure it's completed.
- Success criteria or a person's definition of success as it relates to a building often changes from project to project depending on participants, scope of services, project size, sophistication of the owner related to the design of facilities, technological implications, and a variety of other factors.

Project Success Criteria

An unprioritized summary of these success criteria's are:-

- Owner's criteria
- Designer's criteria
- Contractor's criteria
- Common Criteria
- Unique Criteria

Owner's criteria

Owner's criteria for measuring success: on schedule; on budget; satisfy users and customers and building must be marketable.

Designer's criteria:-

Designer's criteria for measuring success is satisfied client, quality architectural product; met design fee and profit goal; professional staff fulfillment, met project budget and schedule; marketable product/ process (selling tool).

Contractor's criteria:-

Contractor's criteria for measuring success: meet schedule (preconstruction, construction, design); profit; under budget, quality specification met or exceeded, safety; client satisfaction, good subcontractor

buy out; good direct communication.

Common Criteria:-

The owner wants the project completed on time and on budget, and the designer and contractor both expect to meet certain profit or fee goals. These three groups involves meeting an appropriate schedule as a way of measuring or determining if a project was successful.

Unique Criteria:-

some unique factors associated with each of the project. The designer for instance is looking for a project that will increase the level of professional development. Safety is a high-priority issue for the contractor. An owner is extremely interested in knowing that the building project functions properly for the intended use and is free from long-term defects or lingering maintenance problems

conclusion

Presented success measurement model for construction projects. The model used five project success criteria for measuring success of construction projects. One must have to fulfill these criteria's for the Identification of success in construction project

Project management

- Organizations perform work.
- *a project is a **temporary endeavor** undertaken to create a **unique product or service**. **Temporary means that every project** has a definite beginning and a definite end. **Unique means that the product or service is** different in some distinguishing way from all other products or services.*

Basics of project management..

Project integration management.

Project Integration Management describes 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 scope management.

Project Scope Management describes the processes required to ensure that the project includes all the work required, and only the work required, to complete the project successfully. It consists of initiation, scope planning, scope definition, scope verification, and scope change control.

Project Time Management

Project Time Management describes 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 Cost Management..

Project Cost Management describes 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 Quality Management

- **Project Quality Management describes 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 Human Resource Management.**
- **Project Human Resource Management describes 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.

Subject: Construction Planning and Management

- Management
- The process of organizing the resources of an organization in such a way to achieve the goals and objectives efficiently and effectively
- Efficiency means to use minimum input and getting maximum output.

Effectiveness means to achieve the goals of a project.

Importance of Management for the Success of Organization

- **Optimum Utilization of Resources** - Management utilizes all the physical & human resources productively. Management provides maximum utilization of scarce resources by selecting its best possible alternate use in industry from out of various uses. It makes use of experts, professional and these services leads to use of their skills, knowledge, and proper utilization and avoids wastage.
- **Reduces Costs** - It gets maximum results through minimum input by proper planning and by using minimum input & getting maximum output. Management uses physical, human and financial resources in such a manner which results in best combination. This helps in cost reduction.
- **Establishes Sound Organization** - No overlapping of efforts (smooth and coordinated functions). To establish sound organizational structure is one of the objective of management which is in tune with objective of organization and for fulfillment of this, it establishes effective authority & responsibility relationship i.e. who is accountable to whom, who can give instructions to whom, who are superiors & who are subordinates.

Management fills up various positions with right persons, having right skills, training and qualification. All jobs should be cleared to everyone.

- **It helps in Achieving Group Goals** - It arranges the factors of production, assembles and organizes the resources, integrates the resources in effective manner to achieve goals. It directs group efforts towards achievement of pre-determined goals. By defining objective of organization clearly there would be no wastage of time, money and effort. Management converts disorganized resources of men, machines, money etc. into useful enterprise. These resources are coordinated, directed and controlled in such a manner that enterprise work towards attainment of goals.
- **Establishes Equilibrium** - It enables the organization to survive in changing environment. It keeps in touch with the changing environment. With the change in external environment, the initial co-ordination of organization must be changed. So it adapts organization to changing demand of market / changing needs of societies. It is responsible for growth and survival of organization.
- **Essentials for Prosperity of Society** - Efficient management leads to better economical production which helps in turn to increase the welfare of people. Good management makes a difficult task easier by avoiding wastage of scarce resource. It improves standard of living. It increases the profit which is beneficial to business and society will get maximum output at minimum cost by creating employment opportunities which generate income in hands. Organization comes with new products and researches beneficial for society.

➤ **Topic name: problems in industries of Pakistan**

➤ **Major problems of construction industries in Pakistan**

The problems facing the construction industry of Pakistan has persisted despite efforts made. It is important that construction industry of Pakistan is more fully understood in order for the more appropriate solutions, relevant to its contexts, to be found. This industry requires separate, special treatment.

Some major issues

- Construction sector, the world over, is considered to be a basic industry on which the development of the country depends to a great extent, the growth of a country and its development status, is generally determined by the quality of its construction companies and their capability.

Problems

- Devaluation is one of the major problems facing the industry. Depreciation of the local currency and the cost escalation eroded away the capital itself and therefore the industry could not cope with the funding of projects.
- A typical capital of Rs 44 million which was worth \$5.5 million about 10 years ago, is worth only one million dollars today. And a project that once cost Rs 35 million will not cost less than Rs 200 million in today's rupee value.
- According to sources in the industry, except for the housing sector, contractors don't generally make provision for massive devaluation such as the ones the country has witnessed for the past 21 months or so.

- **HOUSING**

- Since the construction is inter-related with housing, it will be incomplete to conclude the problems going on in the construction industry without making mention of the housing as well.
- The lack of adequate housing is one of the most pressing problems facing humanity at present. The United Nations Centre for Human Settlements estimated in 1995 that over a billion people worldwide live in inadequate housing and that the world's homeless population totals over 100 million.
- Over the years, various governments and international commissions have recognised the problems and the World Health Organisation has stressed that housing is the single most important environmental factor associated with disease conditions and life expectancy.
- **Political issue**
- In 1972, one of the major political parties running for candidacy to the national assembly came up with a slogan 'Rote, Kapra, Makan', (meaning bread, cloth, shelter) not only did the party win tremendously, but command an absolute majority in the national assembly as well.
- In Pakistan, the problem is generated mainly by the very rapid population increase which grew from 84 million in 1981 to over 125 million in 1996.

Though the slogan 'Rote, Kapra, Makan' created the awareness of housing problem in the country as far back as 1972, however, no any government agency attended to this problem until 1987 when the National Housing Authority (NHA) was created

- **URBAN PROBLEM:** Karachi, considered to be one of the world's megacities shot up from 0.25 million population when the country got independence from the British and broke away from India in 1947 to over 12.25 million population it is today, with annual rate of increase . This phenomenon does not end with the Karachi Development Authority alone, same trend is witnessed at all the major city developing agencies throughout the country such as the Capital Development Authority in Islamabad, Lahore Development Authority, Multan Development Authority, Faisalabad Development Authority, Peshawar Development Authority.
- **FINANCE problem:** Banks and other financial institutions were not allowed by the government to go into house finance, House Building Finance Corporation, a DFI, is the only one and institution in the country that is devoted wholly in to providing financial assistance to housing activities on an individual cases though in most cases through the builders who initiated a housing project and invites an individual to buy's.

Solution

- Traditional companies with good track record should be allowed to participate in bidding and the project awarded to them if they qualify. In order to do this, there is every need change the rules which presently practically disqualify the domestic companies from participating in the bidding.

- As far as the management of the industry is concerned, there is every need to involve professionals to handle the construction commitments, the experienced professionals would in this case bring the results with efficient control on cost, time and quality of a project.
- Mostly the misconception for higher cost of the professional services restrain the investors in the industry to involve the professionals, but the sort of professional services is always self financed by the savings in efficient controls on construction cost, quality and wastages.
- In order to solve the ever growing housing problems of Karachi development of new satellite towns and industrial areas along with required infrastructure in the city's vicinity would be an idea.
- And as major component of housing is cost of land and its development, low cost housing will not be possible without really having a low cost land with initial bare minimum infrastructure facilities. These low cost lands, however should be given out through maximum transparency without the influence of the land mafias.
- Home ownership in major urban areas is around 25% and purchase of home in such location is becoming practically un-affordable due to increase in prices of land and building materials.

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- **Management**

- Management is the process of achieving organizational objectives through people and other resources.

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- →**Technical skills**

- Manager's ability to understand and use the techniques, knowledge, and tools and equipment of a specific discipline or department.

- →**Human skills**

- Interpersonal skills that enable a manager to work effectively with and through people.

- →**Conceptual skills**

- Ability to see the organization as a unified whole and to understand how each part of the overall organization interacts with other parts.

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- Management comprises planning, organizing, staffing, leading or directing



Five functions of management as explained as follows;

Planning,

- Organizing,
- Staffing,
- Directing and
- Controlling.

Planning

Deciding in advance what to do, how to do, why to do, where to do and who will be responsible for doing is planning. Determination of the objectives of business, splitting of objectives into goals for each department of the organization and formulating policies, programs, procedures rules and regulations and budget are the important steps involved in planning.

Importance of Planning

- Planning provides directions
- Planning reduces the risks of uncertainty
- Planning reduces overlapping and wasteful activities
- Planning promotes innovative ideas
- Planning facilitates decision making
- Planning establishes standards for controlling.

Features of planning

- Planning focuses on achieving objectives
- Planning is a primary function of management
- Planning is pervasive
- Planning is continuous
- Planning is futuristic
- Planning involves decision making

- Planning is a mental exercise

Organizing

"Organisation is the process of identifying and grouping of the works to be performed, defining and delegating responsibility and authority and establishing relationships for the purpose of enabling people to work most efficiently".

Organizing

Division of work into functions and sub-functions, grouping of activities that are closely related in their nature, assigning of duties and responsibilities to the employees and finally delegation of authority and power to each employee or the group to discharge their duties accordingly are the processes come under the function of management organizing.

Organizing Principles

Organizing can be effective only if managers follow some guiding principles in order to make important decisions and act upon them. To organize efficiently, a manager can utilize the following principles:

Organising Process

Division of work: The first process of Organising includes identification and division of work which shall be done in accordance with the plans that are determined previously.

Departmentation:

once the work of identifying and dividing the work has been done those are similar are to be grouped.

Linking departments:

When the process of departmentation was completed, linking of departments has to be done so that those departments operate in a co-ordinated manner which gives a shape to overall organisation structure.

Assigning Duties: On completion of departmentation process assigning duties i.e. defining authority and responsibility to the employees on the basis of their skills and capabilities has to be done, which in consequence magnifies efficiency with regard to their work. **Defining**

hierarchal structure: Each employee should also know from whom he has to take orders and to whom he is accountable/responsible.

STAFFING

Staffing is the function by which managers build an organisation through the recruitment, selection, and development of individuals as capable employees"

Staffing is that part of the process of management which is concerned with acquiring, developing, employing, appraising, remunerating and retaining people so that right type of people are available at right positions and at right time in the organisation. In the simplest terms, staffing is 'putting people to jobs'.

IMPORTANCE OF STAFFING

- Filling the Organisational positions
- Developing competencies to challenges
- Retaining personnel - professionalism
- Optimum utilisation of the human resources

DIRECTING OR LEADRESHIP

Activating deals with the steps a manager takes to get sub-ordinates and others to carry out plans".

Directing means giving instructions, guiding, counselling, motivating and leading the staff in an organisation in doing work to achieve Organisational goals. Directing is a key managerial function to be performed by the manager along with planning, organising, staffing and controlling. From top executive to supervisor performs the function of directing and it takes place accordingly wherever superior – subordinate relations exist. Directing is a continuous process initiated at top level and flows to the bottom through organisational hierarchy.

DIRECTING OR LEADERSHIP

It is not just giving instructions by a superior to the sub-ordinates but also is a process of supervising, guiding and motivating the latter to achieve the organizational goals. It is a complex function of management that ensures the employees work effectively and efficiently

"Motivation is the complex force starting and keeping a person at work in an organisation. Motivation is something that moves the person to action, and continues him in the course of action already initiates." Motivation

Motivation is the core of management. Technically, the term motivation can be traced to the Latin word movere, which means 'to move'. Motivating is a term which implies that one person induces another, to engage in action by ensuring that a channel to satisfy the motive becomes available to the individual. Motive is energizer of action, motivating is the channelization and activation of motives, motivation is the work behavior itself. Motivation depends on motives and motivating. It is a complex process.

Controlling

"Control refers to the task of ensuring that activities are producing the desired results. Control in this case is limited to monitoring the outcome of activities, reviewing feedback information about this outcome, and if necessary, taking corrective actions".

It is the process that ensures whether the resources are obtained and used efficiently in achieving the organizational objectives. Controlling function of management is closely linked with the planning function because, it includes checking the performance of employees to see whether the planned performance is being achieved by them or not. Budgetary control, Inventory control, quality control, profit and loss control, Management audit, cost accounting and cost control, production control, financial control, break-even analysis and internal audit control are the important control devices of controlling techniques.

What is a Project?

A temporary and one-time endeavor undertaken to create a unique product or service

Project Management

- **The application of knowledge, skills, tools and techniques to project activities to meet project requirements**
- **Organizing and managing resources so the project is completed within defined scope, quality, time and cost constraints**

PM Triple Constraints

- **Time**
- **Cost**

- **Scope**

Project Management Skills

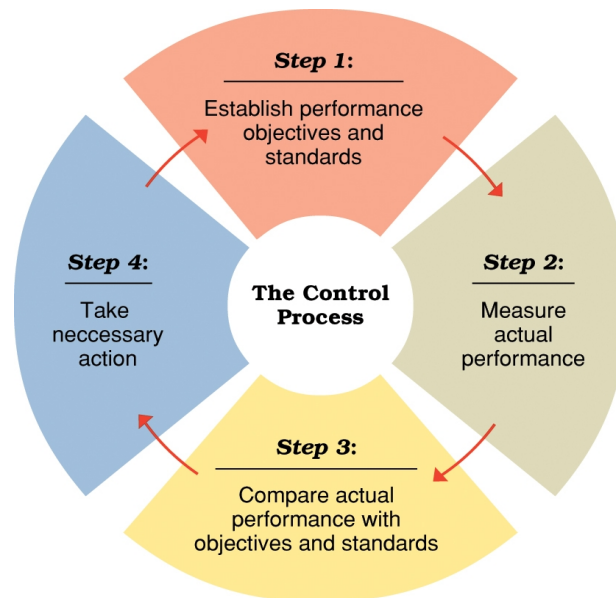
- program area knowledge, standards, and regulations
- Understand the project environment
- General management skills (budgeting, scheduling)
- Communication skills
- Interpersonal skills
- **PLAN**
- Identify all stakeholders up front!
- Develop the project plan before starting the project
- Establish communications protocols
- Define your requirements in detail
- Establish a speedy conflict resolution process
- Make contingency plans
- **LEAD**
- Ensure strong, committed management support
- Connect the business goals to the IT project
- Assign an experienced project manager
- Establish clearly defined directions
- Be proactive
- Give IT and program a seat at the table
- **CONTROLLING & ITS PROCESSES IN MANAGEMENT**
- Controlling
 - A process of monitoring performance and taking action to ensure desired results.

- It seems to it that the right things happen, in the right ways, and at the right time.
- Done well, it ensures that the overall directions of individuals and groups are consistent with short and long range plans.
- It helps ensure that objectives and accomplishments are consistent with one another throughout an organization.

It helps maintain compliance with essential organizational rules and policies

The Control Process

- I Establish objectives and standards.
- I Measure actual performance.
- I Compare results with objectives and standards.
- I Take necessary action.



Establish Objectives and Standards

- I The control process begins with planning and the establishment of performance objectives.
- I Performance objectives are defined and the standards for measuring them are set.
- I There are two types of standards:
 - I Output Standards - measures performance results in terms of quantity, quality, cost, or time.
 - I Input Standards - measures work efforts that go into a performance task.

Measuring Actual Performance

- I Measurements must be accurate enough to spot deviations or variances between what really occurs and what is most desired.
- I Without measurement, effective control is not possible.
- I The comparison of actual performance with desired performance establishes the need for action.
- I Ways of making such comparisons include:
 - I Historical / Relative / Engineering
 - I Benchmarking

I Presentation of a Construction Project Phases

I What is construction?

- I Construction is an art, not a science
- I In delving into all of the steps that occur at each phase of construction from the owner's planning and budgeting phase, through the design stage when the drawings and plans are created to the contractor selection stage and through the physical construction phase of the project when the project is complete and turned over to the owner for use it is clearly an art of coordination and management on schedule

Main type of construction phases

- Pre-construction
- Construction
- Post construction

Construction Project Phases

