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LEADERSHIP ROLE IN MANAGING PROJECT TEAMS

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Structurally, the dissertation is developed in an introduction, three chapters, conclusion, sources used, applications.

The contents are illustrated by 8 figures, 13 graphs, 16 tables, 67 personal citations and 2 annexes.

The author shall submit a Declaration of originality and authenticity of the dissertation.

The dissertation is available to the interested parties in the Rectorate of IBS and on the website of the university.

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I. GENERAL CHARACTERISTICS OF THE DISSERTATION

1.1. Public importance and relevance of the topic

The dissertation paper is dedicated to an often discussed, widely researched and very topical topic today about the relationship between leadership qualities and management style, and the effectiveness of teamwork in managing project teams. The extremely dynamic development of processes in the modern world makes it necessary to look for new flexible solutions to increase the effectiveness of organizational forms of work in modern organizations. V Modern dynamic conditions Teamwork skills become a key competence of successful managers. The main prerequisites and conditions for reaching effectively working teams are created by the management of organizations, and the reasons for their increased use to solve various problems are the competitive advantages over economic units with outdated organizational forms and insufficiently flexible management systems that do not allow dynamic and rational solutions to be applied in pursuit of goals.

In modern management, teams are the primary means of organizational excellence, not the ultimate goal. They are the basic structural unit of the organizations of the future, and this determines the need for the development of conceptually new management approaches to design effective human interaction. It also requires global changes in workforce behavior. Teams motivate towards excellence, empathy, energize staff and build additional skills¹.

The effectiveness of the team is a variable because it is a function of various factors and it cannot be measured at any moment of the activity. The manager must be well aware of the specific factors of the business environment in order to be able to manage the efficiency of the work comprehensively. This is the reason why in this dissertation the role and importance of the manager-leader in increasing the effectiveness of team activity is explored.

Much of the research on management is focused on the individual project and in particular on the factors and management techniques that influence its

¹ Kamenov, K., Ann. Asenov, K. Hadjiev. *Man teams leaders*. Sofia: Lücker, 2000, p. 139.

success - personal characteristics and leadership style of the project manager, effectiveness of the applied management techniques and approaches, composition of the project team, distribution of roles in the exercise of power in the organizational structure, etc. This dissertation falls precisely in this course of the study of project management of modern organizational structures – the role of the leader in managing effective project teams.

Based on convincing arguments, it is concluded that the management of project teams and the role of the leader in the new context of project-oriented corporate structuring still remains an insufficiently theoretically developed area. In this regard, focusing precisely on the problems of project team management in a multi-project environment and the key role of the leader in this process, This paper falls into issues of great *importance and relevance*.

1.2. Basic research thesis of the dissertation

The main research thesis of the dissertation is *that the sustainability and effectiveness of the management of project teams is in linear relation with leadership experience, competencies, skills, behavior and personal characteristics applied in a specific situational business environment*. In the emerging trend of project management of teams, the importance of leadership behavior and impact on team members is growing. The importance of leadership behavior and impact on team members is growing. The transition of an organization to a project principle of work in a multi-project environment implies a radical change in the logic of thinking and adequate behavior of the participants in the process, in building predictable rational techniques and methods to overcome problems related to team development. In this context, the improvement of team activity, with a view to meeting the performance criteria in a multiproject environment, it is possible to consider, both in relation to the application of appropriate management technology, a flexible approach by the leader, and to provide a favorable external environment.

This thesis is related to the proof of two working hypotheses:

Hypothesis 1. The choice of organizational structure and management requires consideration of many variable factors of the business environment, the specifics of the project implemented, the competencies and expertise of the team and the leadership role and management style of the manager.

Hypothesis 2. The effectiveness of team management is highly variable, depending on the experience, knowledge and skills of the leader to motivate team members to maximize the disclosure of specific individual competencies, rational use of available resources and expertise, and use the capabilities of modern technologies in order to achieve compliance between project goals, mission and long-term goals of the organization.

1.3. Subject, purpose, tasks and scope of the study

The dissertation paper has as **its subject the** specifics of the implementation of leadership management of project teams and its correlation with the multifactorial conditions of the external environment, the type of project type and its life cycle.

The aim of the dissertation is to more fully explore the relationship: "personal characteristics of the leader – effectiveness of team activity", with a view to identifying the power of influence of the factors determining team effectiveness, as well as possible innovative models for leadership behavior in a specific team business environment.

To achieve this objective, the following tasks are defined:

1. Analysis of the state and essence of project management as an effective management concept in a project-oriented organization.
2. Exploring the main characteristics of an effective project team as a critical factor for the success of the organization, in light of the conceptual nature of project management.
3. Exploring the relationship between management and leadership, as well as current trends in their development as theory and practice.
4. Theoretical analysis of the specifics of the leadership role in the management of project teams and identification of the competencies, approaches, management style, mechanisms and activities necessary for the successful management of project teams in order to effectively implement the projects and the goals of the organization.
5. Explore the impact of different leadership styles and clarify the role of leaders in the success of teams and organizations, and staff motivation to achieve goals.
6. Identification and analysis of the relationship between the type of

leadership style and management approaches with the situational conditions of the business environment and possible management solutions to increase project efficiency by conducting a survey with participants in project teams in real multi-project organizations.

Object and scope of the study.

The subject of research in the dissertation is the leader in the management of project teams in a project-oriented organization. The dissertation covers the analysis of the results of a survey conducted among 168 managers from different levels of management in organizations from the city of Nis and Sofia in the second half of 2021. An innovative approach was used to pre-select participants in the specialized survey based on the results of a completed test for the teamwork of **Patrick Lencioni**. Selected for the survey are 120 managers and participants in team projects who have achieved a test score higher than 6 points. This choice ensures higher sustainability and reliability of the answers of the selected participants in the research specialized survey and presenting a realistic picture of the team activity and the role of the leader in the management process.

1.4. Organization and methodology of the study

The overall dissertation is organized in three stages:

The first stage contains a study of the theory and practice of project management as an effective management concept – management approaches, teamwork, criteria for assessing the effectiveness of teamwork.

In the **second stage**, a theoretical analysis of the specifics of the leadership role in the management of project teams was carried out. The essence of leadership, leadership styles, differentiation of the main characteristics of leaders was studied and specific dimensions of leadership in a team environment were studied.

The main thing in **the third stage** is analyzing the results of a specialized survey among 120 managers and participants in teams from different levels of management in companies from different spheres of economic life. The systematized information is structured in several sections, allowing for a detailed factor analysis of managerial knowledge, skills and personal leadership characteristics.

The methods used to achieve the objectives of the study are as follows: method of analysis and synthesis, method of observation, method of induction and deduction, questionnaire survey, specialized test for selection of participants in the empirical study, statistical methods, intuitive and systematic approach.

1.5. Assumptions and restrictions

In order to refine the expectations to the theoretical statement and avoid possible contradictory interpretations, it is essential to make some *clarifications* in advance in relation to the solutions used, terminology, as well as to set *limits* on the scope, methodology and conclusions formulated:

A. Specific concepts are used in the dissertation, such as "multi-project environment", "multi-project organization" and "project-oriented organization". Since all of them are subject to many definitions in the research literature, they are used in the generally known sense and content and do not represent new terminological introductions, which does not require their meaningful explanation and interpretation. In the content characteristics of the source categories, their widely accepted substances are used, which have been defined in advance.

B. It is necessary to clarify that the dissertation does not thoroughly consider all aspects of the operational management of project teams, but only the main features of effective leadership management. In this sense, it does not deal in detail with the different techniques and tools for planning teams, for the ways and models of organizational interaction, nor for the selection and development of teams. Rather, the study is aimed at proving the modern needs for teamwork in project management in a dynamic business environment. Partially discussed are the issues of group dynamics, leadership, motivation of staff, building highly perfect and effective project teams.

C. In the dissertation I do not consider the mechanisms and methods of management in the multiproject environment at all, but only those that are related to the role of the human factor and especially the key role of the leader in the project team, his style and behavior, used techniques and approaches to increase the effectiveness of the work of team members.

D. The empirical research, based on the conducted inquiry, does not claim

to be exhaustive and representative in terms of the management of project teams in multiproject organizations in general. Its purpose is to analyze the factors determining the effectiveness in the management of project teams, including the reasons and nature of the necessary changes in the human resource management system in the organization, the effective techniques and mechanisms used to influence the project participants and the characteristics of the leadership management style, the methods and approaches used. More globally, the content of the analysis is aimed at solving the task of updating and expanding the characteristics of the leader in team activity. This is done on the basis of the presumption that the desired positive effects, as an expression of affirmation and perception, are a function of certain factor interactions and correlation dependencies.

The author is aware of the seriousness and challenge of the topic under consideration and the search for solutions to the subject content of the study. In this sense, there is no doubt about the impossibility of fully covering all factors and their subelements, which would be a precedent for this kind of development.

It should also be taken into account that the analysis is carried out in an extremely dynamic socio-economic environment, in the conditions of a global epidemic pandemic, which has an exceptional impact on the business environment, as well as on the durability and emotional consistency of the respondents in this survey.

In conclusion, I should note that the effective management of the project team is based on the belief that the project, the team and the management process (technology) form a system that must be balanced. Therefore, *the improvement of team management should be sought in the application of situational approach / situational leadership /, i.e. adaptation of the team management to the characteristics (type) of the project performed, including the phases of its life cycle*². In this aspect, the behavior of the leader in teamwork must also be improved.

² Slavjanska, V., *Project Team Management in a Multi-Project Environment*, UARD Yearbook, P., 2017, pp.4-6.



II. BRIEF STATEMENT OF THE DISSERTATION

2.1. INTRODUCTION

The introduction introduces the problems and presents the main points of support of the dissertation. It presents the motive for choosing the topic and the main theses for the topicality and significance of the problem under consideration.

Project management provides benefits to organizations of all sizes, allowing teams to increase the quality of results in a way that is sensitive to cost, efficiency, and organizational timelines. One of the most commonly used organizational forms for the implementation of projects is teamwork. Building project teams implies creating the right conditions for mutual understanding, cooperation, interchangeability and avoiding confrontation and internal conflicts. The team approach is widely used in cases where the expected results require interrelated actions that cannot be achieved successfully through individual efforts. Teamwork motivates the members of the groups and creates an additional synergistic effect, leading to the realization of added value to the final business results.

The fact that work teams are an integral part of modern management and their role is constantly growing. Over an extended period of management development, the focus has been on establishing sustainable environments, traditional roles, and routine operations. Now business priorities in management are changing. The intensive market penetration in all sectors of the economy, globalization and the development of the means of information communication confront organizations with the challenge of change related to the increasing requirements of consumers, the shorter life cycle of products, technological innovations and turbulence in the external business environment. Undoubtedly, the main driving force of these changes is the rapid development of communication and information technologies.

In this process, the role of the leader in team management is of utmost importance to the organization. Team relationships largely depend on the team leader and his or her skills to know and manage human resources, on his or her personal behavior and attitude, and style of work. He must always observe certain and binding rules and principles in all situations - he should not allow a

discrepancy between words and deeds, because this discourages the members of the team and the organization; you should always be positive, focus your attention on the pluses; to be liked because when members like it, they learn faster, set higher standards at work and are more productive; Be kind when they get their people to do the job because a motivated team doesn't need instructions, directions, and continuous challenges. to be generous in relationships with people in the team, because this motivates and contributes to building strong and sustainable relationships in the team and a fruitful working environment.

In the introduction of the dissertation is justified the conclusion that human resource management turns out to be an important managerial role, which is saturated with the most variable and contradictory approaches. The most valuable capital of the organization must be managed clearly, efficiently and extremely carefully, because any turbulence in decision-making is reflected in geometric progression towards team members, and hence on the actual results of the team. Hence the importance, importance and need to explore the relationship "leader behavior - effectiveness of teamwork", which is the main thesis of this dissertation. The paper analyzes the different leadership styles of management and their impact on the effectiveness of teamwork. There is no best leadership style. Successful managers choose their behavior, the mechanisms and approaches used according to the specific situation, observing many other external factors such as personal expertise of the team members, the goals of the organization, deadlines, etc. The main focus of the development is precisely the study of the personal characteristics of the leader and their impact on the effectiveness of the work of the project team.



2.2. CHAPTER ONE

NATURE AND PERSPECTIVES OF PROJECT MANAGEMENT

In the first chapter of the dissertation, an analysis of the state and essence of project management as an effective management concept is made and the management approaches and mechanisms used in practice are discussed.

The founder of the concept of scientific management, which developed at the beginning of the twentieth century in the United States, is considered to be Frederick Winslow Taylor (1856–1915), who first formulated the idea of government as an independent field of study.

Within the *classical school*, the need for a scientific approach to management and the formulation of the general principles of its organization is justified. It emphasizes structural factors, functions and types of activities to achieve goals. By differentiation of separate procedures and tasks, and then their grouping, structural posts, structural units are formed for the effective functioning of the organization.

F.W. Taylor and his followers (**Frank and Lillian Gilbraith**, **Henry Lawrence Gant**, **Garrington Emerson**, etc.) considered the production processes of individual operations, each of which was controlled by managers and, as a result, increased production efficiency. **Henry Gant (1866–1919)** developed operational management, calendar planning and control tools known as "Gantt graphics" and widely used nowadays as graphical methods in project management. A prominent representative of the classical school was also **Henri Fayol (1920)**, who formulated principles, the fulfillment of which was a necessary condition for the performance of managerial functions. *He developed a comprehensive concept, uniting in one system object and subject of management and was the first to divide the management process into a specific type of activities, namely³: preparation, planning, organization, coordination and control.*

The first chapter summarizes that the classical school lays the foundations of project management. To a large extent, the ideas and concepts of its representatives are developed in modern project management, the forms of which are discussed further.

The multiple perspectives on the essence of the management process itself allows it to be viewed through different **approaches**.

It is noted that in management theory it is necessary to distinguish between the concepts of "approach", "principle" and "method". In general, the concept is the approach. The management approach expresses the position, the point of view of the subject of management and gives the direction in the

³ Petkova,I, Kr. Georgieva, *Practical Guide to Project Management*, Four Com, S., p.8

development of the management process. The management process is a set of theoretical and methodological positions that serve as a methodological basis for the government. Based on them, the management process is implemented.

In addition to being a management approach, project management can also be seen as *"the process in which the project manager plans and controls the tasks involved in the project and the resources used by the organization to accomplish it."* Of utmost importance in this process are resources – people, resources, technique and time. Project management itself is associated with using a set criterion within a certain budget, for a certain period of time, by applying management techniques in order to achieve the desired results and successfully complete the project and achieve the objectives.

According to British Standard, a project is defined as *"a unique set of coordinated activities (works) with defined time points for start and end, carried out by the individual or organization to achieve certain goals with established deadlines, costs and performance parameters"*. The logical framework of project management is discussed, the main problem areas in project management are highlighted.

The essence of teamwork as a decisive factor for the success of each project is discussed in detail. Building teams implies creating relationships that are related to mutual understanding, cooperation, interaction and integration. This is how the team works fully to achieve a common goal by striving to create an effective environment without conflicts and misunderstandings. Team building is identified with a modern standard for highly effective activity, in which the strengths of the team participants are rationally used, their expertise and competences. The end result is the realization of a synergistic effect and the effective achievement of the set goals. The team develops a positive "synergism" by realizing joint efforts of its members. It is a united group of individuals with unique expertise, knowledge and skills, each of which is part of the team, which as a result is greater than the sum of the individual parts (i.e. team members). In this sense, the potential of the team is greater than that of the specific individuals or groups, in which they work. That's why teams that work effectively together can achieve better results than individuals. Teams are more flexible than large groups, take more risks, have more ideas than a single person.

Teams are groups with complementary skills and abilities of participants who take mutual responsibility with common goals, preparation and approaches. They successfully achieve the goal by building team spirit and positive moral values and standards. Distinctive characteristics of teamwork are: partnership behavior, mutual respect for the qualification in the specialty and personal competencies, equal participation in determining the methods, content and objectives of the work and its implementation, defending values similar in meaning and content.

The difference between a working group and a team, between a manager and a leader, is clarified. Many researchers do not distinguish a manager from a leader, which does not give them the opportunity to evaluate the essence of the leader's behavior and its importance to the achievement of goals by the team.

Management techniques and style of behavior to increase the effectiveness of team activities are studied.

One of the best-known models that describe the effectiveness of teams is the model of J. R. Heckman, a professor of social and organizational psychology at Harvard University. Three factors influence the effectiveness of performance: matching the results to the needs and expectations of users; the ability of team members to work together in the future; and the extent to which the team meets the individual needs of individual members.

In theory and social practice, there are different criteria for assessing the effectiveness of teams. The dissertation examines eleven criteria that build the block of efficiency, systematized by prof. R. Penchev.:⁴

1. *Balanced roles.*
2. *Clear objectives and agreed final results.*
3. *Openness and confrontation.*
4. *Support and trust.*
5. *Cooperation and conflict.*
6. *Clear procedures.*
7. *Adequate leadership style.*

⁴ Penchev, R. *Project management*. NBU-CDO, S., 1998, p.82

8. Periodic analyses.
9. Individual development.
10. Work relationships between teams within the organization.
11. Good communications.

Teams are not generally effective or ineffective, but vary depending on the interaction of factors that influence performance and the criteria used to evaluate it.

Team management is not easy even in the most favorable times. In order for the team to work towards a common goal and succeed in difficult situations, the leader and all team members must adhere to compliance with some mandatory rules to increase the effectiveness of the team:

- ***To listen and think actively - the likelihood of understanding or being misunderstood is always great. Therefore, before answering, we must check whether we have understood what has been said correctly.***

- ***The leader to understand what his leadership style is and whether he is effective enough*** - self-assessment and criticism of himself are needed, which in turn requires continuous self-improvement of the leader, mastery of innovative techniques and creativity at work.

- ***A leader needs to get to know their team*** if they want to build a good team, they need to take the time to get to know their members and encourage good relationships between them, encourage positive energy in individuals.

- ***To use the full potential of the team – sometimes the people in the organization are greatly underestimated and therefore untapped as available intellectual potential.*** Here lies the manager's "magical" ability to create a motivating environment for the expression of skills, knowledge, creativity.

- ***Accepting and welcoming differences - each person is unique with their own qualities and merits. A good team leader seeks differences so that members complement each other*** and build on their capabilities.

- ***Clearly define the roles and responsibilities in the team - it may sound like an elementary task, but often the roles of team members are beyond their job and functional characteristics. The team must work synchronously, and the strengths and differences of each team member must be transformed into beneficial building energy .***

- **Providing feedback** - feedback will help the team develop every day. It should be proactive and consistent. Communication can add unexpected value to team results.

- **A leader treating people the way they want to, not the way they want to**, is the real key to interpersonal effectiveness within the team.

- **The leader to unite the team members** – first he must make sure that everyone understands the common goal. To involve people in developing a set of shared values, organizational knowledge and principles.

- **Recognitions and awards** - people like to receive recognition for their achievements. Therefore, the manager should take the time and give his team the praise that everyone deserves.

- **Always celebrate successes** - this is not just about acknowledging successes, but also reminding you of what has been achieved and what has been learned. A good leader motivates and inspires the collective spirit.

- **A leader should set a personal example** – he cannot and should not allow himself to be inconsistent. People respect leaders who continually prove that there is full word-to-deed coverage in their daily work.

- **To practice self-management** - a good leader manages his own feelings. Takes responsibility for his actions and behavior, shows high integrity, commitment and honor at work.

- **If necessary, it is necessary to show moderate rigor from the manager** – the leader must make sure that he hires the right people and provides the right conditions for them to grow and develop.

- **Conflict resolution** - the opposite of conflict is not harmony, but apathy (lack of energy). This means that conflict is an invisible energy that must be controlled. Trust is the key to motivating and stimulating people to achieve a common goal.



2.3. CHAPTER TWO

THEORETICAL ANALYSIS OF THE SPECIFICS OF THE LEADERSHIP ROLE IN THE MANAGEMENT OF PROJECT TEAMS

In the second chapter of the dissertation a theoretical analysis of the specifics of the leadership role in the management of project teams is made. The essence of leadership in team management is explained in detail.

The concept of leadership has been the subject of reflection in the last years of the last and the beginning of the current century, especially in developed Western European countries and the United States. Different theories have been created, but two trends prevail. There is a tendency to identify leadership with management. The basis of both is the attempt to work with people. According to the second opinion, leadership should not be confused with management. The manager can be a leader in certain cases, But every manager doesn't have to be a leader. Obviously, a distinction is made between the leader (leader) and the organizer (manager). As John Quincy Adams said , *"If your actions motivate others to dream more, learn more, work more, and achieve more in life, then you are a leader."*

Proof of the indeterminacy of the leadership concept is the many different definitions of leadership. In many works we talk about essence, but in fact some visible manifestations of the content of leadership are traced. Indeed, leadership is a multifaceted problem and very difficult to lend itself to precise scientific determination.

Leadership has the following characteristics:

First, in the presence of a common work task, each group reacts by appointing a leader.

Second, leadership is a group function and cannot be different from the organizational culture (in terms of roles and norms) that the group establishes on the basis of the conscious and unconscious contributions of the participants.

Third, leadership always has one main purpose: it is related to changes in the group – transformation and development – and its main contribution is to give them a meaning that serves the participants and the team task.

The essence of leadership is a combination of the values, characteristics, and goals that define who you want to be.

The difference between leadership and management is analyzed and clarified. These are not concepts with the same meaning, although they are often identified. Warren Bennis and Burt Nanus point out that leadership is about finding direction, while management is more about following it. They created a phrase that became emblematic: *"Managers are people who do things right and leaders are people who do the right things"* (Bennis/Nanus, 1985:21), i.e. leadership means doing the right things, while management is doing things right.

The authors believe that management is concerned with implementing an organization's plans and strategy, while leadership is about creating a vision for the future. They assume that some managers perform both roles and can be described as leaders, but others certainly do not possess these abilities.

John Cotter formulated four main differences between management and leadership in terms of basic processes and expected outcomes:

Table II-1. Key Differences Between Management and Leadership

MANAGEMENT	LEADERSHIP
Planning and making plans to achieve short-term goals	Giving direction – defining a vision for the future and long-term goals
Organization and management of staff	Explaining the Vision and Influencing People
Controlling and solving problems	Motivating and inspiring people
Predictable results and order are achieved	A dramatic change is being achieved in the organization.

In a second chapter, the problem of leadership and management styles in organizations is explored, which takes on new dimensions in the context of dynamic social and historical changes in today's world.

The values, meaning and importance of management are changing, both for organizations and for "individuals: it is not a revolution in technology, machines, technology, software or speed and speed, it is a revolution of management concepts".⁵

There are different leadership styles. There are several basic theories looking at leadership.

⁵ **Drucker, P.**, *Effective Management*. C, Classics and Style, 2002, p. 131.

Behavioral theories emphasize what exactly a leader does and how he behaves. Can we expect him to cooperate, involve the team in decision-making, etc.

Randomness theories look at how a situation influences leadership and for which situations what style of management is appropriate.

Trait theories argue that good leaders share a common set of certain characteristics and that leadership is an innate, instinctive quality that people have or don't have.

Theories of power and influence are based on the different ways leaders use them.

Based on all these theories, today it is concluded that leaders must possess different qualities that bring them benefits in order to be successful. Lead their teams to success.

Some of the main leadership styles studied by theorists and used in the practice of management are discussed:

❖ **Authoritarian leader**

An autocrat is a leader who is focused entirely on results and efficiency. He often makes decisions on his own and expects his subordinates to do exactly what he has ordered.

This leadership style is useful in organizations that work according to certain strict rules (for example, the military industry, manufacturing enterprises).

❖ **A bureaucratic leader**

His style is characterized by accurately following the rules. This style is suitable for high-risk work, such as working with machines, with toxic substances, at a dangerous height, etc.

❖ **Charismatic leader**

This concept was created by Max Weber in 1947. According to the model, leadership is based on charisma – a form of influencing other people through personal attractiveness. This leader inspires a lot of enthusiasm in his team and motivates others to develop and improve themselves.

❖ **Democratic leader**

A democratic leadership style is a combination of two styles: autocrat and non-interfering leader. The Democratic leader constantly seeks feedback and suggestions from his team before making a decision. A democratic leadership

style is often associated with achieving higher levels of employee engagement, satisfaction, and motivation.

❖ **Liberal leader**

This leadership style is the exact opposite of the authoritarian type of leadership. It implies giving full freedom to team members so that they can work in the way that seems effective to them. Liberal leadership is suitable for teams where members are very experienced, qualified and self-sufficient.

❖ **A leader focused on people and relationships**

This style is the opposite of task-oriented leadership. The goal of this type of leaders is entirely aimed at developing, supporting and organizing the people in the team. A people-centered leader encourages teamwork and creative collaboration.

❖ **The Leader-Employee**

This leader is often not officially recognized as such. When a team member at a given level of the organization meets the needs of the team, they are called an employee leader. He is like the democratic leader because everyone is involved together in decision-making.

❖ **Task-Oriented Leader**

This style is oriented only to the completion of tasks. This type of leader can be quite authoritarian. They actively plan, organize, distribute work and necessary roles and monitor the results.

❖ **Transactional leader**

According to B. Bass,⁶ most leaders exercise a transactional style of management. Leading to transactional leadership is the principle of "carrot and stick". The basis of this leadership style is the process of exchange between manager and employees. In exchange for good performance of subordinates, the transactional leader gives rewards, recognition, promotions. In the event that subordinates do not cope well with tasks, They get punished.

❖ **Transformational Leader**

⁶ Bass, B. *Does the Transactional – Transformational Leadership Paradigm Transcend Organizational and National Boundaries?* *American Psychologist*, 52(2), pp.130-139, 1997.

The term "transformational leadership" coined by J. S. Lewis. Burns is expressed in a leader's ability to change the set of values, beliefs, and attitudes of his followers. This type of leader increases the perception of the importance of results, mission and organizational strategy, creates an inspiring vision for the future, expands the range of interests of his followers, pays attention to the growth and development needs of each of them and urges them to look beyond their own interest for the good of the group and the organization.

To choose the most effective leadership style should take into account several things:

- the level of qualification of the team;
- the nature of the work - routine, new or creative;
- the organizational environment - stable or variable, conservative or adventurous;
- What is your preferred style?

Good leaders often instinctively switch from style to style depending on the people they manage and the work being done. One of the most common mistakes in people management is related to the manager's lack of a sufficiently **flexible leadership style** for his associates.

In such a situation, the manager manages his subordinates in the same way, regardless of what *exactly* the subordinates are.

To help managers be more flexible and relevant to the situations they find themselves in with different associates, management specialists Hersey and Blanchard created the so-called "Managers". **"The Theory of Situational Leadership."** It is simple, convincing and quite logically becomes one of the most popular models of people management in the world.

The theory of situational leadership was first published by **Paul Hersey** and **Ken Blanchard** in 1969. The main thesis of situational leadership theory is that **there is no "best" style of leadership**. The most appropriate leadership style depends on the level of development (maturity) of the followers, on the specific environment.

Successful and effective leaders are characterized by the following characteristics:

- **Intelligence**, i.e. the individual is above average, but not at the level of genius. Intelligence is particularly important in solving general and abstract problems.

- **Initiative**, i.e. independence, ingenuity and ability to implement initiatives in practice. However, it is found that the initiative of man after youth (40s) decreases.

- **Self-confidence**, i.e. a moderately high assessment of competence levels and ambitions to master basic knowledge in the community.

But it should be clarified that style is part of the very structure of the personality of the leader. This, firstly. And secondly, which style or combination of what styles he will use is entirely personal choice of the leader. ***The style is based primarily on evaluation, diagnosis of the situation and forecasting future actions***, that is, the style depends to a very large extent on the individual characteristics and abilities of the leader. But the traditions and peculiarities of the environment, as well as the currently dominant trends in the management process, can have an impact.

The specificity of the environment cannot eliminate the leadership impact. In the leadership process it is secondary in nature and can only enhance or reduce the effect of the leader's impact. Much more important is the adequacy of the assessment of this environment, so the main factor for the success or failure of the policy of change is the quality of the leadership, its intellectual abilities⁷. . Inadequate or erroneous assessment of the situation is the most common cause of the failure of one or another leader. And vice versa. A true analysis of reality, strong motivation to work for social goals, moral and volitional qualities and specific skills of the leader could allow him to restructure the situation and realize the change.⁸

⁷ Beck, W. *The World Risk Society*. Obsidian. S., 2001, p.76

⁸ Blondel, J. *Политическое leadership: Путь к всеобъемлющему анализу*. М., 1992., p.92



2.4. THIRD CHAPTER

EMPIRICAL RESEARCH AND FACTOR ANALYSIS OF THE INFLUENCE OF LEADERSHIP CHARACTERISTICS ON THE EFFECTIVENESS OF TEAM ACTIVITY

In the third chapter an in-depth factor analysis of the results of an empirical study of the influence of leadership characteristics on the effectiveness of team activity is made.

The functional dependencies between the managerial skills and the managerial level of the manager in the project are clarified and analyzed.

When assessing skills, there is no single scale or measurement indicator, i.e. there is no "objective" measure. And secondly, there are no real explanations as to why a skill is needed and what it requires for the particular case. The reasons given have led to the situation that this area of the management profile is not sufficiently precisely studied and uniquely defined.

One of the most authoritative researchers of management skills is the American prof. Daniel Katz (1903 - 1998). He believes that management skills are not the same, but different, because the functions and roles that managers perform are different.

The dissertation survey was conducted among 168 managers and members of project teams from different levels of management in organizations from Nis and Sofia in the second half of 2021. The respondents were selected on the basis of the results of a completed test for the teamwork of Patrick Lencioni. Selected for the survey are the persons who have achieved a test score higher than 6 points. This innovative approach ensures higher sustainability and reliability of the selected participants and more effective using the expertise of the participants in the study. It is these characteristics of the teams identified by the answers of the tested respondents that determine, albeit conditionally, an average level of managerial knowledge and skills, which is important for the results and conclusions obtained in the research survey.



Figure III-1. Results of the survey the level of knowledge of the participants about teamwork in the organization

Factor analysis is a branch of applied mathematics created by Charles Spearman to analyze the results of various tests. In general, this statistical method aims to highlight factors that are common to a set of variables between which correlations exist. When applying different study conditions, it is found that the results are not randomly distributed, and certain dependencies and relations exist between them. Factor analysis objectively confirms these dependencies and, within the bounds of a limited set, yields specific values. Factor analysis is performed by correlation of variables. The analysis of factors allows to solve two important problems of the researcher: to describe comprehensively and at the same time compactly the object of measurement. Therefore, the more detailed the influence of factors on a given economic, psychological, organizational magnitude and the change of the performance indicator is analyzed and studied, the more accurate and precise the results of the analysis are.

By factor analysis we understand the methodology for complex and systematic study and measurement of the influence of factors on the magnitude and change of the resulting summary indicators. In the present study, we restrict the factors to a manageable and visible size in advance in order to derive finite and understandable correlation relationships. For this purpose, a series of linear combinations of observed with others are used, which are not visible, but which at another mental level affect the indicator studied.

The object of the study is the role of the leader in increasing the effectiveness of teamwork. **The subject** of the study is an assessment of the real state of the relationship "leadership characteristics – effectiveness of

teamwork" in modern organizations from the cross-border region – Niš District and Sofia District.

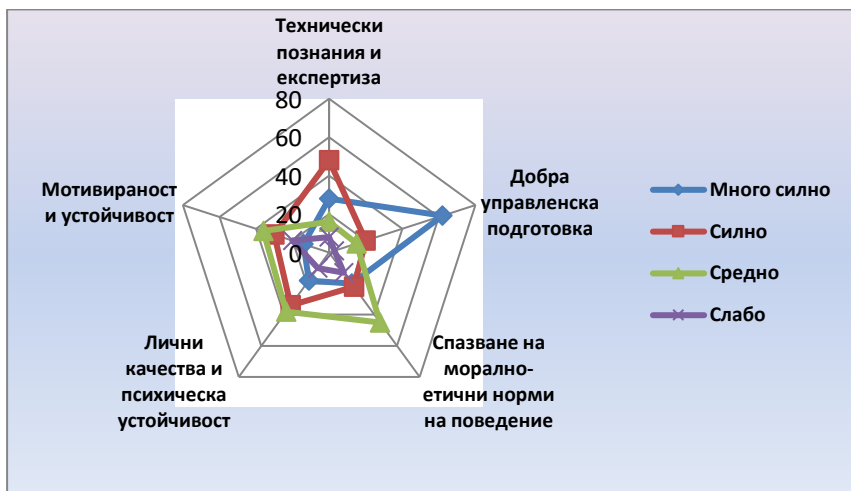
The survey was conducted in 2021 through a specialized inquiry (See appendix2 of the dissertation). The analysis of the responses received from the recipients was carried out through a scientific explanation of the relationships, levels and situational factors that determined the behaviors, attitudes and their assessments. The opinions and assessments of the participants surveyed form a real picture of leadership in modern organizational structures and give grounds to draw conclusions about the power of impact of certain priority skills, knowledge and personal characteristics of the leader on the effectiveness of teamwork in the implementation of various projects.

The profile of the recipients shows a real picture of the demographic structure and state of the companies in the region. It can be seen from the graphs that organizations from industry and the IT sector prevail, which is a good prerequisite for the desired dependence of the leadership role in team activity, which is most developed precisely in these areas of socio-economic life. Also the fact that the number of managers involved in the survey is prevalent gives reason to evaluate more realistically the actual attitude of the respondents to the problem of the role of the manager in the overall organization of team work.

The answers received to the specialized survey examine the interrelations and the level of influence of different characteristics on the effectiveness of team activity.

Exploring the knowledge of leadership management in the organization

Degree of impact of management skills on team effectiveness.



Graph III-1. Graphical depiction of the degree of impact on the team effectiveness of management skills.

The priority management characteristics are differentiated into five groups by examining their influence in four levels. The results obtained are very close to the results of many previous studies of scientists from all over the world. Naturally, a number of situational factors should be taken into account here - project profile, manager's role, organizational level, etc. And secondly, there are no real explanations why a skill is needed and what it requires for the particular case. The reasons given are led to the situation that this area of the management profile is not sufficiently precisely studied and unambiguously defined. This conclusion is confirmed by the analyzed results, which are identified in the scale of moderate values, not in extreme values, which once again proves that situational factors bring additional uncertainty to managers' behavior.

One of the criteria for effective management activity of the leader in teamwork is the enhancement of his professional competence through the accumulation of important personal and business qualities. That is why successful are those leaders who constantly improve their personality and acquire the necessary set of leadership qualities: high intelligence, extensive professional knowledge, common sense, initiative, strong self-esteem, purposefulness and responsibility, combined with freedom and self-

determination. The strong leader is distinguished by a high degree of heterogeneity of the techniques and methods of management used. Management abilities imply a number of managerial traits and skills such as the ability to solve non-standard tasks, think broadly, the ability to provide positive self-regulation in the management system, improve the functional distribution of roles in the team. Of course, a number of psychological qualities should not be overlooked here: the ability to dominate the team, self-esteem, emotional balance, responsibility, sociability and independence.

Regardless of the influence of situational factors, practice proves that the influence of professional skills, technical expertise and good management training are primarily more influential managerial qualities on the effectiveness of teams. This is confirmed in the current study. Very strong influence on efficiency - 62% has good management training; In second place are technical skills and expertise with 28%. It is noticed that the five management skills selected in this way have a stronger impact on performance, which is proof that they are leading characteristics of an effective leader in teamwork.

The percentage distribution of management skills depending on their level of management in the organization.



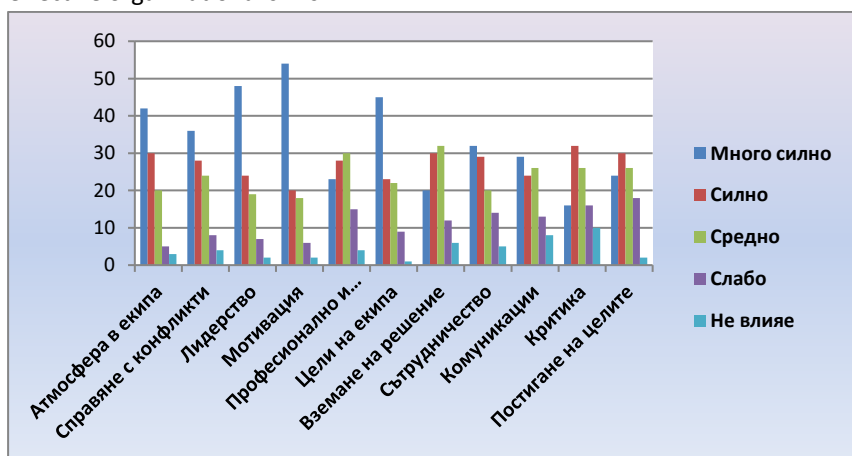
Graph III-2. Graphical depiction of the percentage distribution of managerial skills depending on their level of management in the organization.

The results confirm the practice applied by HR experts, who for different management levels prefer managers with a certain percentage of conceptual, humanitarian and technical skills. The presented graph clearly shows that in

managers at senior management level the highest percentage are conceptual skills – about 50-60%, humanitarian – 30-40% and with the lowest are technical – 10-15%. Every manager needs conceptual skills, but their relative share is greatest for managers at a senior level of management, respectively decreasing in the average and low levels of management in the organization. For example, managers at institutional level deal with strategic planning in the organization, and their conceptual skills are needed in terms of trends, probabilities, risks, connections, etc. For middle level managers, the percentage of the three types of skills is in the range of about 30-35%. For the low management level – the lowest is the percentage of conceptual skills – about 10%, and the highest is technical skills – 35-40%. The relative importance of the technical skills of management activity decreases in managers at higher levels of the organization. Managers at lower levels, especially at the technical level, need significant technical skills to understand the technological process and to be able to guide members to make the right management decisions and implement an effective production process.

Degree of impact on team effectiveness of organizational factors

To achieve high efficiency in the work of the team, the modern leader needs effective organizational skills.



Graph III-3. Graphical depiction of the degree of impact on team effectiveness of organizational factors.

The graph shows that respondents prioritize the availability of leadership and motivation and, with less influence, the presence of criticism and participation in decision-making. These results confirm the critical importance of a leader's organizational skills to motivate people, set the right goals and be able to unite the team for responsible collective work. The main competence of the leader is the ability and willingness to work in a team, to apply effective mechanisms of motivation, a competent role model, to form the rules, to determine the mode of work and to observe it impartially. He creates a favorable atmosphere in the team, as well as comfortable working conditions and knows how to influence the socio-psychological climate in the team.

Study of dependencies in the relationship "leadership qualities and skills - team effectiveness"

The degree of influence for successful teamwork of leadership skills and competencies.

Respondents rated as *"very strong"* the influence of the following leadership qualities - teamwork and networking skills; positive attitude and care for the development of team members; project skills. As *"highly"* assess the impact of - teamwork and networking skills; project skills; positive attitude and care for the development of team members and good communication skills. It is natural that all twelve of these skills and competencies are important for any leader, regardless of his place in the hierarchy of the organizational structure. The conclusions of most studies that the three categories of skills – conceptual, humanitarian, technical – are used by leaders at all levels, but their content is different at different levels of management. However, it can definitely be said that the dependence and influence of leadership skills and competencies is in a directly proportional relationship on the effectiveness of team activity. The ability of the leader in a particular situation to prefer one or another skill and to apply one or another competence determines his power of influence on the effectiveness of the team.

Level of importance for the effective work of the personal characteristics of the leader in your organization.

In the present study, these qualities are analyzed, which are considered by most researchers as a necessary prerequisite for leadership effectiveness. R. Stogdill directs research attention to the following leadership traits - intelligence, responsibility, perseverance, initiative, self-confidence, risk-taking propensity, creativity, vigor, dominance, determination, insight, sociability, persistence, cooperativeness, ambition, tolerance, assertiveness, resilience to Stress. At a later stage in 1959. R. Mann⁹ completes the list of characteristics of the leader by pointing to adaptability, masculinity and conservatism, and S. Zakaro¹⁰ also places emphasis on the ability of a successful leader to respond appropriately to the ever-changing conditions of the environment, exhibiting flexibility.

As a result of more recent research conducted between 1990 and 2003, a list of leadership qualities that are factors in achieving organizational success and higher efficiency at work has been established.

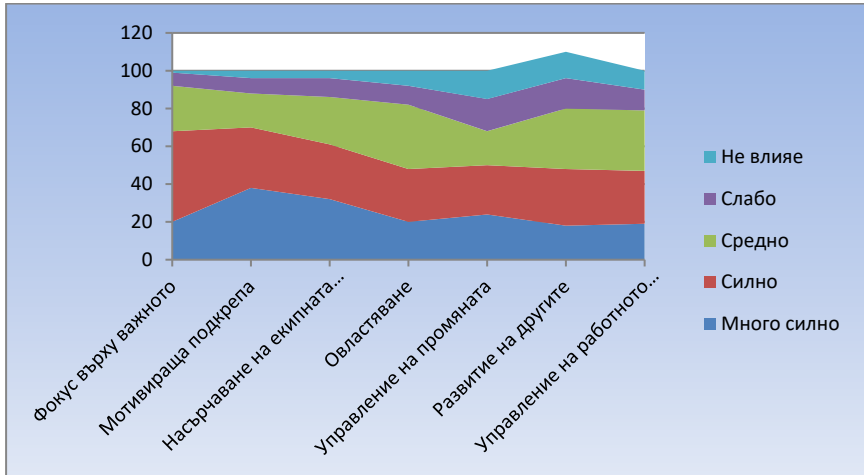
Respondents prioritized and leading to success personal qualities – "leadership", "competence and inspiration", "intelligence" and "looking into the future". With a lower degree of influence, they define – the need for "self-improvement", "self-confidence" and "fair and honest". These results are not surprising. They confirm the findings of scientific studies that look at the correlation "personal qualities of the leader – influence on the effectiveness of team activity" through the prism of the psychological impact of leadership personal qualities on the motivation and behavior of team members. The effectiveness of teamwork is measured, in addition to the results achieved with minimal resource expenditure, by the degree of personal satisfaction with the work of the team members. In this context are also the reflections of the respondents of this study. Each team will prefer its manager to be a good and competent, intelligent and motivating leader to create a good working environment and to make the most of the expertise of team members in pursuit of clear organizational goals.

Assessment of the degree of influence of managerial qualities on the effectiveness of team activity

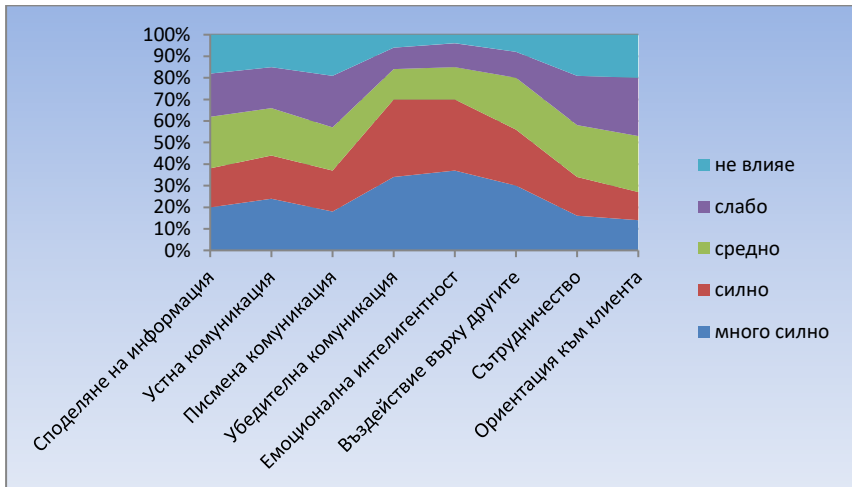
⁹ Northouse, P., *Leadership: Theory and Practice* (6th ed.). Los Angeles: SAGE Publications, 2013, p.88.

¹⁰ Zaccaro, S., *Trait-based perspective*. *American Psychology*, 62(1), pp. 7-16, 2007.

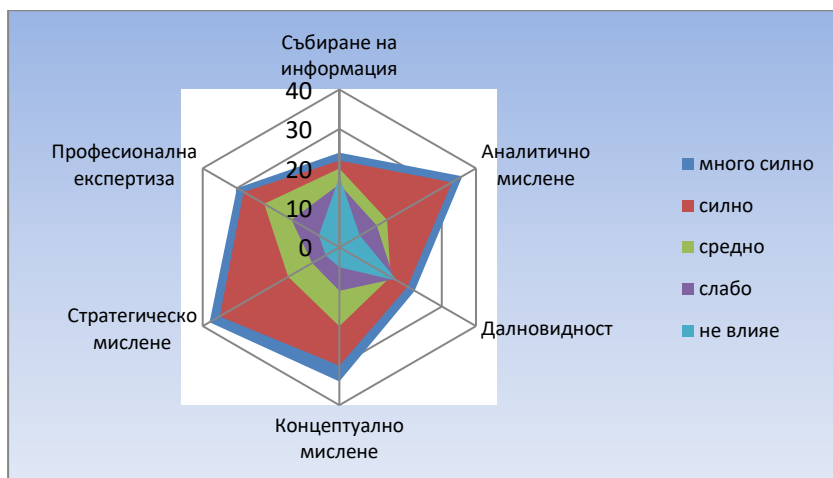
MANAGERIAL MANAGERIAL QUALITIES



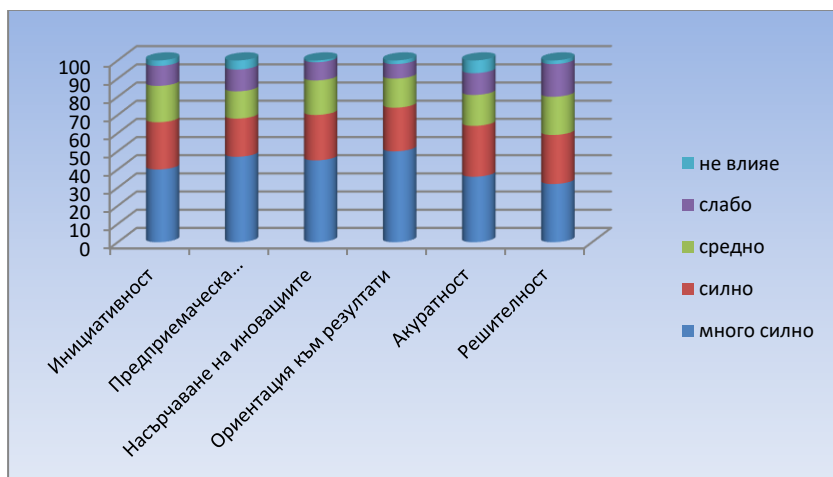
MANAGEMENT QUALITIES RELATED TO COMMUNICATION



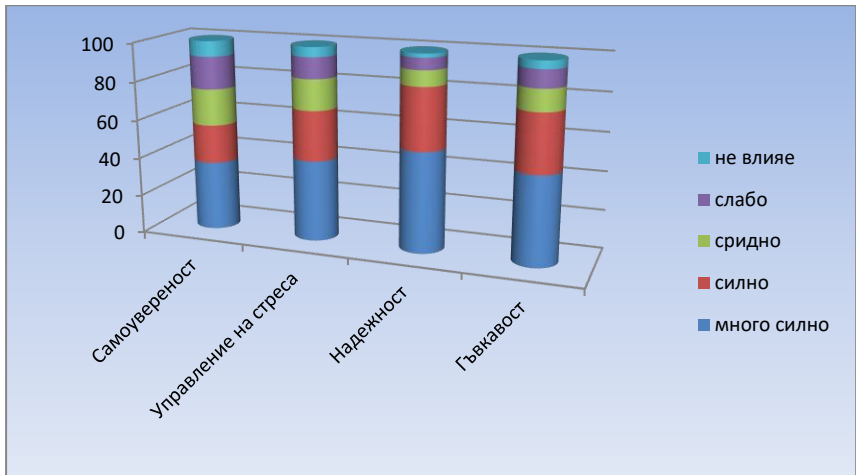
MANAGEMENT QUALITIES RELATED TO PROBLEM SOLVING



MANAGERIAL QUALITIES RELATED TO ACHIEVING RESULTS



PERSONAL QUALITIES



MAIN CONCLUSIONS OF THE STUDY

The effectiveness of team activity is determined mostly by the skills and qualities of the manager. Modern studies show that 85-90% of the achieved results are due to the good training of managers.¹¹ According to R. Vassileva, "... People and organizations need new thinking, going beyond the tried and tested old standards that have worked well in the past. And beyond working well today, as it is uncertain whether it will work tomorrow. The transition is called 'out-of-the-box' – going beyond the established rules, or 're-everything' – rethinking everything, doing things in a new way, thinking in a new way."¹²

The research and analysis of the role of the leader in increasing the effectiveness of teamwork unequivocally confirms the words of John Maxwell that *"The single most effective way to influence an organization is to focus on leadership development. There is almost no limit to the potential of an*

¹¹ **Borisova, L.,** *The Personal and Business Qualities of the Manager – a Factor for Sustainable Development of the Organization*, Management and Sustainable Development 3-4, 2006., p. 235

¹² **Vassileva R.** *Knowledge Management in Modern Organizations*, Manager Magazine, issue 11/2002, p.8

organization that employs good people, elevates them as leaders, and continually develops them."

The effectiveness of leadership in most cases is presented as a resultant quantity, which is influenced by many factors. However, the fact that there is no common understanding of the essence of leadership is a prerequisite for there to be no unanimity and development of a methodology for assessing the factors and their impact on the effectiveness of the leadership process.

The impact of the factors that determine the effectiveness of the leadership process is multipolar and there is no way to find separate determinants of each factor separately. This circumstance is the reason why the mechanism of the specific connections, the content, the nature and the strength of the relationships between the elements of the management process remain insufficiently revealed. Some attempts have been made to build a common theoretical concept, but they have been unsuccessful (there have been some achievements in the field of organizational behavior).

To build a universal model for the effectiveness of leadership at this stage of the development of science, and in the future, is hardly possible. Therefore, it makes sense to explore specific leadership relationships under specific conditions and on this basis to think about a possible higher or lower degree of success and effectiveness of leadership.

In the respondents' responses, a lasting relationship between some leadership competencies is established, such as result orientation, strategic thinking, collaboration and influence, team leadership, change management, market knowledge, comprehensiveness and different character traits, such as curiosity, determination, engagement and insight, they were able to predict how these character traits help in the development of leaders' potential.



III. CONCLUSION

The detailed review of the scientific literature, modern theories and scientific publications, as well as the analysis of the empirical research carried out give grounds **to confirm the implementation of the tasks**. Very justified and with specific arguments, the correctness of the two hypotheses set out in advance in the dissertation is confirmed. The active factors in the business environment are many and they form a complex and dynamically changing organizational culture and behavior of teams and leaders. These actions are determined by the specifics of the project implemented, the available expertise of the team and the leadership role, and management style of managers. The effectiveness of team management is largely and overwhelmingly correlated with the experience, knowledge and skills of the leader. From his personal qualities, from the specific individual competencies and the ability to rationally use the available resources and expertise of the team members depends the effective use of the opportunities for utilization of modern technologies, motivating the team in order to achieve the set goals in a specific situational environment.

The presented theses, scientific justifications, conclusions of research, **confirm the main research thesis** of the dissertation that the sustainability and effectiveness of the management of project teams is in linear relationship with leadership experience, competencies, skills, style, behavior and personal characteristics applied in a specific situational team environment.

The necessary knowledge, skills and competencies that leaders must possess are many, but there are **basic principles** that by observing increases the chances of success. One of the most important skills of a leader is effective communication, the ability to understand and work with other people, to be oriented both to the task and to relationships, thus ensuring cooperation to achieve organizational goals. He must have ***firmness and determination***, to have a long-term vision for the future of the organization and to incorporate long-term values into the organizational culture. Delegating tasks to its team members to develop their skills, thus making them more valuable to the organization and realizing additional synergy and better results.

The role of a leader is ***to maximize the power of people and build on it, to develop, encourage and motivate them.*** The ability to consolidate his time and concentrate is one of the most important, as it will allow him to focus on primary tasks. ***Contemporary leaders focus on their contributions to the organization and build effective relationships,*** direct the exchange of views and ideas in the organization, devote time and resources to discussing implementation.

Through a survey conducted a survey, the influence of different leadership styles was studied and their role in staff motivation and achieving success of the organizations themselves was clarified.

With the help of statistical methods for hypothesis verification and functional analysis of the data obtained from the empirical study, it is proved that the success of organizations depends on different leadership styles and that leadership in conditions of increased competition is imposed as an essential factor for the survival and progress of the organization and its sustainable development. An approach to exploring the role of leadership styles in the success of organizations is proposed, which can be applied to other similar studies. It depends on the skills of the leader which of the styles to use in the particular situation. This is the key to leadership success.

In conclusion, I would say that the management style and approach, combined with leadership qualities and skills, is a key mechanism for influencing and stimulating proactive behavior towards real conditions. This implies responding with innovative solutions and constructive approaches to adverse events from the external environment. However, if the management team does not maintain the most effective and appropriate parameters of organizational culture, It would not be created and would not act to support both the management and the dynamic and innovative development of the organization¹³.

To give prescriptions and technological solutions for specific behavior is not only a difficult task, but also impossible even for specialized teams. And this is

¹³John, H. *Examining Relationships between Transformational Leadership and Employee Creativity and Innovation Performance*. Dissertations & Theses – Gradworks. Northcentral University. 2016. p. 168.

because a person at different times also exhibits different behavior. In some situations, qualities may be manifested, which in others may seem radically opposite. In this case, it is a framework in which some of the main elements of the manager's behavior must be sought and defined that would spare him some purely human weaknesses in connection with the exercise of power and thereby ensure higher managerial efficiency. In doing so, it should always be borne in mind that the main support for the manager in the implementation of the management process are the members of his team.



IV. REFERENCE FOR THE SCIENTIFIC CONTRIBUTIONS OF THE DISSERTATION

The main scientific achievements of a contributing nature contained in the dissertation are considered in several aspects:

1. On the basis of a thorough review of scientific publications and an empirical study, the direct linear relationship between leadership behavior and management style and the effectiveness of team activity in organizations was investigated and proven:

- Basic skills, competences and values for creative and effective leadership in the team are formulated;
- The relationship between the personal characteristics and competences of the leader and the motivation for successful team activity is identified;
- The study shows that sharing a high organizational culture, moral and ethical values and innovative leadership approaches leads to increased efficiency and competitiveness of the organization.

2. The chosen innovative approach of pre-professional selection of the recipients in this study enables the achievement of more real and sustainable results and more effective use of the expertise of the participants to generate and identify practical approaches and mechanisms for increasing the effectiveness of team activity by choosing specific leadership behavior and building positive personal qualities.

3. New impacts of known and defined problems in teamwork were identified and an analysis of their relationship and power of influence with leadership behavior and applied leadership style of management was carried out.

4. The main groups of factors and their degree of importance and power of influence that affect the development and improvement of leadership behavior in team activity are identified.

5. A new knowledge of orientation towards a certain leadership style of management is formulated depending on the changing factors of the dynamic business environment, the shape and size of the project being implemented.

6. In a purely practical aspect, dissertation can contribute to a better clarification and in-depth understanding of the nature, forms and mechanisms

of leadership in team activity, justifying certain theoretical schemes, models and interpretations of the leader's behavior in team activity.

The way of presenting the topic could assist and the ideas expressed in the dissertation could find immediate application in the practice of team-oriented project teams. At the same time, a number of the conclusions and suggestions outlined in the dissertation can serve as a basis for further improving leadership behavior in modern project-oriented business organizations.



V. PUBLICATIONS OF THE AUTHOR RELATED TO THE TOPIC OF THE DISSERTATION

1. Boykov, D., **Djordjevic, Stefan**, Nanova, M. (2022). *Roles in project teams*, Macedonian international journal of marketing, Skopje 2022, Year 8, No. 16, ISSN 1857-9787. p. 15 – 20,

2. Boykov, D. & **Djordjevic, S.** (2021). Current trends in the development of the new public management, Macedonian international journal of marketing "Marketing", Skopje, Year 8, No.12; ISSN 1857-9787

3. **Ђорђевић, Stefan.**, Nanova, M (2021): *Timski rad – success factor-Teamwork – a factor for success*, Zbornik radova sa međunarodnog okruglog chair "Local self-management – Kako iz Kruga inozvijenykh"; Publisher: Stalal Conference Urban and Landscape/Save Gradova and Landscape Srbije, Beograd; ISBN 978-86-80480-30-5. National Library Srbije, COBISS. SR-ID 50530825; CIP 352.07(497.11:497.2)(082)/ 338.48(497.11:497.2)(082)/ 338.45(497.11:497.2)(082), pp. 364-370.

4. Boykov, D. **Djordjevic, Stefan.** (2021). Marketing communications how strategy to stimulate demand, Україна, II Міжнародної науково-практичної конференції «Авіація, промисловість, суспільство», Partsna 2, ISBN 978-966-610-123-8, pp. 293-296.

5. Boykov, D. **Djordjevic, Stefan.** (2021). *Management techniques to increase the efficiency of team activity*, KNOWLEDGE –International Journal Vol. 47.1, pp. 59–64, ISSN 2545-4439.

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7. Boykov, D. **Djordjevic, Stefan.** (2021). Marketing communications how strategy to stimulate demand, Україна, II Міжнародної науково-практичної конференції «Авіація, промисловість, суспільство», Partsna 2, ISBN 978-966-610-123-8, pp. 293-296.

8. Boykov, D., & **Djordjevic, S.** (2020). MOTIVATION FACTORS AS A FREE PRESSURE OF PERSONNEL. *Knowledge International Journal*, 38(1), ISSN 1857-92, pp. 213 – 218. Retrieved from <https://ikm.mk/ojs/index.php/KIJ/article/view/3711>

9. Bojkov, D. **Ђорђевић, С.** (2020): *Laconian Dialect in the Proverbial Communication*, Macedonian international journal of marketing, Skopje, Macedonia, ISSN 1857-9787, s. 40-43.

