

POST GRADUATE DIPLOMA IN PROJECT PLANNING AND MANAGEMENT

**ASSIGNMENT: PROJECT DISASTER MANAGEMENT MODULE FOUR**

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**Question One**

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

**Disasters**

**Disasters** are events that occur when significant numbers of people are exposed to extreme events to which they are vulnerable, with resulting injury and loss of life, often combined with damage to property and livelihoods.

**Disasters**, commonly leading to emergency situations, 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 are often classified according to their speed of onset (sudden or slow), their cause (natural or man-made), or their scale (major or minor). Various international and national agencies that keep track of disasters employ definitions that involve the minimum number of wounded, the financial value of property lost, etc. Other definitions are used by countries for legal or diplomatic purposes, e.g. in deciding when to officially declare a region a “disaster area”. The terminology used here is less precise so as to cover a broad range of situations. The forces that bring vulnerable people and natural hazards together are often man-made (conflict, economic development, overpopulation, etc.). An example of natural and technological hazards combining in surprising ways was seen in Egypt in 1994. Heavy rain near the town of Dronka weakened railway lines. A train carrying fuel was derailed and leaking fuel was ignited by electrical cables, causing an explosion. Finally, burning fuel was carried by flood waters through the town, killing hundreds of people (Parker & Mitchell, 1995).

**Emergencies**

**An emergency** is a situation or state characterized by a clear and marked reduction in the abilities of people to sustain their normal living conditions, with resulting damage or risks to health, life and livelihoods. Disasters commonly cause emergency situations, both directly and indirectly. Evacuation or other necessary steps taken to avoid or flee from a disaster, for example, can cause disruption of normal life on a scale calling for emergency action. Sudden, large-scale movements of people within and between countries often produce emergency conditions. Dramatic loss of livelihoods and increased spending needs due to drought or flooding may place people in a very vulnerable situation. A cholera epidemic may overwhelm the capacity of the cities under resourced health service, creating an urgent need for support. 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 effects. For instance, the primary effect of a mudslide might be that many people are injured and need urgent medical attention. A secondary effect might be that blocked sewers and broken water mains lead to an outbreak of water- and sanitation-related disease some weeks later, or that the loss of livelihoods through the destruction of vegetable gardens and workshops leads to reduced food intake and a nutrition emergency some months later. Human needs for non-material things, such as security and cultural identity can also be affected, and the psychological and social impacts of a disaster may be felt many years after the event. Emergency situations are often described in public health terms, with the crude mortality rate (CMR) being widely accepted as a global measure of their severity. A CMR which is significantly higher than the rate in the affected population before the disaster, or which is above 1 death per 10 000 populations per day (or 3 deaths per 1000 population per month) indicates an emergency situation (Centers for Disease Control and Prevention, 1992; Sphere Project, 2000). CMRs in the emergency phase following various types of disaster may be many times the background rate for the region or the affected population. Many more deaths may occur during the post-disaster emergency phase than as a direct result of the disaster itself. However, mortality rates are trailing indicators that are they do not indicate problems before people die as a result of them, and do not indicate the nature of the problems. Therefore, other indicators concerning health, environmental, social and economic factors are important for understanding the nature of the emergency and how it is likely to change over time, and for understanding how to react effectively.

The term complex emergencies are used to describe situations of disrupted livelihoods and threats to life produced by warfare, civil disturbance and large-scale movements of people, in which any emergency response has to be conducted in a difficult political and security environment. A combination of complex disasters and natural hazards (e.g. military and political problems combined with severe winter weather, coastal storms and flooding, drought and a cholera epidemic) was particularly devastating in the 1990s in such countries as Bosnia and Herzegovina, Iraq, Myanmar, Peru and Somalia.

**Emergency and Disaster**

Two words, emergency, and disaster, are scary and send ripples down the spine of everyone. Though emergency is a situation of grave risk to health, life, or environment, and disaster is any phenomenon, natural or man-made, that has the potential to cause a lot of destruction of life and property, the mere mention of either of these two words is enough to make people jittery. Yes, emergency and disaster are closely interring related but there are differences between the two that will be highlighted in this article.

**Emergency**

As described above, emergency refers to any situation that is threatening and requires quick response from you. When you see a risk to self, property, health or environment, you act hurriedly to prevent any worsening of the situation. However, there are situations that demand fleeing and no action on your part can help mitigate danger to life and property. Emergencies are of all scales and may affect a single individual to an entire population in area. For example, a person who has suffered a stroke may have to be taken to a hospital in time to get him medical care. This is a small scale emergency as it involves a single individual and perhaps his family. On the other hand, an earthquake or a tsunami that strikes without prior warning is emergency that require planning and preparedness to save lives and properties.

When it comes to defining emergencies, most experts agree that all situations posing danger to human life are regarded as emergencies, while those posing danger to environment, though serious, do not require action as quickly and swiftly as an emergency. It is important to note that some authorities do not consider it an emergency when there is an immediate danger to the life of an animal population. On the other hand, fires, tornadoes, hurricanes that have the potential to sweep across properties are included in emergencies. There are agencies that are involved in management of emergencies and their action is divided into four categories starting from a state of preparedness to a quick response, recovery phase and then finally mitigation. There is another emergency that is called as state of emergency which is what prompts governments to declare emergency in the state and curtail the rights of individuals. This is an extraordinary step to deal with civil unrest as people’s powers are usurped by the administration.

**Disaster**

Any man made or natural hazard having potential to cause widespread destruction of property and human lives is considered as a disaster. To common people, a disaster is a phenomenon or event that leaves behind a trail of destruction that also claims human lives**. Landslides, earthquakes, fires, explosions, volcanoes, and floods** are some of the well-known disasters though of late, terrorism and its related events have caused much more mayhem and destruction than natural disasters. Who can forget 9/11 and then 26/11 in India? Both of these terrorist events are regarded as no less than natural disasters as they caused a dent in human psyche apart from loss of lives and property which are common in any natural disaster.

Though, the intensity of a natural disaster may be the same, it’s after effects are felt more in developing countries than in advanced, developed nations. This is because of both higher density of populations and lesser preparedness in case of third world countries. An earthquake in a developed country causes much less destruction than a similar one in a poor country with higher density of population and with houses that have not been designed to face earthquakes*. (Olivia, July 2, 2011)*

**Question two**

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

**Regardless of the type of leader a person is, there are some traits they must have, such as:**

Someone who is good under stress. They step up and stand out during an emergency or disaster. A leader is able to make quick and safe decisions and direct people. This may include guiding people to safety in a fire or directing traffic in the case of road blockage due to a traffic accident.

A leader can keep people calm. During a time of emergency or disaster, when people are taken out of their normal routine, many freeze. Remember, most people are followers on a good day, put them in a disaster situation, and they could even get panicked if they don’t have clear direction. A leader can take charge of a situation, making announcements and communicating a plan to the masses. People tend to calm down when they feel they are aware of what is going on, there is good communication and they are being told what to do. A leader can assign tasks. An emergency gets people out of their comfort zone and a good leader can get people to focus on a task of clean up or helping someone else rather than on the emergency or disaster. It is a way for the leader to distract the mind of someone who is scared to something other than the situation at hand to ensure calm. Leaders, build trust with those around them. They admit when they are wrong or have made a mistake, this again, builds trust and respect. No one likes a know it all and a leader is not that. Leaders lead, they don’t demand and they are not dictators. Nobody wants to be bossed around, the do wants to be given direction. Remember, the majority of people are followers, steeple who do not want to take the responsibility to make a decision. They don’t want to get involved and are too afraid of making a mistake so most won’t step up and take charge. Most just want to be told what to do. This is why there are few leaders, and why those who are leaders stand out so much. (April 25, 2016)

**Question Three**

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

Leaders should maintain a stress-free work environment in organizations. It is important for them to recognize where stress is becoming a problem for staff, and take action to reduce stress. Stress in the workplace reduces productivity, increases management pressures, and makes people ill in many ways, evidence of which is still increasing. Workplace stress affects the performance of the brain, including functions of work performance; memory, concentration, and learning. Dealing with stress-related claims also consumes vast amounts of management time. So, there are clearly strong economic and financial reasons for leaders and their organizations to manage and reduce stress at work, aside from the obvious humanitarian and ethical considerations. If you are suffering from stress yourself as a leader, below is a series of the stress management guidelines here that are just as relevant. Stress and stress management are directly related to personal wellbeing and specifically to workplace well-being.

**Four Major Advantages**

**Stress Reduction Techniques**

The key to de-stressing in the moment is getting away from or removing yourself from the stressor. Developing new habits which regularly remove you and distract you from stressors and stressful situations and pressures is essentially how to manage stress on a more permanent basis. In this modern world it is difficult if not impossible to change stressful situations. What we can do however is change and reduce our exposure to those stressful situations. These are:

**1. Humor**

Humor is one of the greatest and quickest devices for reducing stress. Humor works because laughter produces helpful chemicals in the brain. Humor also gets your brain thinking and working in a different way - it distracts you from having a stressed mindset. Distraction is a simple effective de-stressor - it takes your thoughts away from the stress, and thereby diffuses the stressful feelings. Therefore, most people will feel quite different and notice a change in mindset after laughing and being distracted by something humorous.

**2. Brisk Walk**

Go for a short quick really brisk walk outside. Yes, actually leave the building. Change your environment. Breathe in some fresh air and smell the atmosphere. New environment such as stimulate your senses with new things.

**3. Rehydrate**

Go get a big cup or a bottle of water. Most of us fail to drink enough water. All body organs, including the brain, are strongly dependent on water to function properly. It's how we are built. If the body is starved of water one can function below your best - and you will get stressed, physically and mentally. Offices and workplaces commonly have a very dry atmosphere due to air conditioning, etc. which increases people's susceptibility to de-hydration. This is why the body must be properly hydrated by regular drinking water (most people need 4-8 glasses of water a day).

**4. 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

**5. 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.

**Four Disadvantages of Stress.**

**Causes of Stress**

**Stress is caused by various factors** - not all of which are work-related of course, (which incidentally doesn't reduce the employer's obligation to protect against the causes of stress at work). Causes of stress - known as stressors - are in two categories: external stressors and internal stressors.

* **External stressors** - Physical conditions such as heat or cold, stressful psychological environments such as working conditions and abusive relationships e.g. bullying
* **Internal stressors** - Physical ailments such as infection or inflammation, or psychological problems such as worrying about something from the above, it is easy to see that work can be a source of both external and internal stressors. Stressors are also described as either short-term (acute) or long-term (chronic):
* **Short-term 'acute' stress** - It is the reaction to immediate threat, also known as the fight or flight response. This is when the primitive part of the brain and certain chemicals within the brain cause a reaction to potentially harmful stressors or warnings (just as if preparing the body to run away or defend itself), such as noise, over-crowding, danger, bullying or harassment, or even an imagined or recalled threatening experience. When the threat subsides the body returns to normal, which is called the 'relaxation response'. (NB The relaxation response among people varies; i.e., people recover from acute stress at different rates.
* **Long-term 'chronic' stressors** – They are those pressures which are ongoing and continuous, when the urge to fight or flight has been suppressed. Examples of chronic stressors include: ongoing pressurized work, ongoing relationship problems, isolation, and persistent financial worries. The working environment can generate both acute and chronic stressors, but is more likely to be a source of chronic stressors.

**Question Four**

**Explain any three theories of leadership.**

**Leadership is… Three Theories of Leadership**

As you read the literature on leadership, you soon realize that there are many theories on leadership’s defining characteristics and its practices. The following are three of the most prevalent ones.

**The Great Man Theory**

Developed in the 19th century, this model was promoted by Scottish philosopher, writer and teacher Thomas Carlyle. Its premise was that leadership is based on the individual who was born for great things (good or bad), Napoleon being one example. Leaders were identified by their acts and accomplishments. Alexander the Great conquered the known world. Genghis Khan then ravaged most of it. Abraham Lincoln freed the slaves. Harriet Tubman saved hundreds from slavery in the Underground Railroad. Mother Theresa aided and comforted thousands in Calcutta who were abandoned by society. The theory is that these people accomplished great things because fate determined they were great people and they were simply fulfilling their destiny. Eventually the Great Man Theory was abandoned in favor of the theories based on behavioral science.

**The Trait Theory**

There is a saying, “Great leaders are born, not made.” Trait Theory takes this saying literally. If you have the ability to lead, you were born with it, with no way of learning those skills. This theory expands on the Great Man Theory by defining what makes great leaders “great.”

Today, there has been significant research and agreement that leadership comes from a combination of both theories — and more. As I have commented previously, there are wide varieties of leadership qualities and characteristics. Santa Clara University and the Tom Peters Group outlined the following leadership characteristics:

* **Honesty** — Display sincerity, integrity, and candor in all your actions. Deceptive behavior will not inspire trust.
* **Competent** — Base your actions on reason and moral principles. Do not make decisions based on childlike emotional desires or feelings.
* **Forward-looking** — Set goals and have a vision of the future. The vision must be owned throughout the organization. Effective leaders envision what they want and how to get it. They habitually pick priorities stemming from their basic values.
* **Inspiring** — Display confidence in all that you do. By showing endurance in mental, physical, and spiritual stamina, you will inspire others to reach for new heights. Take charge when necessary.
* **Intelligent** — Read, study, and seek challenging assignments.
* **Fair-minded** — Show fair treatment to all people. Prejudice is the enemy of justice. Display empathy by being sensitive to the feelings, values, interests, and well-being of others.
* **Broad-minded** — Seek out diversity.
* **Courageous** — Have the perseverance to accomplish a goal, regardless of the seemingly insurmountable obstacles. Display a confident calmness when under stress.
* **Straightforward** — Use sound judgment to make a good decision at the right time.
* **Imaginative** — Make timely and appropriate changes in your thinking, plans, and methods. Show creativity by thinking of new and better goals, ideas, and solutions to problems. Be innovative!

Scholars such as Kouzes and Posner stated that we all have some ability in several leadership qualities and skills. That under the right circumstances, anyone can rise to a leadership role and be successful, based on the leadership style that best matches their personality if they know how to use that ability to properly address the situation at hand. Other leadership skills can be learned, developed, and mastered. The overall process identified by K & P is clearly transformational in style, which has a strong focus on followers.

**Transformational Leadership**

In 1978, James MacGregor Burns introduced the concept of transformational leadership in his research on political leaders. Burns theorized that “transformational leadership” is actually a process where leaders interact with their followers and inspire each other to advance together. His characteristics and behaviors demonstrated the differences between “management” and “leadership.” People and organizations are transformed due to the leadership style and abilities of the leader, who is able to convey a vision and guide the transformation.

Bernard M. Bass, in 1985, added to Burns’ transformational leadership theory by shifting the focus to the followers. It is not the individual traits and vision of the leader that matter as much as it is their ability to influence the feelings, attitudes, and commitment of their followers. If followers feel they can trust a leader (or better yet, if they admire a leader who can stimulate a sense of loyalty and respect by inspiring a shared vision) the followers go happily exceed their original expectations. As a result, productivity increases and conflict decreases. The followers are transformed by a charismatic, motivational leader. *(Whitehead J. Sep 16, 2016)*

**Question Five**

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

**Teamwork** is the ability to work together toward a common vision. The ability to direct individual accomplishment toward organizational objectives. It is the fuel that allows common people to attain uncommon results.

**Teams** are collections of people who gather together around a common goal. This group of people may be within a department or across the organization. What brings them together is the outcome they are driving toward. Members of a team may work at a different pace or create assets differently, but in our experience they often collaborate quickly with each other, a process we call "high velocity teamwork."

Before creating a team, think about the goal, project, or work items and who in your organization can help deliver it collaboratively. Once you've identified them, add these people or groups to a team to start collaborating. Because membership can change over time, it's a good idea to designate multiple owners for each team. For more information, see Scrum Alliance recommends a scrum team size of no more than 9 members. At GSD Mindset, we also recommend organizing a scrum team with all the skills to complete quality work valued by the customer: Product Owner, Scrum Master, Tech Lead or Architect, Business Analyst (to help Product Owner Write Stories), Programmers and Quality Assurance (QA) testers**.** A scrum team size of 9 members may be optimal for Scrum, however your project may need a bigger team to complete all the required work on time. In Agile projects as well as Traditional projects, we face the same Time-Scope-Budget triangle constraints. When Time is fixed, sometimes upper management agrees to add Budget, and then your boss goes out and hires more team members*(Kahn C. Sep 24, 2017) Agile Scrum*

**Build your team gradually**

You may start with a small number of team members to brainstorm as you move forward, and then add new people or groups as you go. The great thing with Microsoft Teams, is that when you add new people or groups, they can quickly get up to speed on what has already been discussed as the conversations and files are available to users regardless of when they join. Try to avoid creating different teams that have the same set of members, as this approach may not provide the desired focus to deliver the project or goal. Outlook is a great tool for sharing those types of group-wide communications.

**Create channels to focus discussions**

Once you've created your team, it’s a good idea to start to think about the different areas of conversations that you want to have to drive towards your goal and create initial channels so that people know where to contribute and to find existing conversations. Be descriptive when naming channels to make it easier to understand what the conversation in the channel is there to achieve.

Our best practice guidance is to create teams with a larger set of members and more channels. To maintain a high quality user experience, it is helpful to minimize the number of teams that require a person's participation. Channels within a team should be thought of as topics or work streams to aid the team in organizing their work to deliver on their join objectives. There is no specific number of channels that should be created. Each team should craft channels based on their work, priorities, and style. Larger organizations may want to create teams as "templates" to standardize the information they capture about specific types of work. This is useful for strategic customer management, classroom management, health care scenarios, claims management, incident management, and other scenarios appropriate to a specific industry.

**Question Six**

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

**The impact of disasters at national level**

At a national level, repeated major disasters have a significant effect on development, through

their economic and social costs, and may create a vicious cycle as underdevelopment increases

the vulnerability of people and society to disaster.

Reduced capacity to cope and to recover.

Human actions that increase vulnerability to disasters.

**Improper resource management**

There are important links between the physical and social processes that determine vulnerability

to disasters. Improper land use and land development can increase the physical magnitude of

hazards. Deforestation provides a classic example. Many rural people with low incomes convert

trees into charcoal. Denuded of vegetation, the land is less able to absorb rainfall, becomes

increasingly prone to drought and, because of the increased run-off of water and soil erosion,

flooding may be increased downstream. Reservoirs may be silted up more quickly, so that water

storage for the next period of drought is reduced, thus increasing the same people’s vulnerability.

Disposal of solid wastes in the steep hillside favelas (squatter settlements) of Rio de Janeiro

provides a similar example in an urban setting. Run-off from rain can build up behind “dams”

created by such wastes, and the resulting saturated soil becomes unstable and subject to

landslides.

Even self-help initiatives can have tragic, unintended results. Inadequate drainage of self-built

water supplies and poorly maintained septic tanks may have contributed to reducing the stability

of a hill in Mameyes, Puerto Rico, where a mudslide buried hundreds of people in 1986.

**Natural disasters**:

Such as hurricanes, cyclones, earthquakes, mudslides, floods, wildfires, volcanic eruptions and weather events like extreme droughts and monsoons – are likely increasing in frequency due to climate change. These events bring with them a host of issues, including humanitarian, public health, environmental and infrastructural problems. (Grosfield L. April 25, 2018)

**Humanitarian Crises**

Climate change and accompanying natural disasters have created a large migrant population, called climate refugees or environmental migrants. These people can be forced out of their homes by an abrupt natural disaster, like a tsunami, or a slower-moving natural disaster, like a relentless drought. In any case, the area where they formerly lived is no longer habitable for one reason or another, or the standard of living has dropped so drastically that the uncertain future of migration looks more promising. It is predicted that by the end of the century there will be 2 billion climate refugees and environmental migrants. Out of a projected population of 11 billion by 2100, that is almost 1/5 of the people on earth. Most of these people will have lived along the coastlines. (Grosfield L. April 25, 2018)

**Public Health Issues**

Health issues are one of the most pressing problems after any natural disaster. It is often the case that facilities for water and toilet hygiene are damaged or inoperable: meaning that the safe disposal of human waste quickly becomes a public health hazard. Further, without running water, hand washing and food hygiene rapidly deteriorate. During and after events like hurricanes and floods, standing water can be a breeding ground for pathogenic bacteria and disease vectors like mosquitoes. In cases where transportation capabilities and infrastructure are damaged, survivors of natural disasters can be cut off from life-saving medications for both acute and chronic conditions, and be isolated from rescue and emergency healthcare services. After a natural disaster event, survivors can experience mental health consequences, including post-traumatic stress disorder, or PTSD. (Grosfield L. April 25, 2018)

**Environmental Problems**

In March 2011, a tsunami following the 9.0-magnitude Tōhoku earthquake in Japan caused what came to be known as the Fukushima Daiichi nuclear disaster, where radioactive material was released in Japan and into the Pacific Ocean. This was the largest nuclear disaster since Chernobyl, and it caused a cascade of issues in the ecosystem and surrounding waters, spreading radioactive material through far-ranging ocean currents. Natural disasters, from tsunamis to wildfires, can cause wide-ranging and long-term consequences for ecosystems: releasing pollution and waste, or simply demolishing habitats. (Grosfield L. April 25, 2018)

**Infrastructural Damage**

One of the most immediate and economically devastating concerns with natural disasters is the damage to both public and private infrastructures. These events can cause billions of dollars in damages, and not all governments are equipped to fund the process of post-disaster cleanup and rebuilding. Further, many private homeowners do not have property insurance, and certain natural disasters fall outside of the scope of insurance coverage; this means that in the wake of a disaster, people can end up losing all of their assets with no opportunity for restitution. Natural disasters can have long-term negative consequences beyond the immediate loss of life and demolition of infrastructure. Often, an area impacted by a natural disaster will show scars of the event for years to come*. (Grosfield L., April 25, 2018)*

**Question Seven**

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

**Importance of Communication in an Organization:**

Effective Communication is significant for managers in the organizations so as to perform the basic functions of management, i.e., Planning, Organizing, Leading and Controlling.

Communication helps managers to perform their jobs and responsibilities. Communication serves as a foundation for planning. All the essential information must be communicated to the managers who in-turn must communicate the plans so as to implement them. Organizing also requires effective communication with others about their job task. Similarly, leaders as managers must communicate effectively with their subordinates so as to achieve the team goals. Controlling is not possible without written and oral communication.

Managers devote a great part of their time in communication. They generally devote approximately 6 hours per day in communicating. They spend great time on face to face or telephonic communication with their superiors, subordinates, colleagues, customers or suppliers. Managers also use Written Communication in form of letters, reports or memos wherever oral communication is not feasible.

Thus, we can say that “effective communication is a building block of successful organizations”. In other words, communication acts as organizational blood.

**The importance of communication in an organization can be summarized as follows:**

* Communication promotes motivation by informing and clarifying the employees about the task to be done, the manner they are performing the task, and how to improve their performance if it is not up to the mark.
* Communication is a source of information to the organizational members for decision-making process as it helps identifying and assessing alternative course of actions.
* Communication also plays a crucial role in altering individual’s attitudes, i.e., a well-informed individual will have better attitude than a less-informed individual. Organizational magazines, journals, meetings and various other forms of oral and written communication help in molding employee’s attitudes.
* Communication also helps in socializing. In today’s life the only presence of another individual fosters communication. It is also said that one cannot survive without communication.
* As discussed earlier, communication also assists in controlling process. It helps controlling organizational member’s behavior in various ways. There are various levels of hierarchy and certain principles and guidelines that employees must follow in an organization. They must comply with organizational policies, perform their job role efficiently and communicate any work problem and grievance to their superiors. Thus, communication helps in controlling function of management. An effective and efficient communication system requires managerial proficiency in delivering and receiving messages. A manager must discover various barriers to communication, analyze the reasons for their occurrence and take preventive steps to avoid those barriers. Thus, the primary responsibility of a manager is to develop and maintain an effective communication system in the organization*. (Prachi Juneja, 2015).*

**Question Eight**

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

**Management**.

**Stress Management Techniques:**

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 technique 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.

The five interpersonal skills and/or attitudes that help reduce stress taken from “Tangible Tips for Handling the Endless Stress in Project Management” by Steven Flannes, Ph.D., Principal, Flannes & Associates below to be really helpful in managing stress in Project Management:

* 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 approaches are used selectively and discretely.
* 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 very 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 hour to take a small step towards improving the situation?”
* 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).
* 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.”
* 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 behavioral 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 perspective.

**Other Techniques:**

* Prioritize: Put up a priority matrix and assign every task based on its urgency and importance. Focus on the tasks that are urgent and important. Don't overwhelm yourself by worrying about your entire workload.
* Avoid extreme reactions: Why hate when a little dislike will do? Why generate anxiety when you can be nervous? Why rage when anger will do the job? Why be depressed when you can just be sad?
* Applying NLP (Neuro-Linguistic Programming) to Stress Reduction: NLP provides a number of excellent tools and concepts to empower individuals to cope with or change non-resourceful or negative stress to resourceful or positive resources. With NLP you can change overwhelming, immobilizing feelings into powerful motivating forces.
* Exercise: Take some time off from your busy schedule and plan for some physical activities, whether it's jogging, cycling, hiking or other activities to work off stress.
* 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.

**Summary**

The success in managing stress does not depend solely on the type of technique that is used, but instead the commitment from the individual that makes the difference. The same strategy might not work for everyone. Individual must take an honest look within him or herself and determine what is practical and make the most sense. Working to reduce stress can enhance happiness and health for many years**.** *(Flannes S., October, 2010)*

**Question Nine**

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

**Principles of Effective and Accurate Leadership:**

There is a great amount of definitions and theories about effective leadership. Each leader chooses their unique formula of success, but still there are keys to authentic leadership that can’t be ignored. Below are 6 important principles each leader should know.

* Lead ethically
* Develop strategic vision
* Build trust
* Encourage followership
* Anticipate and manage change
* Focus on leading people.

Implementing principles to guide your management style elevates your leadership effectiveness and helps you inspire and prepare future leaders. Defining Management Principles Management principles serve as guidelines for the decisions and actions of leaders. A principle, by definition, is a fundamental truth. Therefore, management principles are the fundamental truths within an organization that contribute to its growth and sustain its viability. All organizations employ principles that help them function on a daily basis. Management principles are the fundamental truths that exist within an organization to support its growth and sustain its viability. Organizations depend on their management principles to “plan, organize and control operations, providing direction and coordination, and giving leadership to human efforts, so as to achieve the objectives of the enterprise.” Management principles vary depending on the business, industry and/or culture of an organization. For example, a customer service organization may establish management principles around providing a superior customer experience. Businesses that deliver fast-to-market products may establish management principles around innovation. And while the management principles in your organization may evolve over time, most organizations are built upon a foundational set of management principles that steer organizational growth and effectiveness. The Importance of Management Principles Leaders and managers fill a variety of roles within an organization. They are charged with efficiently and effectively overseeing business operations and achieving organizational goals, while successfully leading and developing the people on their team. Simply stated, managers are responsible for getting the work done. (Kostanyan A. Sep 25, 2017)

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