***MODULE TWO (4) ASSIGNMENT***

***for***

***DIPLOMA IN EFFECTIVE MANAGEMENT OF PROJECTS AND ORGANIZATIONS’***

***Course Number: D016***

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***This module’s assignment is done with the help of the references from the module provided notes.***

***Thanks,***

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***MODULE 4 ASSIGNMENTS***

**1. What are the differences between a disaster and emergency?**

**Differences between a disaster and emergency**

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| --- | --- |
| **DISASTER** | **EMERGENCY** |
| Is an event that occur when significant numbers of people are exposed to extreme events to which they are vulnerable which resulted to injury and loss of life which often combined with damage to property and livelihoods. | Is a situation or state characterized by a clear and marked reduction in the abilities of people to sustain their normal living conditions which resulted to damage or risks to health, life and livelihoods. |
| Commonly leading to emergency situations that occur in diverse situations in all parts of the world in both sparsely populated rural and densely populated urban regions, as well as in  situations involving natural and man-made hazards/disasters. | Commonly cause emergency situations, both directly and indirectly where evacuation or other necessary steps are taken to avoid or flee from a disaster, e.g. can cause disruption of normal life on a scale calling for emergency action. |
| Often classified according to their speed of onset (sudden or slow), their cause (natural or man-made), or their scale (major or  minor). | Often described in public health terms with the crude mortality rate (CMR) being widely accepted as a global measure of their severity. |

**2. What are the traits a leader in an emergency setting should have?**

**Below are the trails a leader should have in an emergency setting;**

1. **Openness** which means being open to try new things or ideas, demonstrate originality, intellectual, original, creative and curious.
2. **Conscientiousness** which means being dependable, achievement-oriented, organized, punctual, take initiative, demonstrate persistence in their endeavors and systematic.
3. **Extroversion** which means being enjoying social situations, sociable, talkative, outgoing, assertive and energetic.
4. **Agreeableness** which means being kind, warm, sensitive, affable, trusting and tolerant.
5. **Neuroticism** which means being temperamental, irritable, moody and anxious.
6. **Intelligence** which means being mentally able, demonstrate empathy, self-awareness, motivation and social skills.
7. **Integrity** which means being moral compass, demonstrate honesty and integrity.
8. **Self-esteem** is not one of the big five personality trails and which means being peaceful, capable, supportive and self-confidence.

**3. Stress has both advantages and disadvantages. What the four major advantages of stress and four disadvantages**

**of stress.**

**There below are both the four advantages and four disadvantages of STRESS.**

**A) Advantages of stress on people**

1. Stress makes unknown intended issue(s) be known before it happened and as a result, the measures are put in place.
2. Since stress reduces the production, then others benefit from it.
3. Stress creates job opportunities from who fed up for one reason or another in the work place.
4. Stress between the staff makes manager aware of what is happening, to provide the solution for what happened and what will happen in the future.
5. Stress reveals once sickness which may immediately be treated when that sickness had not been found or tested due to much business in the work places.

**B) Disadvantages of stress on people**

1. Stress reduces the brain functions such as memory, learning and concentration which are central to effective performance at work places.
2. Stress causes illness/diseases such as, ulcers, diabetes, joint pain and muscle, miscarriage during pregnancy, allergies, high blood pressure, alopecia hypertension, impairs the immune system and even premature tooth loss.
3. Stress reduces productivity, increases management pressures and many other ways evidence of which is still increasing.
4. Loss of performance in cognitive test performed by the stress suffers.
5. Stress makes hidden/confident thing(s) exposed to unintended situation.

4**. Explain any three theories of leadership.**

**The three (3) theories of leadership are;**

***a. The path-goal model:*** Is first developed by Robert House (1971) who states that leaders are there to define the path that should be followed by their team in order to achieve its goals. It is the leader’s job to guide and help team members to select the best paths towards achieving their own goals and those of the group, leader’s behavior is acceptable to subordinates when viewed as a source of satisfaction and is motivational when need satisfaction is contingent on performance, the leader facilitates, coaches and rewards effective performance. Leaders have to be engaged in different types of leadership behavior depending on the nature and the demands of a particular situation. Therefore, it is the leader’s job to assist followers in attaining goals and to provide the direction and support needed to ensure that their goals are compatible with the organization’s goals. **Path-goal theory** identifies four leadership styles: **achievement-oriented**, **directive**, **participative** and **supportive**.

***b. Contingent leadership:*** According to Fiedler (1967) states that the type of leadership exercised depends to a large extent on the situation and the ability of the leader to understand it and act accordingly that is sometimes called situational leadership. **Fiedler wrote**: That the ‘**Leadership performance depends as much on the organization as on the leader’s own attributes’.** Except perhaps for the unusual case, it is simply not meaningful to speak of an effective leader or an ineffective leader but that people can only speak of a leader who tends to be effective in one situation and ineffective in another. As **Fiedler pointed out**, the performance of a group is related to both the leadership style and the degree to which the situation provides the leader with the opportunity to exert influence. He referred to the concepts originated by **Halpin and Winer (1957)** on the basis of their research into how aircraft captains acted as leaders, t**wo dimensions of leadership were identified as**; **(1)** Initiating structure, a task-orientated approach that focuses on defining the task and how it should be carried out and **(2)** consideration, a people-orientated approach where the emphasis is on maintaining good relations through behavior indicative of trust, respect and warmth.

**Fiedler’s** research revealed that an initiating structure approach worked best for leaders in conditions where the leader has power, formal backing and a relatively well-structured task while considerate leaders do better in unstructured or ambiguous situations or where their power as a leader is restricted.

***c. Leader-member exchange theory (LMX):*** According to Graen (1976), It focuses on the two-way relationship between supervisors and subordinates and linked to social exchange theory, which explains social change and stability as a process of negotiated exchanges between parties. Leaders usually have special relationships with an inner circle of assistants and advisors who often get high levels of responsibility and access to resources, it is called the ‘**in-group’** and their position can come with a price. These employees work harder, more committed to task objectives and share more administrative duties, are expected to be totally com-mitted and loyal to their leader. Reversely, subordinates in the ‘out-group’ are given low levels of choice or influence and put constraints on the leader and these relationships start very soon after a person joins a team and follows these **three stages**:

**A) Role-taking:** Is the offering opportunities to demonstrate capabilities by the leader to the member who joins the team as the leader wants to evaluate their abilities and talents.

**B) Role-making:** Is the take part in an unstructured and informal negotiation whereby a role is created for the member and the unspoken promise of benefit and power in return for dedication and loyalty takes place by the leader and members. Trust building is very important in this stage and any feelings of betrayal, especially by the leader can result in the member being demoted to the out-group. This negotiation includes relationship factors as well as purely work-related ones and a member who is similar to the leader in various ways is more likely to succeed.

**C) Reutilization:** Is the establishment of a pattern of ongoing social exchange between the leader and the member. Being a successful or in-group member usually requires being similar in many ways to the leader, these members work hard at building and sustaining trust and respect, they are often empathetic, patient, reasonable, sensitive, and good at seeing the viewpoint of other people, especially their leader. Aggression, sarcasm and a self-centered view are qualities seen in the out-group and the quality of the LMX relationship varies. It is better when the challenge of the job is extremely high or extremely low, the size of the group, financial resource availability and the overall workload are also important. The theory can work upwards as well and leaders can gain power by being members of their manager’s inner circle which they can then share with their subordinates.

**5. How large do you think teams should be and why?**

The teams’ size should be depending on how large the project/work being implemented is. Because the larger the team, then the harder the coordination will be and as team interacts, the huge the payment may be than the work being done while the smaller team with fewer individuals are abler to work through differences and agree on a common plan of action and with clearer of other’s roles and greater accountability to fulfill their roles though some other works/tasks needs/ requires larger team size because of the need for diversity/complexity of skills and of the tasks.

**6. Disasters have an impact towards development. Do you agree with the statement? Using relevant examples**

**substantiate your answer.**

Yes, I agree with the statement because IMPACT itself may be positive or negative impact as per the following examples of each of positive and negative impact;

**Positive impact are the impacts that benefits from the disaster(s) that occurs in that situation**

**Examples:**

* **Disasters can provide new development opportunities, strategic planning to increase the capacity of people to understand the nature of the disaster and how it is likely to change over time, and understanding how to react effectively to it.**
* **Disaster creates an urgent need for support from any source that could provide help that has not been happening before.**
* **Creates job opportunity for those who have not been work as much support goes for the mitigation of the disaster(s)**

**Negative impact are the impacts that affects from the disaster(s) that occurs in a situation**

**Examples:**

* **Disasters can cause disruption or damage to humans and their environment or set back development that has already occurred**
* **Disasters can create stress in human systems, economic, social costs and structures.**
* **Disaster can cause the psychological and social impacts of a disaster that may be felt many years after the event**

**7. Communication is an important attribute of leaders in project management. Citing relevant examples explain**

**your view of the statement above**

Communication is an important attribute of leaders in project management as it is the chain of understanding that integrates the members of an organization from top to bottom, bottom to top, side to side and that also helps the leader in the following Examples; coordinating, coaching, evaluating, counselling and supervising throughout the process, because without the communication, nothing could be achieved as planned and even during planning process to the end of the project implementation or during the complexity and maintenance of projects.

Communication is also an important attribute in project management in areas like; performance report, requested changes, forecasts, organizational process and updates.

**8. Discuss the techniques that leaders use to reduce or alleviate stress in places of project management**

**The techniques used to reduce stress in place of project management are;**

**A. Humour:** Is one of the greatest and quickest devices for reducing stress. It works because laughter produces helpful chemicals in the brain, gets brain think and work in a different way - it distracts one from having a stressed mindset while distraction is a simple effective de-stressor that takes once thoughts away from the stress and diffuses the stressful feelings. Most of the people will feel quite different and notice a change in mindset after laughing and being distracted by something humorous.

**B. Brisk Walk:**

• Breathing in some fresh air and smelling the atmosphere.

• Actually leave the building, Yes.

• Changing the environment.

• To go for a short quick really brisk walk outside.

• New environment such as stimulating the senses with new things.

**C. Rehydrate:** Is getting water due to lack of enough water in the body. Most of the people fail to drink enough water while all body organs, including the brain and others, are depending strongly on water to function properly and it is how we are built. If the body lacks water, one can function below the best will later on get stressed, physically and mentally because most offices and workplaces commonly have a very dry atmosphere due to air conditioning and many others which increases people's susceptibility to de-hydration and this is why the body must be properly hydrated by drinking water regular (most people need 4-8 glasses of water a daily).

**D. Quick nap**

Not so easy but still perfectly possible. Taking a quick nap. It is nature's way of recharging and re-energizing. A quick 10-30 minutes' sleep is very helpful to reduce stress.

**E. Take Coffee or Tea**

Any tea will do, but a flavored cup of tea is even better. You can experiment with different natural flavorings using herbs and spices and fruit. Fresh mint is wonderful, and excellent for the digestive system. Nettles are fantastic and contain natural relaxants. Orange zest is super (use one of those nifty little zester gadgets). Ginger root is brilliant. Many herbs, spices, fruits and edible plants make great flavored tea, and many herbs and spices have real therapeutic properties.

**9. Discuss any five effective leadership principles that should be adopted in project management**

1. **Trust:** Refers to confidence in or reliance on the other whether the leader or the subordinates within the team.
2. **Communication:** Refers to the occurring of flowing and exchanging of information and ideas from one person to another who are a sender transmitting an information, feeling, or idea and a receiver, receiving information, feeling, or idea from a sender.
3. **Conflict Management:** Refers to a way of empowering the conflicting parties or an intervention in facilitating a process where the parties communicate between themselves and reached to resolve the dispute among themselves or at a mutually agreed settlement.
4. **Lead People, Manage Tasks:** Refersto guiding, influencing and inspiring or as a process of getting people do to their best to achieve a desired result and which involves developing and communicating a vision for the future to motivate people.
5. **Diversity:** Refers to difference or unlikeness of the team members who are executing the project or during project processes that a leader should have knowledge about.

**Reference:**

* **Work guided by Course module provided.**