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| CERTIFICATE ON PEOPLE MANAGEMENT AND PROJECT MANAGEMENT IN EMERGENCIES  MODULE THREE  9/25/2019  JIMMY OKUMU |

MODULE THREE QUESTIONS

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

Is an occurrence disrupting the normal conditions of existence and causing the level of suffering that exceeds the capacity of the affected community. (EHA, 2002). The people are exposed to extreme event to which there are vulnerable, with resulting injury and loss of life; often combine with the damage to property and livelihoods.

Disaster commonly leads to emergency, which is a state characterized by a clear and marked reduction in the abilities of people to sustain their normal living conditions, with resulting damage or risk of health, life and livelihoods. Disasters are often classified according to their speed of onset (sudden or slow), their cause (natural or man Made) or their scale (major or Minor).

In such emergency situations, local coping mechanisms are overwhelmed and so collective, specialized and often external action is required.

During an emergency, it is common to see primary effects of the disaster followed by secondary effect. For instance, the loss of livelihoods through the destruction of agricultural fields due to natural disaster such as flood leads to reduce food production and food intake and a nutrition emergency some months later. Hence, the disasters or emergency situation increases the vulnerability of the effected population directly or indirectly to future disaster resulting to emergency situation. For example, the livelihood can be directly disrupted resulting in basic needs are lacking causing emergency and also indirectly disruption of the livelihood may not develop to emergency situation, people vulnerability to future disasters can be increased.

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

A common misconception is that individuals are just naturally gifted with leadership skills. The Truth is that leadership traits, like other skills, can be acquired with time and practice. Below are traits of an effective leader:

* Effective Communicators: Leaders are excellent communicators, able to clearly and concisely explain problems and solutions. Leaders known when to talk and when to listen. In addition, leaders are able to communicate on different levels: one on- one via phone, email. etc.
* Accountable and Responsible: leaders hold themselves accountable and take responsibility for any mistakes. Leaders support and encourage individuality while abiding by organization structure, rules, and policies that need to be followed.
* Long-term thinkers: leaders are visionaries. This is evidenced by the leadership trait of being able to plan for future through concrete and quantifiable goals. They understand the need for continuous change and are open to trying new approaches to solve problems or improve processes.
* Self- Motivated: leaders are self –motivated and are able to keep going and attain goals despite setbacks, in addition, good leaders try their best to exceed, not just meet expectations.
* Confident: Virtually all good leaders share the leadership trait of confidence. They are able to make tough decisions and lead with authority. By being confident, leaders are able to reassure and inspire others, establish open communications, and encourage teamwork.
* People- oriented: leaders are typically people oriented and team players, they are able to foster a team culture, involve others in decision making and show concern for each team member, by being people oriented, leaders are able to energize and motivate others. By making each individual feel important and vital to the team’s success, they secure the best efforts from each member of the team.
* Emotionally Stable:

Leaders exercise good control and regulation over their own behavior and are able to tolerate frustration and stress. Leaders are able to cope with changes in an environment without having an intense emotional reaction. (CFI)

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

Stress is the way your body reacts to any threat or demand being made on it. When you experience a threat or have to deal with something urgent, you brain prepares your body by releasing stress hormones such as adrenaline, norepinephrine and cortisol. This is what is known as the “fight or flight stress response. While stress affects everyone in different ways, there are two major types of stress: stress that’s beneficial and motivating- good stress – and stress that causes anxiety and even health problems- Bad stress. Here are advantages or benefits of stress and disadvantages based on the Good and Bad Stress:

Advantages of Stress:

1. Stress motivates you to meet daily challenges and to reach your goals.
2. Stress can help you accomplish task more efficiently.
3. Moderate Stress can even boost memory.
4. Stress is also a vital warning system, producing the fight or flight response as mentioned above. (ULifeline)

Disadvantages of Stress:

1. Stress cause number of diseases such as heart disease, hypertension, impaired immune system and many more.
2. Stress significant reduces brain functions such as memory, concentration and learning, all of which are central to effective performance at work.
3. Exhaustion and burn out. Leading to long term sick leave.
4. Staff turn- over
5. Explain any three theories of leadership.

Leadership theories for decades have been the source of numerous studies, in reality as well as in practice. Hence, there are as many theories on leadership as there are philosophers, researchers and professors that have studied and ultimately published their leadership theory.

Leadership theories are commonly categorized by which aspect is believed to define the leader the most. The most widespread one’s are: Great man theory, Trait Theory, Behavioral Theories, Contingency Theories, Transactional Theories and Transformational Theories. I will only explain the initial three theories.

1. “Great Man” Theories:

The Term “Great Man” was used because, at the time, leadership was thought of primary as a male quality, especially in terms of military leadership.

According to the great Man Theories, great leaders are born, not made. They are born with the necessary internal characteristics such as Charisma. Confidence, intelligence, and social skills that make them natural- Born Leaders. Great man theories assume that the capacity for leadership is inherent- that great leaders are born not made. These theories often portray great leaders as heroic, mythic and destined to rise to leadership when needed.

Such theories suggest that people cannot really learn how to become strong leaders.

It’s either something you are born with or born without. It is very much a nature as opposed

to nurture approach to explaining leadership.

1. Trait theories:

Similar in some ways to Great Man theories, trait theories assume that people inherit certain qualities and traits that make them better suites to leadership. Trait theories often identify a particular personality or behavioral characteristics shared by leaders. For example, traits like extraversion, self-confidence, and courage are all traits that could potentially be linked to great leaders. If particular traits are key features of leadership, then how do we explain people who possess these qualities but are not leaders? This question is one of the difficulties in using trait theories to explain leadership. There are plenty of people who possess the personality traits associated with leadership, yet many of these people never seek out position of leadership. There are also people who lack some of the key traits often associated with effective leadership yet still excels at leading groups.

1. Contingency Theories:

Contingency theories of leadership focus on particular variables related to the environment that might determine which particular style of leadership is best suited for the situation. According to this theory, no leadership style is best in all situations. Leadership researcher white and Hodgson suggested that truly effective leadership is not just about the qualities of the leader, it is about striking the right balance between behaviors, needs and context. Good leaders are able to assess the needs of their followers, take stock of the situation, and then adjust their behaviors accordingly. Success depends on a number of variables including the leadership style, qualities of the followers and aspects of the situation. (Cherry, 2019)

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

Teams of different sizes behave in vastly different ways. If you don’t manage to strike the balance

Properly with regards to the size of the team you might end up with a lot of preventable problems.

Those teams that are too small risk having a skills gap in an important area while teams that

are too large risk a loss of productivity and cohesiveness. There is no set number that everyone

agree is the best, because it can be different depending on a few variables, but it is certainly something to take into account when you want to form a working team. Therefore, there are some standards that have been proven true throughout a wide range of companies in hundreds of studies done around the world.

According to Katherine Klein from Wharton University, the widely accepted ideal size for a working team is five people (Katherine Klein, 2006). Of you go beyond five people the team starts to lose individual performance, while teams smaller than five people can experience awkward team dynamic and skills gaps.

Klein’s research matches that done by other researchers around the world who have also tried to answer this question. The second most common answer to the question of ideal working team size is six people, as the dynamics of even to odd numbered teams can cause some differences in opinion.

So, the team size depends mostly on these three variables

1. What is the team trying to accomplish?

Different organizations have their own needs, for example, a team of painters can never really be too large as the building will get painted more quickly with a large team than a smaller team. However, a corporate team of auditors will not experience the same effect and might see more negative results from having a team that’s too large.

1. How many specific and separate roles are necessary to complete the team goals?

What is the absolute number of unique roles you need for your team to succeed? You have to ensure that the team will not have any skills gaps, as this may prevent success and cause frustration. But, you also want to avoid having too many people with similar job skills and roles on the same team as they will begin to lose motivation and productivity.

1. Is there a deadline set for work completion?

Work that needs to be done quickly can sometimes call for a larger team with more working power to accomplish all the necessary tasks on time. This is especially true if no creativity is required for completion of the tasks. Longer-term projects can benefit from smaller teams that will experience more cohesion and positive discussions about the work. (Brady)

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

Disasters have a devastating impact on development. People lose lives, Homes, livelihoods, business, jobs and services.

According to the united Nation, over the past twenty years Disasters from natural hazards have affected 4.4 billion people, claimed 1.3 million lives and caused $ 2 trillion in economic losses. (Wallemacq,Pascaline,House,Rowena, 2018)

The struck by tropical storm ondoy and typhoon pepeng in Philippines in 2009. Rizal province of Philippines saw the poverty incidence almost double, from 5.5 per cent in 2006 to 9.5 per cent in 2009. Six years later, recovery was still far off, with 7.6 per cent of families still below the poverty line.

In 1990 alone, disasters resulted in direct damage equal to about 3 per cent of the country’s GNP. Such losses reduce economic growth, aggravate the country’s underdevelopment and increase the vulnerability of the people and society to disasters.

One of the major goals of disaster management, and one of its strongest links with development, is the promotion of sustainable livelihoods and their protection and recovery during disasters and emergencies. Where this goal is achieved, people have a greater capacity to deal with disasters and their recovery is more rapid and durable.

The development challenges posed by disaster risks is starting to be recognized, with increasing reference to disaster across policy arenas, such as the Busan Partnership on aid effectiveness, the Rio20 outcome document, the G20 agenda in 2012 etc. (Hiller, 2013)

7. Communication is an important attribute of leaders in project management. Citing relevant examples explain your view of the statement above

The ability to communicate with people at all levels is almost always named as the second most important skill by project managers. Project leadership calls for clear communication about goals, responsibility, performance, expectations and feedback. Successful project management communication is not only about speaking to and hearing from people, it’s about understanding the message. What language to use, how to convey the message with respect to tone, feeling and body language all play an important role in the communication process. If these are used incorrectly, the result is often a confused message and misunderstanding of the real issues.

Effective and efficient project management communication is delivered by first considering the needs of the audience you are intending to communicate with, put yourself in their shoes and anticipate what they need to understand, and then provide that understanding only. (projectmanagement)

Project communication can be look at in terms of the following perspectives:

**Project perspective**:

From a project perspective, communication can be looked at as either internal or external.

Internal communication is the communication that takes place between project team members.

General, this type of communication is “Raw”. It may involve a lot of back and forth discussion as plans or issues are worked out.

External communication is communication between project team members and the other project stakeholders. Examples include communication with internal and external customers, other projects and the media. Generally, this type of communication is clean up or otherwise prepared before being presented or sent to the receiving party.

**Organizational perspective:**

Communication can be categorized as Vertical, Horizontal, or Diagonal. This perspective takes into account the way organizations are structured.

Vertical communication: is the upward and downward communication flow that happens between different hierarchical levels of the organization. An example of upward communication is when a project team member provides the project manager with a status update of his assigned tasks. An

Downward communication is when the project manager shares the project goals with the project team.

Horizontal communication refers to communication between people at the same organizational level. An example of horizontal communication is when project team members discuss project topics with each other.

Diagonal communication takes place between different functional divisions of the organization.

It has become more important as matrix and project based organizations become more common.

Other categories such as formality and channel perspectives:

Formal communications include reports, presentation and media. Informal communication are when you communicate through emails, social network etc.

Channel perspective is how the message will be delivered. For example verbal, nonverbal, written, oral, face to face and via telephone. (PROJECT MANAGERMENT SKILLS)

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

Project management job is no doubt one of the most stressful jobs out there as the PM is directly responsible and accountable for the success or failure of a project. Some PMs believed that they can handle and cope with the high level of stress but there are some who are ignoring or refuse to recognize that they are under stress. The experience of stress is not only impacting the cognitive and behavioral performance, it can also have a negative impact on your personal health, wellbeing, and family life. You might not able to change the amount of stress you have on a daily basis, but you can change how you deal with it. It is important to manage the stress before it become more and more difficult to handle and manage.

Project manager must first acknowledge or recognize that he or she is being under stress and then develop self-discipline before proceeding to learn and practice what are the techniques to manage stress. Learning to manage stress successfully begins with our willingness to take an honest look at ourselves.

Many techniques can help to manage stress. There is no one- size- fits –all techniques and no technique will be able to eliminate stress totally. Each Person must decide what will work best for him or her; A few techniques should be explored to determine which works best and once they have found some strategies that work, commitment to practicing them is the key for managing stress.

There are five interpersonal skills and attitudes that help reduce stress taken from “Tangible Tips for handling the endless stress in project management” by Steven Flannes.

1. Detach or dissociate: consider the team meeting where you are extremely frustrated by seeing wasted time or the personal posturing from a team member. To use detachment or dissociation, allow yourself to mentally check out of the meeting as much as is appropriate, letting your mind wander to a more pleasant image. Obviously, these approached are used selectively and discretely.
2. Monitor “What if?” Thinking: In the middle of a stressful event, it is natural to engage in “what if thinking”, asking ourselves “what if we’d only done this in the past, then we might not be in this crisis right now? As is evident, this form of “what if” thinking involves a focus that is not present oriented. An alternative to this Form of thinking is to focus much in the present, such as posing this question to yourself. “It’s Thursday at 3:17 pm, I’ve just received bad news about the project. What can I do in the next hours to take a small step towards improving the situation?
3. Develop potent conflict resolution skills: we add stress to our work lives by either under reacting to the stressful situation (avoiding or denying it) or over reacting to the stressful situation (coming on too strong). Both approaches increase our stress. A menu of Conflict resolution skills (which will help reduce stress) is found in Flannes and Levin (2005).
4. Know When enough is enough, and stay away from debating. A Natural but Often Unproductive approach to resolve a stressful situation is to debate another person about the wisdom of your point of view. This does not mean you should not assert your belief, but you should know when to stop, often when your message has been heard. At this point in the dialogue, if we continue try to be seen as “right”, we are actually increasing our stress. It’s better to stop earlier than later. It can be a matter of diminishing returns to continue to be seen as “right”.
5. Look for a paradoxical component in the situation: In the midst of a situation that is legitimately stressful, we may find ourselves taking ourselves, or the situation, too seriously. Cognitive Behavior Psychologists would say that we are engaging in “catastrophizing” behavior, in which we take a singular, negative event, cognitively “run with it,” and then find ourselves believing, for example, that the entire project is probably doomed because of this one serious problem. An antidote to this is to find a paradoxical cognition that you can hold onto, something that will put your stress and worries in perspectives.

Other techniques such are:

* Prioritizing task or work to avoid getting overwhelmed with workload.
* Exercise: take some time off from your busy schedule and plan for some physical activities, whether it’s jogging, hiking etc.
* Meditation: learn how to best relax yourself, meditation and breathing exercises have been proven to be very effective in controlling stress. Practice clearing your mind of disturbing thoughts.

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

Without project leadership there is no direction in project management. Leadership is decisive factor for improving the chances of projects to succeed. Consequently, effective project management needs to have a solid foundation based in project leadership.

Based on literature on leadership and project management, there are five leadership principles to be adopted for project success.

1. Build Vision: building project vision sets the overall picture of the project, and project objectives qualify this vison, make it specific and it defines the purpose of your project. Hence, helps project leadership in setting direction and tone of the project journey. As project leader you must make sure that both project vision and objectives are in place and understood by every single person actively involved in the project.
2. Nurture collaboration: project success is not about individual accomplishments. The project team delivers the project; as such the team is the heart and soul of the project. Therefore, a performing team yields synergy effects, the impossible becomes possible. This is why active team collaboration is crucial. Collaboration is the juice of teamwork; it is what makes teamwork possible in the first place. It encompasses communication, individual and joint execution, as well as the delivery of results on both the individual and team level. Nuturing collaboration prepares the ground for performance on the individual and team level. As a project leader you want to cultivate this soil of performance.
3. Promote performance:

As a leader it is your responsibility to create environment that promotes performance, on both the individual and team levels. Building vison and nurturing collaboration are prerequistes for project success; they are useless if you cannot move your team to the performance stage. This is why you want to create an environment that helps promote performance.

1. Cultivate Learning:

As project leader, you serve as partner and coach for learning and information sharing. You facilitate learning. You are not the sole source of information. Instead, create a learning environment in your team. Set the expectation that you want everyone in your team to join and support you in cultivating learning for the purpose of the project. Create room for your team members to be creative, to try something new, share their ideas, and learn from each other. Plan in sufficient time for your team to think outside the box and to find new avenues to reach the goals of the project. Empower your team to perform, make mistakes, learn, and innovate.

1. Ensure Results:

Delivering results is both a prerequisite and an outcome of effective project leadership. Project delivery is a team effort, not an individual effort. The effective project leader builds and guides the team to deliver results by incorporating the first four leadership principles. Ensuring results is not solely about end results. Neither is project success and project leadership. The fifth principle calls on us that in all our activities we keep the project vision in mind and produce results that benefit the purpose of the project, project success is not define by a single product or service delivered at the completion of a project. It is the accumulation of the many results yielded from each and every leadership principle. Vision, Collaboration, performance, and learning are as important. They culminate in results.

The fifth principle of ensuring results reminds us that we have to make sure the results of the other four principles are aligned with the project vision and objectives. They have to serve the project purpose. Ensuring results is thus not an activity focusing only on the final project deliverables. It appeals to us that our entire project activities shall be results oriented, keeping the end deliverables in mind. (THE.PROJECT.MANAGEMENT.HUT, 2011)

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