2017

Leadership in project management: an application in the construction industry

Matta, Anthony

Business Administration Programm, School of Economic Sciences and Business, Neapolis University Pafos

http://hdl.handle.net/11728/10349

Downloaded from HEPHAESTUS Repository, Neapolis University institutional repository
LEADERSHIP IN PROJECT MANAGEMENT:
AN APPLICATION IN THE CONSTRUCTION INDUSTRY

A Thesis

Presented to the School of Business Administration

Neapolis University Pafos

Under the Mentorship of Dario Pontiggia, Ph.D.

In Partial Fulfillment

Of the Requirements for the Degree

Master of Business Administration (MBA)

By

Anthony Matta

August 2017
ACKNOWLEDGEMENTS

First of all, I would like to express my deepest gratitude and appreciation to the faculty and staff that have been very supportive through my studies at Neapolis University Pafos. Each and every one of you has, to some extent, contributed to the accomplishments I have had during these two years.

Second, I would like to thank my advisor on this thesis Dr. Dario Pontiggia. Your continuous support, whether it was during our courses together or during this final stage of my degree, and your constructive suggestions have made this dissertation possible.

Additionally, I would like to thank all the participants who took part in the questionnaire and interview processes. You took time from your busy schedules to offer your expert opinions on the subject of this dissertation, which made my analysis possible.

Last but not least, I would like to thank both my parents for their continuous support through the years. Without your support and encouragements, I would have never made it this far in life, both on a professional and personal level.

Anthony Matta
August 2017
ABSTRACT

A highly structured survey was developed, broken down into three sections, with the objective of validating the concepts of leadership in project management, how they are applied in the construction field, and how the background of each participant influenced their perceptions of leadership. All the participants are professionals in the constructing industry, whether they are project managers, project engineers or superintendents.

The majority of the participants were males and project engineers with 5 to 10 years’ worth of experience in the construction industry. According to the participants, the three most important skills that a leader should have are controlling team performance, communication and understanding the characteristics and requirements of a project. The three most important attributes that a leader should have are problem-solver, motivator and negotiator.

The majority of the participants agreed that leadership is essential for project success, that a project manager should exhibit leadership traits to be promoted, that he should exhibit emotional intelligence including but not limited to self-awareness and self-control in order to motivate the team members, communicate clearly with them, be a role-model and an inspiration to them, be a mentor, support the team members and be mature enough to be able to delegate power and responsibilities over to the team members when the need arises.
# TABLE OF CONTENTS

Acknowledgments ........................................................................................................................................ ii
Abstract .................................................................................................................................................. iii

Chapter 1: Introduction ......................................................................................................................... 1

Chapter 2: Literature Review .............................................................................................................. 3
  2.1: Project Management Defined .................................................................................................... 3
  2.2: Project Success & The Project Manager .................................................................................. 3
  2.3: Leaders & Leadership .............................................................................................................. 5
  2.4: Leadership Theories ............................................................................................................... 5
  2.5: Construction .......................................................................................................................... 7

Chapter 3: Methodology ..................................................................................................................... 8
  3.1: Overview .................................................................................................................................... 8
  3.2: Literature Review .................................................................................................................... 8
  3.3: Survey and Interviews .......................................................................................................... 9
  3.4: Results and Analysis .............................................................................................................. 10
  3.2: Conclusion and Recommendations ..................................................................................... 10

Chapter 4: Results and Analysis ...................................................................................................... 11
  4.1: Section A- Personal Information .......................................................................................... 11
  4.2: Section B- Rankings .............................................................................................................. 13
  4.3: Section C- Statements .......................................................................................................... 18
  4.4: Interview ................................................................................................................................ 27

Chapter 5: Conclusion and Recommendations .................................................................................. 29

Appendix A: Questionnaire ............................................................................................................... 31

Appendix B: Questionnaire Results .................................................................................................. 37

Appendix C: Tables ............................................................................................................................. 45

Appendix D: References ..................................................................................................................... 50