



Manufacturing Science and Education 2025

ACTA TECHNICA NAPOCENSIS

Series: Applied Mathematics, Mechanics, and Engineering

Vol. 68, Issue Special III, August, 2025

CASE STUDY IN A BUSINESS CONSULTING COMPANY FOR EUROPEAN FUNDS. ANALYSIS REGARDING THE DEVELOPMENT OF LEADERSHIP SKILLS FOR INCREASING ORGANISATIONAL PERFORMANCE

Mădălina-Maria BREZULEANU, Ion VERZEA, Andrei MĂMĂLIȚĂ

Abstract: Leadership and management are distinct yet interconnected concepts in organisational governance, often leading to confusion. These terms are frequently misused interchangeably, despite their differing roles and function. However, an analysis of the specialised literature reveals clear elements that differentiate the two concepts. The paper aims to explore the leadership style employed within a business consulting firm operating under a project-based management framework and to propose potential strategies for its enhancement. Given the nature of the activities conducted within the company analyzed in this case study, we argue that a participative leadership style is the most effective in driving high performance. Involving employees in decisions related to the composition and organization of project teams fosters greater acceptance of those decisions, positively influencing both the work climate and overall productivity. The findings derived from the leader's questionnaire, along with the responses from the employee survey, suggest that the leadership approach within the organisation is well-balanced, placing equal emphasis on achieving results and maintaining strong interpersonal relationships.

Keywords: leadership, project management, company performance, management

1. INTRODUCTION

The relationship between the two concepts, leadership and management, has generated constant interest in specialist literature. It can also be said that there is a great deal of confusion in understanding, assimilating, and using these terms, as "leadership" and "management" are considered both very different and, at the same time, similar. Some people regard these terms as synonyms and frequently use them interchangeably in expressions and phrases. Others consider them to be extremely antagonistic—so much so that they might argue it is impossible to be both a good manager and a good leader at the same time.

In this context, the topic remains highly relevant, given that a true understanding of these concepts can lead to tangible long-term effects in terms of improving efficiency in production and creating a harmonious and motivating work environment for all those involved in the process.

The paper aims to identify the leadership style implemented within a consultancy firm that operates through project-based management and to propose strategies for its improvement. The company specialises in providing consultancy and business management services, with a particular focus on supporting clients in the development of projects aimed at securing non-reimbursable European funding.

Leadership sets the direction for an organisation. General and long-term objectives originate from the leader, and managers must then execute a plan to achieve them. Leadership is not necessarily concerned with all the details but rather with establishing the vision and inspiring people to follow it.

For each project, a dedicated project management team is assembled, comprising internal company staff and in the case of highly complex or innovative initiatives, external specialists contracted specifically for their expertise. To this end, the company partners with various firms or certified professionals who offer technical services, including design,

architecture, market research and technological process development.

The company's clients are generally public institutions or legal entities of public interest from the administrative-territorial units within the Moldova region.

In terms of leadership behaviour, the following types have been identified:

Task-oriented behaviour – This is characteristic of leaders focused on completing tasks on time and to the appropriate quality standards, ensuring that activities follow established plans and programmes, and precisely defining the quantitative and qualitative performance expectations for each subordinate. Employees are incentivised through performance-based remuneration for each unit of acceptable-quality output. The leader must possess the necessary competence to plan and organise subordinates' work in a way that maximises their performance.

People-oriented behaviour – This approach aims to create an effective working team by supporting subordinates in their efforts and extensively using methods to align their needs with the organisation's requirements.

As research in the field of leadership has advanced, the need to examine leaders' behaviour in relation to the attributes of the context or situations in which this behaviour occurs has been recognised. The context or situation generally refers to the nature of the subordinates, their activities, and the characteristics of the organisation. The increase in competitiveness, globalisation, rapid and continuous change, and the need for the most efficient use of human resources in a knowledge-based economy and society have led to new approaches in the theory and practice of leadership.

2. LITERATURE REVIEW

Warren Bennis considers that a leader must be an innovator, doing things that others have not done or do not do. He is a true visionary, bringing change within the organisation. With the experience of the past, he lives in the present but with his eyes on the future.[1]

Over time, there have been numerous studies aimed at identifying the main characteristics that

a leader must have. Of course, the results have been very varied, but they can be classified into four major groups, namely:

a) Personal qualities - are formed from the set of psychological, intellectual, and behavioural qualities of the leader. Among the indispensable qualities of a leader are vision, competence, and reputation.

b) Social relationships - represent the connections that the leader establishes both with people within the company and with business partners.

c) Deep knowledge of the business - the leader must have solid knowledge in the technical, economic, and social field in which he carries out his activity so that he can identify the best solutions in any situation.

d) Deep knowledge of people - an effective leader must be able to communicate easily and efficiently with people. It is also very important for him to understand the needs and expectations of employees because only in this way will he succeed in motivating and inspiring them to achieve objectives.

The role represents a set of behaviours and tasks that must be fulfilled by a person by virtue of the position they hold. A person who holds a position (function) with formal authority is not automatically a leader; the quality of a leader is acquired through the ability to become a promoter of change, and this process can be orchestrated not only from positions of formal authority but also by building very efficient coalitions of change from positions of informal authority.

Leadership manifests itself differently in organisations, being influenced by a wide variety of factors, the most important being related to the personality of the leader, the characteristics of his supporters, and the specificity of the context in which he evolves. The biggest difference between managers and leaders is the way they motivate their employees, which best defines their way of working and acting. Many people combine both attributes, being both leaders and managers. Likewise, many have management functions but realise that they cannot lead souls, and then they stagnate at the level of managers. Leaders do not have subordinates, at least not when they practise leadership. In this case, they must give up formal authoritarian control

because leadership means having people who follow you, and achieving this is always done voluntarily. [2,4,6]

The interaction of these elements is the basis of the leadership styles we encounter in organisations, regardless of their size or field of activity. Combining the level of preparation of subordinates with the specific elements of behavioural theory, namely task orientation or people orientation, the authors have concluded that there are four leadership styles: persuasive, directive, delegative, and participative. [10,11]

Thus, leadership is not a permanent set of qualities that allows a person to know how to behave best in all circumstances. A good leader may behave better in one situation than in another. However, research has shown that a correct leadership style depends on the following: the nature of the work/ task/ workplace, the preference of employees/ subordinates/ followers, the temperament of the manager/attitudes of the leader, and the situation/ circumstance at a certain moment in time. [5,7,9]

Deep knowledge of the business presupposes a whole series of knowledge in the technical, economic, social, and market fields, which are permanently updated in the memory and on the dashboard of the leader, based on which optimal decisions can be made and adopted in any situation.

Based on the reviewed literature, this research is guided by the following hypotheses: H1: The leadership style predominantly used in the company is participative. H2: Employees with greater professional experience perceive the leadership style more positively.

H3: The leadership style adapts depending on context, not remaining fixed across all situations.

3. RESEARCH METHODOLOGY

Determining the stage of leadership within an organisation is a difficult subject to approach because in Romania this concept is not sufficiently well presented and understood. For this, we will refer to the specialised literature from countries with a developed economy to identify the main characteristics of this concept and the main problems identified in

organisational change management based on case studies.

The main methods by which the leadership style practised in a company can be identified are the questionnaire, observation, interview, and multiple comparison method.

Information concerning the company's core activities, organizational structure and recorded economic performance was sources form its specialized internal departments.

The research employed a descriptive analysis to identify the leadership style practiced within the company, with the primary data collection tool being the questionnaire.

Both questionnaires—the one addressed to the leader and the one addressed to employees—were designed by the authors specifically for this research. The difference in scaling between the two questionnaires was intentional and tailored to match the conceptual dimensions evaluated.

To obtain a clearer and more objective understanding of the leadership style practiced within the company, two questionnaires were developed: one addressed to the company's leader and the other to its employees. The questionnaire for the leader was designed to assess leadership style using the Leadership Grid model developed by R. Blake and J. Mouton. [2] It consisted of 18 items, divided into two categories: one measuring task orientation and the other people orientation. Each item was rated on five-point Likert scale, where 1 indicated 'never' and 5 indicated 'always'. Upon completion score was plotted on the vertical axis (Figure 1).

The employee questionnaire comprised 36 questions structured around four key leadership dimensions: decision-making, change management, team dynamics and organizational processes. Responses were evaluated on a scale from 1 (never) to 5 (always). This instrument aimed to determine whether the perceived leadership style was autocratic, participative or democratic.

The scoring range for leadership style classification was as follows:

- 108 (minimum) to 151: not clearly defined
- 152 to 277: autocratic leadership
- 278 to 417: participative leadership

- 418 to 540: democratic leadership
- Each dimension was analysed using the evaluation framework outline in Table 1.

Table 1

Grid evaluation for the questionnaire addressed to employees

Leadership style	Question number												Total points
AUTOCRAT	3	4	10	9	16	19	36	35	31	34	30	26	152 - 277
PARTICIPATIVE	2	6	8	11	28	13	20	18	17	22	25	12	278 - 417
DEMOCRATIC	1	5	7	14	15	33	23	29	27	24	32	21	418 - 540

The 36 questions were grouped to assess the leadership style applied in four key areas of activity: decision-making, change, teamwork and organisation. Additionally, the questionnaire included items aimed at evaluating specific leadership skills and defining characteristics. These focused on the leader's attitude toward change, involvement in employees' professional development, ability to manage internal conflicts, approach to employee relations and commitment to self-improvement.

The research was conducted through a case study within a consultancy company specialising in European projects, which is representative of the North-Eastern region. The study analysed the actual state of the organisational climate, identified an innovative method, and determined the type of effective leader.

Furthermore, the research employed the interview method to gain insight into the attitudes and preferences of those interviewed, as well as a comparative analysis method to assess the value of the proposed recommendations.

By analysing and interpreting the questionnaire results, it becomes possible to determine whether the leader maintains a consistent leadership style or adjusts their approach according to the specific organisational context and circumstances.

4. RESULTS – LEADER PERSPECTIVE

Interpretation of the Questionnaire Results for the Leader

The questionnaire addressed to the leader consists of 18 questions, half of which focus on task orientation, while the remaining questions pertain to people orientation.

The accuracy of this study's results depends greatly on the level of objectivity with which the leader responded to the questionnaire. One of the challenges associated with using a questionnaire is that, in many cases, people tend to provide ideal answers, disregarding reality.

Table 2

Interpretation of the Questionnaire Results for the Leader

Task orientation		People orientation	
Question No.	Scores	Question No.	Scores
2	4	1	4
3	4	4	3
5	3	6	4
7	3	9	2
8	4	10	2
11	3	12	4
13	4	14	4
15	3	16	4
18	5	17	3
Total	33	Total	30

Final score – task orientation: $33 \times 0.2 = 6.6$ points; Final score – people orientation: $30 \times 0.2 = 6$ points.

The results suggest that the company's leader demonstrates a balanced approach, giving moderate attention to both interpersonal relationships and goal achievement, with a slight emphasis on managerial performance. Based on the questionnaire responses, a leadership style grid was developed to visually represent the leader's position, as illustrated in Figure 1.

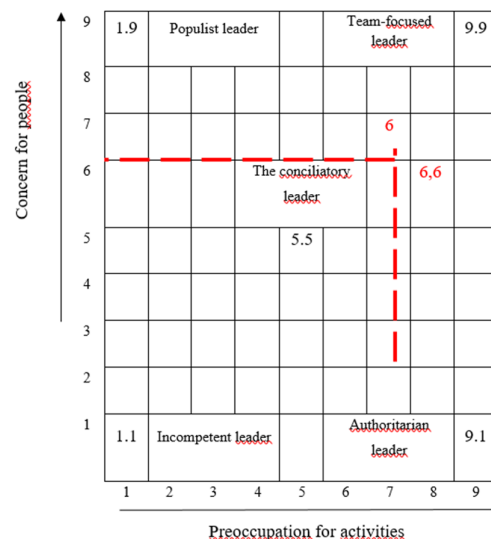


Fig. 1. The Leadership Grid of the Company

As illustrated in Figure 1, the score suggests that the company's leadership style is conciliatory in nature. This type of leadership is generally associated with moderate organisational performance. The leader maintains a steady and balanced focus on both interpersonal relationships and task execution, setting goals that are reasonably challenging but not overly demanding for employees. Leaders with this profile typically possess strong communication skills and are adept at managing conflict within the team.

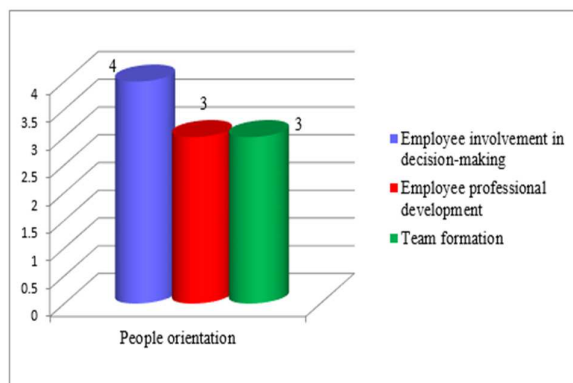


Fig. 2. People Orientation of the Leader

Analysing the leader's responses to the questions regarding his people orientation, it can be observed that he often gives employees the opportunity to participate in the decision-making process, according to Figure 2. This increases the degree of employee involvement in achieving objectives, which can also significantly contribute to their professional development.

As can be seen in Figure 3, the company's leader is very concerned about his professional development, seeking to continuously improve himself.

Considering the specifics of the activities carried out by the company, namely the provision of consulting services, it can be stated that continuous information regarding the news in the field is mandatory, being a necessary condition to obtain high-performance results. It can also be observed that the leader pays special attention to planning, this stage being essential in the case of large and complex projects that he implements.

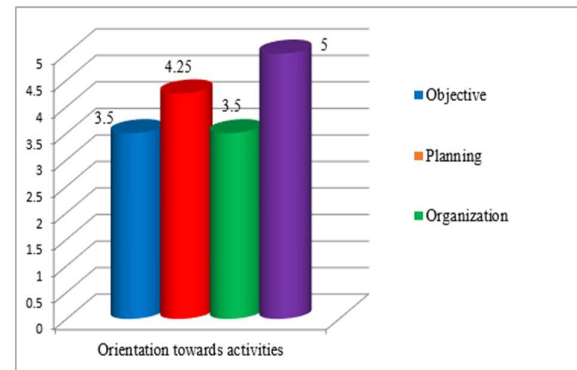


Fig. 3. Task Orientation of the Leader

5. RESULTS – EMPLOYEE PERSPECTIVE

Interpretation of the results of the questionnaire addressed to employees

To obtain a clearer image of the leadership practised within the company, we wanted to find out the employees' opinion regarding the way the organisation is led. For this purpose, we prepared a questionnaire of 36 questions that refer to a wide range of activities that a leader is required to carry out, such as: planning and organising activities, forming the project team, motivating employees, justifying and adopting decisions. In addition, the questionnaire included items targeting key leadership attributes, such as the leader's attitude toward change, level of involvement in employees' professional development, ability to manage internal conflicts, approach to employee relations and commitment to personal growth and self-improvement.

In the questionnaire, subjects were asked to specify both age and professional experience to observe whether people with less experience have a different perception of leadership within the company compared to those who are more experienced.

When new employees become familiar with the organisation and functioning of the company, the leader must adopt a persuasive leadership style, based mainly on instilling confidence and motivating personnel. When employees mature professionally, the participative style is recommended, based on increasing responsibilities.

The structure of the company's personnel, according to professional experience, is presented in Figure 4.

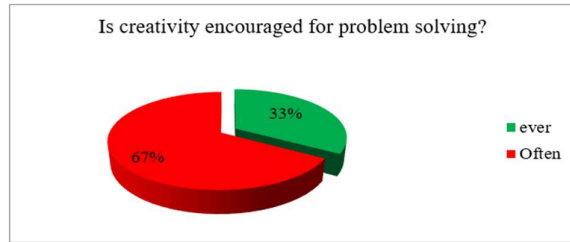


Fig.4. Professional Experience of Employees

As can be seen from Figure 4, the company has relatively experienced personnel, with 67% of employees having professional experience in the consulting field between 2 and 5 years. Considering this aspect, the leadership style that would yield the best results at this moment would be the participative one. Thus, the leader could also ask for the opinion of employees regarding certain decisions, practically using their experience to identify the best solutions to problems.

To identify the leadership style from the perspective of employees, we analysed the responses they gave to the "key" questions in the questionnaire addressed to them.

Question no. 1 refers to the creativity with which problems are solved within the company. The employees' responses are presented in Figure 5.

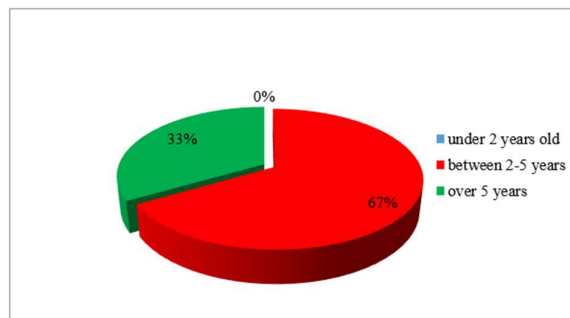


Fig. 5. Stimulating creativity to solve problems within the company

The score obtained for this question is 4.33 out of a total of 5 points. This indicates that the leadership practised in the company is of the democratic type, encouraging original ideas for solving problems.

Question number 18 in the questionnaire is addressed with the purpose of identifying the leader's ability to form a team. The responses offered by subordinates in this regard are presented in Figure 6.

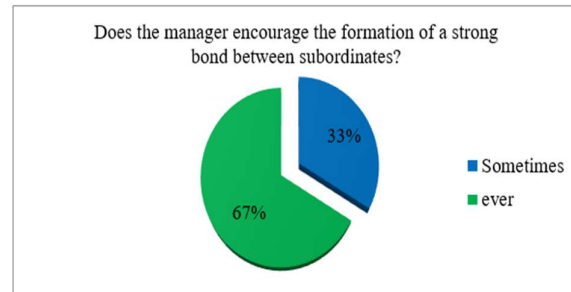


Fig. 6. The leader's ability to create a united team

As can be seen in Figure 6, 67% of subordinates consider that the leader has very good abilities to create coherent project teams, while 33% of employees consider that this happens quite rarely. For a leader, it is extremely important to succeed in transforming groups of specialists into strong teams in which all members are motivated and collaborate efficiently to achieve common objectives.

The leader's ability to manage conflicts is reflected in the responses given by employees to questions number 12 and 22 in the questionnaire. Analysing their responses, we observed that they were quite varied, this aspect being due, first of all, to the subjectivism with which employees view, many times, a conflict in which they are involved. The attitude that the leader adopts towards conflict situations within the company is presented in Figure 7.



Fig. 7. The leader's ability to manage conflicts

As can be seen in Figure 7, 34% of employees consider that the leader often gets involved in resolving conflicts, while 33% of subordinates consider that the manager intervenes only sometimes within the team to defuse conflict situations.

The leader's communication skills are reflected in the responses given by employees to question number 31 in the questionnaire.

Often, managers mistakenly believe that efficient communication is one in which correct and complete information about the tasks to be performed is transmitted in a timely manner. However, an effective leader is one who also knows how to listen to the problems of his subordinates. The opinions of the company's employees regarding the leader's listening ability are presented in Figure 8.

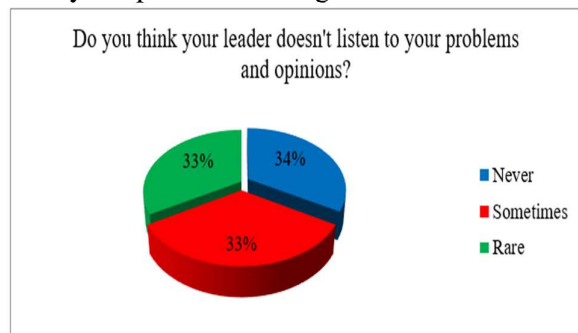


Fig. 8. The leader's communication and listening skills

Analysing the data in Figure 8, it can be observed that the leader has quite good communication skills, with 34% of employees considering that the leader always listens to their problems, while 66% of them consider that, most of the time, their opinions are listened to.

To determine whether a single leadership style is applied within the company or different styles are adopted depending on the existing context at a given moment, we analysed the responses that employees gave to questions regarding: the way decisions are made, the leader's attitude towards change, the way activities are organised, as well as the way the leader relates to the team.

The leadership styles considered for each element were:

- Autocratic style - is specific to leaders who focus all their attention on achieving objectives, neglecting the relationship with subordinates.
- Participative style - is specific to the leader who asks for the opinion of personnel before adopting the final decision himself.
- Democratic style - is specific to the leader who puts the team first, being aware that objectives can be successfully achieved only if employees are satisfied at work.

To determine which leadership style is most frequently applied in the company's decision-making process, we analysed employee

responses to the questions related to how decision are made. In this regard, two questions were included in the questionnaire for each of the leadership styles previously described, allowing for a comparative assessment.

The responses offered by subordinates are presented in Figure 9.

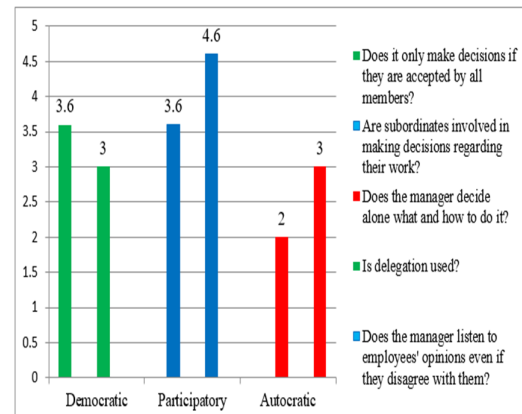


Fig. 9. The leadership style used within the company for decision-making

According to the data presented in Figure 9, the participative leadership style is the most frequently employed in the company's decision-making process, with an average score of 4.1 out a maximum of 5. In comparison, the democratic style received an average score of 3.3. these results indicate that the company's leader effectively leverages employees' professional experience to identify optimal solutions to the challenges facing the organisation.

To identify the leader's attitude towards change, we will analyse the responses that employees gave to questions number 13, 16, and 33 in the questionnaire. Each of these 3 questions reflects a certain leadership style, with the predominant style being identified based on the points awarded by employees. The situation with the responses offered in this sense is presented in Figure 10.

As can be seen in Figure 10, the leader adopts a democratic leadership style regarding change.

Considering the characteristics of the current economy, the openness shown by the leader towards change is very important because it helps in successfully identifying and capitalising on the opportunities that arise in the market, thus contributing to maximising the company's performance. The leadership style used to organise the company's activities can be identified by analysing the responses given by

employees to questions number 2, 3, and 32 in the questionnaire. The responses offered are presented in Figure 11

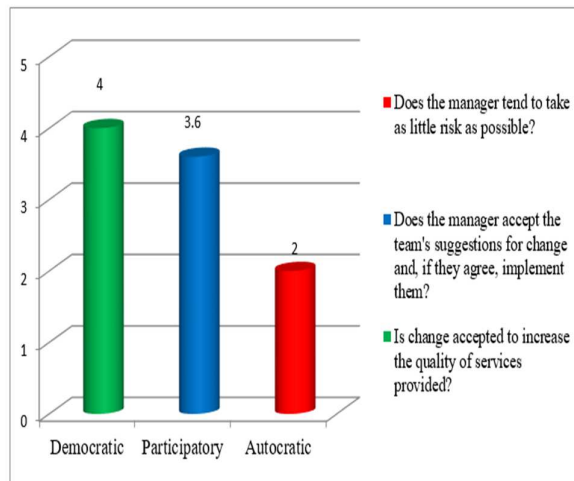


Fig. 10. The leader's attitude towards change

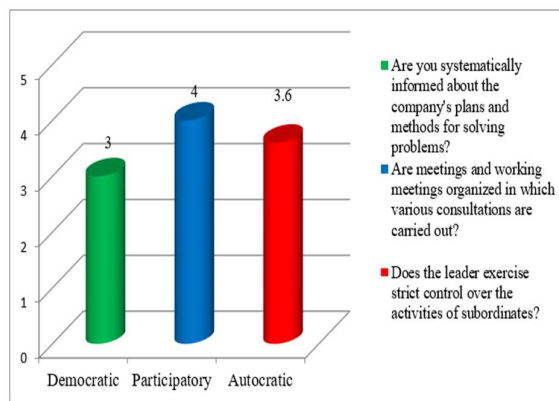


Fig. 11. The leadership style used to organise the company's activities

From the data presented in Figure 11, it can be observed that the leadership style most commonly practised in organising the company's activities is the participative one, which indicates that the leader often asks for the opinion of subordinates to create the most efficient project teams. The responses given by employees to the question regarding the way activities are controlled obtained a score of 3.6 points on a scale from 1 to 5, which indicates that the leader also resorts quite often to an autocratic type of leadership, exercising strict control over the way subordinates carry out their activities. This can have a negative effect on interpersonal relationships but helps a lot in achieving objectives on time by preventing or identifying problems in their early stages.

Thus, the responses given to questions number 24 and 15 reflect the democratic style, those with number 20 and 25 are specific to the participative style, while the autocratic approach is evidenced by the responses given to questions number 34 and 35 in the questionnaire addressed to employees. The responses offered are presented in Figure 12. As shown in Figure 12, the participative leadership style is the most frequently applied in relation to the team, with an average score off 3.45 on a five-point scale,

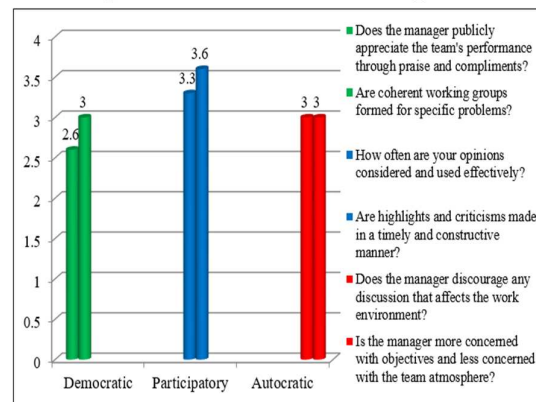


Fig. 12. The leader's attitude towards the team

Based on the analysis above, it can be concluded that the leader does not adhere to a single, fixed leadership style but rather adapts their approach according to the specific circumstances encountered within the company. This flexible use of various leadership organizational objectives. The predominant leadership styles applied across the four core dimensions of leadership are summerised in Table 3.

Table 3

Leadership styles practised within the company

Directions of action	Leadership style practiced
Decision-making	PARTICIPATIVE
Attitude towards change	DEMOCRATIC
Organization of the activity	PARTICIPATIVE
Attitude towards the team	PARTICIPATIVE

The data in Table 3 show that a participative leadership style is consistently applied within the company, particularly in decision-making and activity organization. This suggests that the leader actively consults with subordinates before making decisions, thereby enhancing employee motivation and engagement in achieving organisational goals. the participative approach is also evident in the leader's

interactions with the team, contributing positively to both the work environment and the effectiveness of project teams. In terms of managing change, the leader demonstrates a highly open attitude, indicative of democratic leadership style. To identify the dominant leadership style within the company overall, the evaluation grid forms the employee questionnaire, presented in Table 2.

According to this grid, the leadership style can be determined by summing the responses given by employees to all 36 questions in the questionnaire. Thus, if the score obtained is between 108 and 252 points, then the leadership style practised is autocratic; a score between 253 and 396 points is specific to the participative style, while the democratic type of leadership is predominant when the score obtained is between 397 and 540 points.

The total score obtained by summing the points for the responses given by the company's employees to the questions in the questionnaire was 381 points. Therefore, it can be concluded that the participative leadership style is the predominant approach employed within the company.

The participative leader is the one who considers that the most important resource of the organisation is people. He does not neglect organisational objectives but is aware that they can be achieved only with the help of employees. Most of the time, employees are encouraged to find solutions to current problems on their own, stimulating their creativity.

6. DISCUSSION

Leadership is not just a relationship that is formed between the leader and employees but a dynamic and complex process based on the action of influence.

Although the leadership currently practiced within the company is effective and contributes to overall performance, there is still room for improvement through targeted leadership development programs and training courses. Such initiatives can help the company's leader acquire the competencies needed to craft a more compelling and inspiring vision; one that employees can identify with and that further

enhances their motivation and engagement in their work.

An essential element on which the efficiency of the organisation as a whole depends is communication. Regardless of the leadership style practised, the leader must create an environment that allows simple and efficient communication so that each employee understands what their role is within the organisation.

Feedback represents a simple, cost-effective and highly efficient tool for improving leadership style. Of course, effective feedback can also be obtained by periodically convening open meetings in which employees can come with proposals for solving the problems faced by the company.

7. CONCLUSION

The main conclusions we have reached following the research carried out are:

The company examined in this case study operates within the consulting and business management services sector, with a primary focus on providing specialized support to clients in preparing projects aimed at securing nonrepayable European funding. Based on the analysis of the questionnaire completed by the company's leader, the leadership style identified was conciliatory. The results from the employee questionnaire indicate that the company does not adhere to a single, fixed leadership style, instead, leadership approaches are adapted according to the specific context. Nevertheless, the participative leadership style emerged as the predominant one.

It was found that the leader of the company that constituted the case study knows how to value the professional experience of employees, involving them in the decision-making process.

He is also concerned about continuous improvement in the field of business consulting and shows great openness to change, which allows him to identify and capitalise on opportunities appropriately.

The leader has good organisational skills, being able to create coherent and efficient project teams through which he can respond effectively and operationally to the requirements

of clients who want to access European funds with a high chance of success.

The impact that leadership has on organisational performance is considerable; therefore, it is very important to invest in creating and developing successful leaders.

The findings of this case study may also be extended to other consulting firms or organisations operating in project-based environments, especially those dealing with European funding mechanisms. The participative leadership style appears to be particularly effective in such contexts, where collaboration, flexibility, and staff motivation are essential to success. These insights contribute to the current body of literature on adaptive leadership practices in knowledge-intensive industries.

8. REFERENCES

- [1] Bennis, W., & Nanus, B. *Leaders: The Strategies for Taking Charge*. New York, NY: Harper & Row. ISBN 978-0060152468, 1985
- [2] Blake, R. R., & McCauley, A. A., 1991 *Leadership Dilemmas—Grid Solutions*. Houston, TX: Gulf Publishing Company. ISBN 978-0872014886.
- [3] Clegg, B., & Birch, P., *The Art of Leading Others: A Quick Course*. Bucharest: Polirom Publishing. ISBN 973-681-360-6, 2003
- [4] Crețu, D., Iova, A., & Constantin, D. *Leadership*. Călărași: Agora Publishing. ISBN 978-973-8241-24, 2011
- [5] Gray, J. *Organizational Behavior*. Bucharest: Economic Publishing. ISBN-13: 978-0133951622, 1998
- [6] Hersey, P., & Blanchard, K. H. *The Situational Leader*. New York, NY: Center for Leadership Studies. ISBN 0-446-51342-3, 1984
- [7] Jaques, E., & Clement, S. D. *Executive Leadership: A Practical Guide to Managing Complexity*. Oxford: Wiley. ISBN-13: 978-0631193135, 1994
- [8] Kotter, J. P. *Leading Change*. Boston, MA: Harvard Business Review Press. ISBN-13: 978-1422186435, 2012
- [9] Kotter, J. P. *What Leaders Really Do?*. Bucharest, Meteor Press. ISBN 978-973-728-381-8, 2008
- [10] Nicolescu, O., Verboncu, I. *Fundamentals of Organizational Management*. Bucharest: Tribuna Economică Publishing. ISBN 978-973-709-343-1, 2002
- [11] Northouse, P. G. *Introduction to Leadership: Concepts and Practice (4th ed.)*. Thousand Oaks, CA: SAGE Publications. ISBN-13: 978-1506330082, 2018
- [12] Zaleznik, A. *Human Dilemmas of Leadership*. New York, NY: Harper and Row. ISBN-10: 0060371609, 1996
- [13] Wang, Y., & Howell, J. M. *A Review of Contemporary Leadership Theories*. *Leadership Quarterly*, 32(1), 101412, 2021
- [14] Day, D. V., & Antonakis, J. *Leadership: Past, Present, and Future*. *Annual Review of Organizational Psychology and Organizational Behavior*, 9, 85–114, 2022
- [15] Zhang, X., & Zhou, J. *Participative Leadership in Project-Based Organizations*. *Journal of Business Research*, 155, 113453, 2023

Studiu de caz într-o companie de consultanță în afaceri pentru fonduri europene. Analiza privind dezvoltarea abilităților de leadership pentru creșterea performanței organizaționale

Leadership și management sunt două concepte complexe legate de guvernarea organizațiilor, motiv pentru care au provocat confuzie de-a lungul timpului. Foarte des, acești doi termeni sunt folosiți în mod eronat ca și cum ar fi identici. Cu toate acestea, o analiză a literaturii de specialitate relevă elemente clare care diferențiază cele două concepte. Obiectivul principal al acestei lucrări este de a identifica stilul de leadership aplicat în cadrul unei companii de consultanță în afaceri care utilizează managementul bazat pe proiecte, precum și soluțiile care pot fi adoptate pentru a-l îmbunătăți. Având în vedere caracteristicile activităților desfășurate în cadrul companiei utilizate ca studiu de caz, considerăm că adoptarea unui stil de leadership participativ contribuie la obținerea celei mai bune performanțe. Consultarea angajaților cu privire la componența și organizarea echipelor de proiect crește nivelul de acceptare a deciziilor, ceea ce are un impact pozitiv atât asupra mediului de lucru, cât și asupra productivității. Rezultatele obținute din analiza chestionarului adresat liderului, precum și cele din chestionarul adresat angajaților, indică faptul că leadershipul practicat în cadrul companiei este echilibrat, punând accentul atât pe performanță, cât și pe relațiile interpersonale.

Mădălina-Maria BREZULEANU, Faculty of Industrial Design and Business Management, Gheorghe Asachi Technical University, Romania madalina-maria.brezuleanu@academic.tuiasi.ro
phone: 0758551162

Ion VERZEA, Faculty of Industrial Design and Business Management, Gheorghe Asachi Technical University, Romania, ion.verzea@academic.tuiasi.ro

Andrei MĂMĂLIGĂ, Faculty of Industrial Design and Business Management, Gheorghe Asachi Technical University, Romania, ion.verzea@academic.tuiasi.ro