Report On

Influence of Event Managers' Leadership Styles and Their Effects on Event Management Performance In The Activities of BRAC

By

K. M. Shakib Rahman
18104168

An internship report submitted to the BRAC Business School in partial
fulfillment of the requirements for the degree of
Bachelor of Business Administration

BRAC Business School
BRAC University
January 2023

Declaration

It is hereby declared that

1. The internship report submitted is my own original work while completing the degree at BRAC University.

2. The report does not contain material previously published or written by a third party, except where this is approximately cited through full and accurate referencing.

3. The report does not contain material which has been accepted, or submitted for any other degree or diploma at a university or other institution.

4. I have acknowledged all main sources of help.

Student's Full Name & Signature:

_____

K. M. Shakib Rahman

18104168

Supervisor's Full Name & Signature:

_____

Mr. Mohammad Atiqul Basher

Lecturer, BRAC Business School

BRAC University

Letter Of Transmittal

Mr. Mohammad Atiqul Basher

Lecturer

BRAC Business School

BRAC University

66 Mohakhali, Dhaka -1212

Subject: Submission of internship report on "The influence of event management operations in the activities of BRAC".

Dear Sir,

With due respect and gratitude, I am presenting my internship report on "The influence of event management operations in the activities of BRAC", which was acknowledged under your supervision and guidance. Completing the BUS-400 course and completing this report under your guidance was a tremendous experience for me.

I have completed a 3 month on-site internship at BRAC in the Operations department of Social Innovation Lab. This internship has allowed me to learn and understand a lot of the event management logistics, which I couldn't have learned elsewhere. This report mainly focuses on the management of different events launched and organized by BRAC and its influence.

Sincerely yours,

K. M. Shakib Rahman

18104168

BRAC Business School

BRAC University

Date: 06 January, 2023

Non-Disclosure Agreement

In consideration for an internship placement at BRAC, from (start date) ⎯28/09/2022 to (end date) 28-12-22, the undersigned (hereinafter referred to as "INTERN") agrees to the following:

1. The INTERN agrees that he/she is at least eighteen years old (18) and has provided emergency contact information to the Internship Unit of the BRAC Communications Department;

2. The INTERN agrees that he/she will be receiving BDT 10,000 per month as stipend from BRAC for the duration of his /her internship

3. The Intern will be responsible for his/her own medical emergency and costs arising from accidents and/or illness, incurred during the internship

4. The Intern will be responsible for his/her personal safety and security outside BRAC premises;

5. The INTERN is personally responsible for obtaining necessary visas and arranging travel to and from Bangladesh. BRAC may, at its discretion, provide transportation to and from BRAC premises in-country;

6. The INTERN agrees to abide by the rules and regulations of BRAC and the direction of his/her supervisor and the Internship Unit regarding professional and personal conduct during the internship;

7. The Intern agrees to abide by the Code of Conduct and the following safeguarding policies and guidelines:

   - BRAC Safeguarding Policy
   - BRAC Prevention of Workplace Bullying and Violence Policy and Procedure
   - Child and Adolescent Protection Policy
   - BRAC Adults with Special Needs Policy
   - BRAC Sexual Harassment Elimination (SHE) Policy
   - BRAC Whistleblowing policy
   - BRAC Safeguarding Reporting and Response Mechanism
   - BRAC Guidelines when Communicating with Victim/Survivor

8. The INTERN agrees to abide by the controlled-substance laws of Bangladesh and not to use any illicit drugs or substances considered illegal there or any BRAC premises throughout the internship;

9. The INTERN understands that if he/she would like to change the internship area or focus, this change will have to be decided within the first week of the internship and with the consent of the supervisor and that such change may take up to four (4) weeks;

10. BRAC reserves the right to make changes to the internship programme or in the programme's proposed schedule and itinerary;

11. The INTERN understands that he/she will be serving in an "at will" capacity and that BRAC may terminate the internship if i) INTERN engages in action endangering his/her self or others; (ii)

INTERN's attendance and participation is irregular or their performance does not satisfy the terms of agreement**;** (iii) INTERN's conduct is considered to be inappropriate, detrimental or incompatible with the best interest and welfare of the internship programme. BRAC will notify the sponsoring institution before or immediately upon such termination;

12. The INTERN agrees to keep confidential any and all unpublished information or other information he/she obtains through the course of the internship that he/she knows has not been made public, or should not be made public, except with explicit authorisation from BRAC and not to publish any reports or papers on the basis of information obtained during the internship, both during and after the internship without written approval of the internship supervisor and the BRAC Communications Department;

13. The INTERN recognises that any academic credit or arrangements for academic credit are solely his/her responsibility in his/her dealings with the sponsoring institution. The BRAC designated supervisor will provide the INTERN with reasonable documentation as necessary for these purposes;

14. The INTERN will complete an internship evaluation questionnaire at the end of the internship and submit it to his/her supervisor and the Internships Unit of the CommunicationsDepartment.

15. The INTERN will return his/her temporary BRAC identification badge upon completion.

16. The INTERN agrees that any internship data including write-ups, reports, pictures, etc may be edited and/or used in BRAC communication materials, social networking websites and/or uploaded on BRAC's official website with credit and without compensation.

I have read and understood the conditions governing any participation in BRAC's internship programme. I further understand the possible actions that may be taken should I act in a manner inconsistent with these conditions.

K. M. Shakib Rahman		**28/09/22**
INTERN name	**Signature**	**Date**
Amit Das		**23/10/22**
Supervisor Name	**Signature**	**Date**
Inzamamul Huda		**20/10/22**
BRAC Representative Name	**Signature**	**Date**
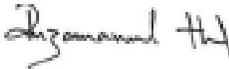
Acknowledgement

I am really appreciative that BRAC Business School gave me the chance to finish my internship at BRAC University. My deepest gratitude is extended to my boss, Mr. Mohammad Atiqul Basher sir, for his tremendous leadership and assistance throughout the procedure.

I also want to express my gratitude to the BRAC event management team for their crucial advice and help with my internship. Their knowledge and professionalism were really helpful to my learning process. Special thanks to Amit Das, my on-site supervisor, for all of his help and advice throughout my internship. I am appreciative to everyone who helped me with my study by voluntarily contributing their time and expertise.

Finally, I want to thank my loved ones and colleagues for their continuous support and inspiration during this journey. Without their love and guidance, this internship would not have been possible. Thank you all for your help and support.

Executive Summary

This research focuses on the event managers' leadership ideologies and how they impact the efficiency of the event management team at the organization BRAC. The study made use of primary information that was gathered by the organization's managers, supervisors, and officials through observations and interviews. The first, second, and third event managers, respectively, were affiliative, pace-setters, and democratic leaders, according to a thematic analysis of the data that was coded. The findings of the research demonstrate how the first event manager's affiliative leadership style established solid bonds with the crew and a happy work environment, but the second event manager's pace-setting style produced high expectations and a demanding workplace. The third event manager's democratic leadership style promoted team engagement and collaboration, which produced great event outcomes.

The study emphasizes how crucial it is to take into account how leadership style affects team productivity in the event management sector.

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Chapter 1: Overview Of Internship

1.1 Student Information

Name: K. M. Shakib Rahman
ID: 18104168
Program: Bachelor of Business Administration
Major/Specialization: Human Resource Management & Marketing
Internship Supervisor: Mr. Mohammad Atiqul Basher

This internship report is submitted in partial fulfillment of the requirements for the BUS 400 course which is the Internship Course for the semester Fall 2022 with a major/specialization in Human Resource Management & Marketing at BRAC University BRAC Business School. It covers the period of 28 September 2022 to 28 December 2022 and documents my internship experience at BRAC.

1.2 Internship Information

Company Name:	**BRAC**
Department/Division:	Social Innovation Lab
Address:	75, Mohakhali, Dhaka - 1212, Bangladesh
Internship Tenure:	03 months
On-Site Supervisor's Name & Position:	**Amit Das** **Programme Manager, Outreach & Capacity Advocacy for Social Change** **BRAC**
Job Description:	● Managing key administrative, logistical, procurement and tender related components of multiple events and its successful execution. ● Preparation of ToR for events. ● Arranging training for different NGOs' regarding

	Capacity Building.
	- Managing communication and Onboarding of different Vendors and companies. - Brainstorming different strategies. - Listing of the stakeholders of BRAC. - Finding challenges and suggesting ways to counter them. - Organizing meetings with vendors and assisting in making decisions on products. - Making calls to NGOs' for followup. - Making checklists for attendance and workforce documentation.

1.3 Internship Outcomes

1.3.1 Student's Contribution to The Company:

As an intern at BRAC, I was responsible for managing key administrative, logistical, procurement, and tender-related components of multiple events and ensuring their successful execution. This included preparing terms of reference for events, arranging training for NGOs on capacity building, and managing communication and onboarding of vendors and companies.
In addition to these responsibilities, I also contributed to the brainstorming of different strategies and the identification of stakeholders for BRAC. I assisted in finding challenges and suggesting ways to counter them, as well as organizing meetings with vendors and helping to make decisions on products. I made calls to NGOs for follow-up and prepared checklists for attendance and workforce documentation.
Overall, my contribution to the company was focused on supporting the smooth operation and success of events and initiatives, as well as on identifying and addressing potential challenges and improving processes. I am grateful for the opportunity to have gained valuable experience and to have made a meaningful contribution to the work of BRAC.
I have written this internship report on a topic which focuses on the leadership skills and execution of BRAC events and workshops which would contribute to the organizations and also my internship course in BRAC Business School. I have learned quite a lot from the last 3 months in BRAC.

1.3.2 Benefits to The Student:

When I had the chance to contribute at BRAC's Social Innovation Lab, I took advantage of the chance to learn a lot about event management operations and how they affect the operations of

the company. I got the opportunity to collaborate with a group of seasoned experts and gain knowledge from their advice and experience. I gained quite a bit of knowledge at BRAC about the workings of event management and how they affect the operations of the organization. Working with a group of seasoned experts gave me the chance to benefit from their knowledge and direction.

I gained a variety of skills and competences via my participation in numerous activities and responsibilities, including creating terms of reference for events, planning training for NGOs on capacity development, and managing vendor and company communication and onboarding. These skills and competencies will be useful in my future academic work and professional endeavors.

My internship gave me the opportunity to widen my viewpoint and comprehension of the development industry as well as the role of events in promoting and supporting social change, in addition to the practical skills and information I acquired. The Frugal Innovation Forum, which brought together international practitioners, thinkers, academics, politicians, and financial ecosystem partners to come up with solutions to challenging social issues, also provided me with a monthly salary of BDT 10,000 and the great opportunity to work on the FIF event named "The Future of Development in a Post-Pandemic World."

I consented to assume duties like overseeing the event budget, facilitating communication with outside partners, looking into best practices, and practicing, promoting, and endorsing safeguarding policies and procedures as well as adhering to the safeguarding reporting procedure in the event of any incidents.

Overall, I had a rewarding and educational internship at BRAC's Social Innovation Lab that gave me new knowledge, abilities, and experiences that will be beneficial in my future academic work and professional endeavors.

1.3.3 Problems/Difficulties:

I encountered a variety of obstacles throughout my internship at BRAC's Social Innovation Lab, which forced me to adapt and come up with solutions in order to successfully carry out my duties.

First, I would like to say that the interns receive a normal staff ID card which helps them to enter BRAC and the floors. But it lacks the ability to take the subsidized lunch as well as transport facilities. It was also quite a hassle to get ahold of my ID card as the requisition of it was getting rejected for no reason. During the 20 days before I got hold of the card, I had to rely on other colleagues to help me enter into the BRAC Head Office.

Organizing the Frugal Innovation Forum 2022's event budget was one of the biggest difficulties I encountered. To keep track of spending and make sure we kept under budget, this required me to be very organized and detail-oriented. I also had to be proactive in looking for ways to cut costs and giving the team financial advice.

Working with several other partners to achieve deadlines for the Frugal Innovation Forum was another difficulty I encountered. To make sure that everything was finished on time, I had to be skilled at prioritizing things and managing my time.

In addition to these issues, I also had trouble locating the world's best practices and coming up with original material for the Frugal Innovation Forum. In order to come up with creative ideas, I had to be resourceful and look for fresh knowledge and inspiration.

Overall, the obstacles and problems I faced during my internship forced me to be flexible, resourceful, and proactive in order for me to succeed.

1.3.4 Recommendations:

Based on my experience as an intern at BRAC's Social Innovation Lab, I have a few recommendations for the organization to consider:

1. Provide more support and guidance for interns to help them navigate their tasks and responsibilities and to make the most of their internship experience. This could include providing more detailed instructions, setting clear expectations, and offering regular feedback and support.
2. Consider providing more resources and training for interns to help them develop the skills and knowledge they need to succeed in their roles. This could include training on event management, project management, research, and communication skills.
3. They could try to add the onboarding session when an intern joins the organization, so that he/she has the opportunity to explore even more.
4. Encourage open communication and collaboration between interns and their supervisors to facilitate the sharing of ideas, feedback, and support. This could be done through regular meetings, check-ins, and open-door policies.
5. Consider implementing temporary pin numbers for interns to allow them to access necessary resources and systems more easily and efficiently. This could include access to online tools and systems, as well as physical resources such as bus or lunch facilities.

Overall, I believe that these recommendations could help to enhance the internship experience at BRAC's Social Innovation Lab and support interns in achieving their goals and learning as much as possible during their time with the organization.

Chapter 2: About BRAC

Fig 1: BRAC

2.1 Introduction

BRAC, also known as the Bangladesh Rural Advancement Committee, is a development agency that uses a variety of programs and services to empower those who live in poverty. In response to the refugee crisis brought on by the Bangladesh Liberation War, BRAC was established in 1972. Since then, it has expanded to become the biggest development organization in the world, serving over 150 million people in 11 nations.
In this paper, we will explore the history, mission, vision, and goals and objectives of BRAC. We will also discuss the organization's approach to development and its key programs and initiatives.

2.1.1 Mission:

The goal of BRAC is to help those who are impoverished to bring about positive change in their own lives. The organization seeks to create opportunities for people to improve their livelihoods, health, and well-being, and to promote social and economic development in the communities where it works.

2.1.2 Vision:

The goal of BRAC is for there to be no exploitation or prejudice in the world and for everyone to be able to reach their full potential. The organization seeks to create a world where all people have access to the resources and opportunities they need to lead healthy, fulfilling lives, and where they can contribute to the development and well-being of their communities.

2.1.3 Goals & Objectives of BRAC:
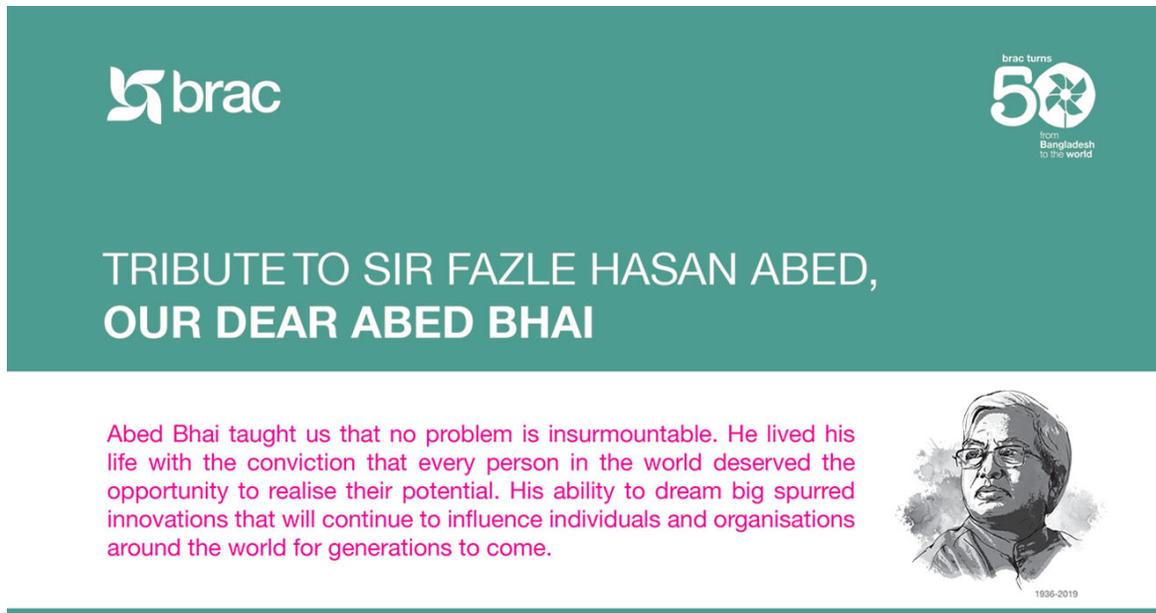
Fig 2: Abed Bhai's Goals & Objectives for Creating BRAC

BRAC has a number of specific goals and objectives that guide its work. These include:

- Reducing poverty and inequality: BRAC seeks to reduce poverty and inequality by providing people with the skills, knowledge, and resources they need to improve their lives and increase their income.
- Promoting education and learning: BRAC believes that education is key to breaking the cycle of poverty and promoting development. The organization works to provide children and adults with access to quality education and learning opportunities.
- Improving health and well-being: BRAC seeks to improve health and well-being by providing people with access to healthcare services and promoting healthy behaviors. The organization also works to build the capacity of communities to address health issues and to advocate for policies that promote health and well-being.
- Protecting human rights and promoting social justice: BRAC works to protect the rights of marginalized and vulnerable groups, and to promote social justice by advocating for policies and practices that promote equality and respect for human rights.

2.2 Overview of The Company

Fig 3: BRAC turned 50

BRAC is a development organization that works to empower people living in poverty through a range of programs and services. In response to the refugee crisis brought on by the Bangladesh Liberation War, BRAC was established in 1972. Since then, it has expanded to become the biggest development organization in the world, serving over 150 million people in 11 nations. BRAC envisions a future devoid of all forms of exploitation and prejudice, one in which every person has the opportunity to realize their full potential. Its objective is to enable individuals living in poverty to bring about good change in their own lives. The organization's work is guided by a variety of particular aims and objectives, such as lowering poverty and inequality, fostering learning and education, enhancing health and wellbeing, defending human rights, and advancing social justice.

BRAC operates a range of programs in areas such as education, health, agriculture, human rights, and disaster management, and also runs a number of social enterprises that generate income to support its development work. It is known for its innovative approach to problem-solving and its commitment to evidence-based practices, and has a number of research and evaluation units that study the effectiveness of its programs and help to inform the design of new initiatives. Overall, BRAC is a leading global development organization that works to empower people living in poverty and address a range of social and economic challenges.

2.3 Management Practices

Dedicated to eradicating poverty and advancing social justice, BRAC is a development organization. As such, the organization's management practices likely focus on maximizing impact and efficiency in order to achieve its goals. Some specific management practices that BRAC may use include:

1. Evidence-based decision making: BRAC likely relies on data and research to inform its management decisions and ensure that its programs are effective.

2. Collaboration and partnerships: BRAC work with a variety of stakeholders, including government agencies, other NGOs, and community organizations. Collaboration and

partnerships can help the organization leverage resources and expertise to achieve its goals.

3. Capacity building: BRAC likely works to build the capacity of individuals and communities to address their own development challenges. This may involve training, education, and support for community-led initiatives.

4. Monitoring and evaluation: BRAC likely has systems in place to track progress and measure the impact of its programs. This helps the organization identify areas for improvement and adjust its approach as needed.

5. Innovation: BRAC's focus on social innovation suggests that the organization encourages creative thinking and experimentation in order to identify new approaches to addressing social challenges.

2.3.1 Leadership Style:

After interviewing my supervisor, Amit Das, I have come to understand that BRAC has emphasized participative, transformational, and visionary leadership styles in its management practices.

2.3.1.1 Participative Leadership:

This involves seeking input and feedback from team members and fostering a sense of collaboration and shared decision-making. This style may be effective in situations where there is a need for collective buy-in or where team members have unique perspectives or expertise to contribute. According to a 2009 paper published in the Journal of International Development, BRAC has a "flat and decentralized organizational structure," which allows for greater collaboration and participation in decision-making among team members. The paper also notes that BRAC has a "culture of trust, respect, and transparency," which may further support the use of participative leadership.

2.3.1.2 Transformational Leadership:

This involves inspiring and motivating team members to achieve a shared vision or goal. This style may be effective in situations where the leader is able to create a sense of purpose and meaning for team members, and where there is a need for creativity and innovation. A 2013 paper published in the Journal of Business Ethics cites BRAC's "social vision" and "commitment to social justice" as key drivers of its transformational leadership approach. The paper also notes that BRAC's leadership style is characterized by "trust, empowerment, and ethical conduct," which may further contribute to its transformational approach.

2.3.1.3 Visionary Leadership:

This involves setting a clear and compelling vision for the organization and inspiring team members to work towards achieving it. This style may be effective in situations where there is a need for long-term planning and strategic thinking, and where the leader is able to effectively communicate and sell the vision to team members. A 2018 paper published in the Journal of Management Education notes that BRAC has a "clear and compelling vision" and that its leaders "inspire and guide" team members towards achieving it. The paper also notes that BRAC has a "culture of innovation" and "emphasizes continuous learning and improvement," which may further support its use of visionary leadership.

It is important to note that leadership styles can vary depending on the goals, values, and culture of an organization, as well as the specific leadership roles and responsibilities of individual leaders. Additionally, leadership styles can evolve and change over time as an organization grows and adapts to new challenges and opportunities.

2.3.2 HR Planning Process:

BRAC has a well-established human resource planning process that is designed to support the organization's mission, values, and goals. The process includes several key components that includes pay, training and development, performance evaluation, and recruitment and selection

2.3.2.1 Recruitment & selection process:

The recruitment and selection process at BRAC is designed to identify and attract qualified candidates who align with the organization's values and mission. According to a 2009 paper published in the Journal of International Development, BRAC uses a "comprehensive recruitment process," which includes advertising positions through various channels, reviewing resumes and applications, and conducting interviews with shortlisted candidates. The paper notes that BRAC also considers candidates' "personality, motivation, and potential to fit within the organization" as part of its recruitment and selection process.

2.3.2.2 Compensation System:

The compensation system at BRAC is designed to attract and retain top talent, while also being fair and transparent. A 2013 paper published in the Journal of Business Ethics notes that BRAC has a "standardized salary scale" that is based on "skills, qualifications, and experience." The paper also notes that BRAC provides additional benefits such as medical insurance, annual leave, and housing subsidies to its employees.

2.3.2.3 Training & Development:

Training and development initiatives at BRAC are designed to support the ongoing learning and development of team members. According to the 2009 paper published in the Journal of International Development, BRAC provides "regular training and capacity building" to its team members through various means, including in-house training programs, external training programs, and on-the-job training. The paper notes that BRAC also provides support for team members to pursue higher education and professional development opportunities.

2.3.2.4 Performance Appraisal System:

The performance appraisal system at BRAC is designed to evaluate the performance and progress of team members, and to provide feedback and support for their ongoing development. According to the 2009 paper published in the Journal of International Development, BRAC has a "performance-based appraisal system" that includes both formal and informal evaluations, as well as ongoing feedback and coaching. The paper notes that BRAC's appraisal system is designed to be "transparent, participative, and fair," and to encourage team members to "constantly improve their skills and competencies.

Overall, BRAC's human resource planning process is designed to support the organization's mission and values, and to attract, retain, and develop top talent. It is important to note that human resource planning processes can vary depending on the goals, values, and culture of an organization, as well as the specific needs and challenges of the organization.

2.4 Marketing Practices

BRAC is a development organization that works to alleviate poverty and promote social justice. As such, its marketing practices may differ from those of a traditional business. Some specific marketing practices that BRAC may use include:

1. Targeting specific groups or communities: BRAC may focus its marketing efforts on specific groups or communities that are most in need of its services or most likely to benefit from them.
2. Partnering with other organizations: BRAC may work with other NGOs, government agencies, or community organizations to reach wider audiences or leverage additional resources.
3. Using social media and other digital channels: BRAC may use social media and other digital channels to communicate with its stakeholders and promote its programs and initiatives.
4. Creating educational materials: BRAC may create educational materials, such as brochures or videos, to raise awareness about its programs and the issues it addresses.

5. Participating in events and conferences: BRAC may participate in events and conferences in order to share its work and learn from others in the development sector.

BRAC's marketing practices are likely focused on promoting its programs and initiatives, raising awareness about the issues it addresses, and engaging with stakeholders in order to achieve its goals.

2.4.1 Marketing Strategy:

BRAC is a development organization that works to alleviate poverty and promote social justice. Its marketing strategy is likely focused on promoting its programs and initiatives, raising awareness about the issues it addresses, and engaging with stakeholders in order to achieve its goals.

2.4.2 Target Customers, Targeting and Positioning Strategy:

BRAC targets specific groups or communities that are most in need of its services or most likely to benefit from them. It may also target partners and donors in order to secure funding for its programs. BRAC positions itself as a leader in the development sector, working to address complex social issues in innovative and effective ways.

2.4.3 Marketing Channels:

BRAC may use a variety of marketing channels to promote its programs and initiatives. These may include social media, educational materials, events and conferences, and partnerships with other organizations.

2.4.4 Product/New Product Development and Competitive Practices:

BRAC may develop new programs or initiatives in order to address changing needs or take advantage of emerging opportunities. It may also research and analyze the work of other organizations in order to identify best practices and stay competitive in the development sector.

2.4.5 Branding Activities:

BRAC may use branding activities, such as developing a strong brand identity and consistent messaging, to establish itself as a leader in the development sector and build trust with stakeholders.

2.4.6 Advertising and Promotion Strategies:

BRAC may use advertising and promotion strategies, including social media and digital marketing, to raise awareness about its programs and initiatives and engage with stakeholders. It may also use these channels to share success stories and communicate updates about its work.

2.4.7 Critical Marketing Issues and Gaps:

BRAC may face challenges related to marketing its programs and initiatives, such as limited resources or a lack of awareness about the issues it addresses. It may also identify gaps in its marketing efforts, such as a lack of targeted messaging or a need to improve its digital presence.

2.5 Financial Performance & Accounting Practices

2.5.1 Financial Performance:

BRAC is a sizable worldwide development organization with a focus on reducing poverty and empowering the underprivileged. As such, the organization's financial performance is measured not only in terms of traditional financial metrics such as liquidity, solvency, efficiency, profitability, and leverage, but also in terms of its impact on the lives of the communities it serves.
In terms of liquidity and solvency, BRAC has consistently maintained strong balances of cash and other liquid assets, as well as a healthy debt-to-equity ratio, indicating its ability to fulfill its immediate financial commitments and maintain financial stability. The organization has also demonstrated high levels of efficiency, with low overhead costs and a focus on maximizing the impact of its resources.

Revenue Expenditure 2021 vs 2020

■ Revenue Expenditure 2020-21   ■ Revenue Expenditure 2019-20

	2020-21	2019-20
Microfinance	652.7	474.4
Social enterprises	162.3	139.7
Health programme	60.1	57.1
HCMP	53.2	52.6
Education programme	22.6	27.8
UPG	21.4	18.6
SDP	7.4	8.3
WASH	4.2	2.8
HRLS	3.5	3.7
CEP	3.1	3.3
Others	43.5	29.3
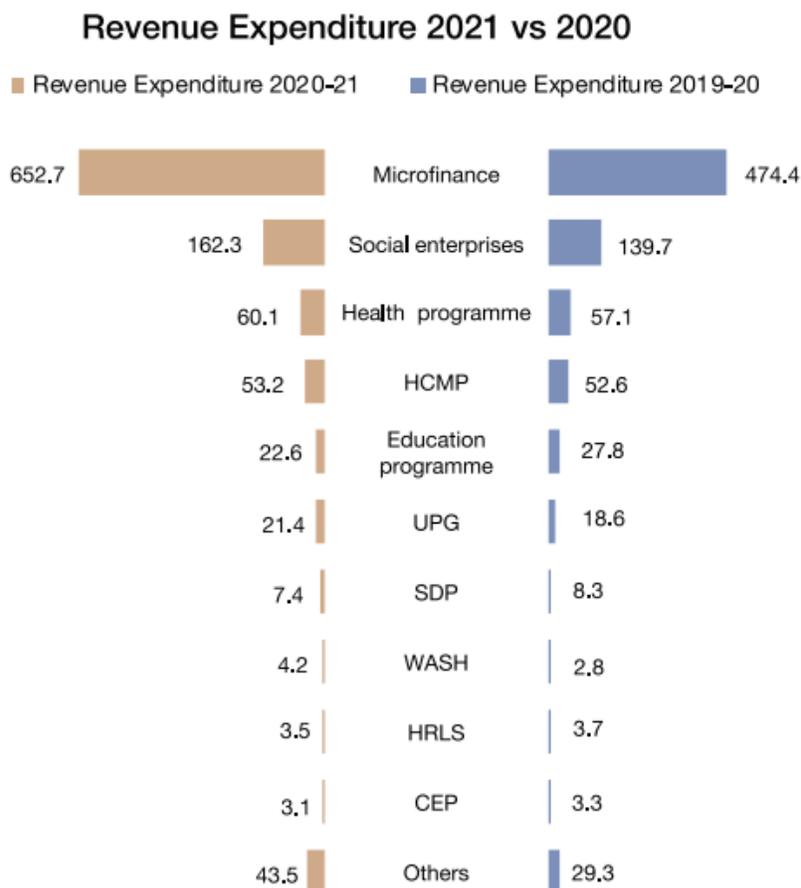
Fig 4: Revenue Expenditure 2021 vs 2020

2.5.1.1 Contribution of BRAC to Government Exchequer:

Contribution of BRAC to Government Exchequer

Particulars	30 June 2021		30 June 2020	
	BDT	USD	BDT	USD
Direct Tax Payment	700,000,000	8,338,297	279,684,768	3,331,564
Tax deduction at source by the third parties	679,300,294	8,091,725	241,972,128	2,882,336
Tax deduction at source from third parties	414,188,591	4,933,753	371,557,766	4,425,941
Value Added Tax	1,075,057,780	12,805,929	807,558,610	9,619,519
Import Duty	213,795,374	2,546,699	377,802,557	4,500,328
Total	3,082,342,039	36,716,403	2,078,575,829	24,759,688

Exchange rate: 1 USD = BDT 83.95 as on June 30, 2021

Fig 5: Contribution of BRAC to government exchequer

2.5.1.2 Donation Contribution:

Figures in million USD

Donation Composition 2021 vs 2020

■ Grants Composition 2020-21   ■ Grants Composition 2019-20

		2020-21		2019-20
THE GLOBAL FUND		39.7		28.8
FCDO (DFID)		22.7		60.7
UNHCR		17.2		22.9
DFAT		16.9		19.0
UNICEF		9.9		9.0
WFP		7.8		3.8
GAC		6.4		-
Unilever Bangladesh		4.6		-
Sesame Workshop		3.9		3.1
UNOPS (DFID)		3.0		0.6
BRAC USA		3.0		6.4
Others		23.4		33.0
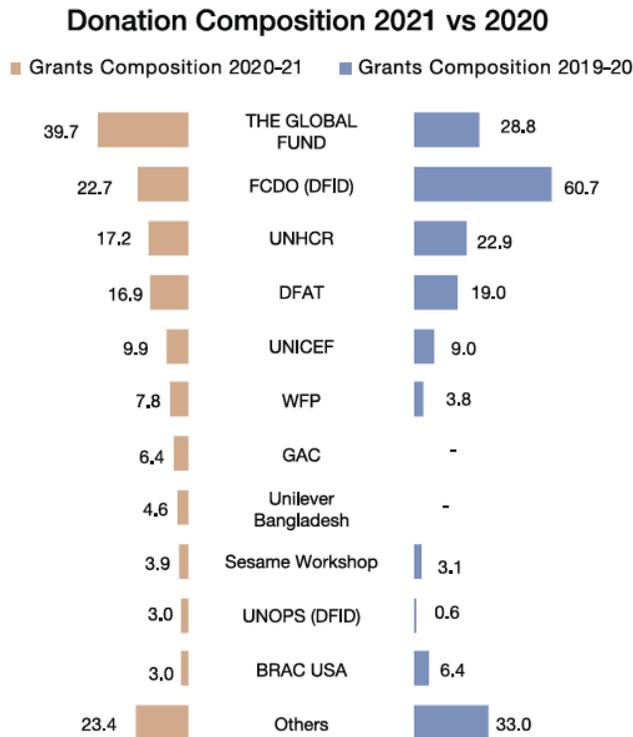
Fig 6: Donation Composition 2021 vs 2020

2.5.1.3 Total Expenditure Contribution and Allocation:

Total Income Contribution % for FY 2021

- Self-financing, 4.1%
- Community contribution, 0.6%
- Development grant, 14.2%
- Social enterprise, 14.9%
- Microfinance, 66.2%

Total Expenditure Allocation % for FY 2021

- Development programme, 21.2%
- Social enterprise, 15.7%
- Microfinance, 63.1%
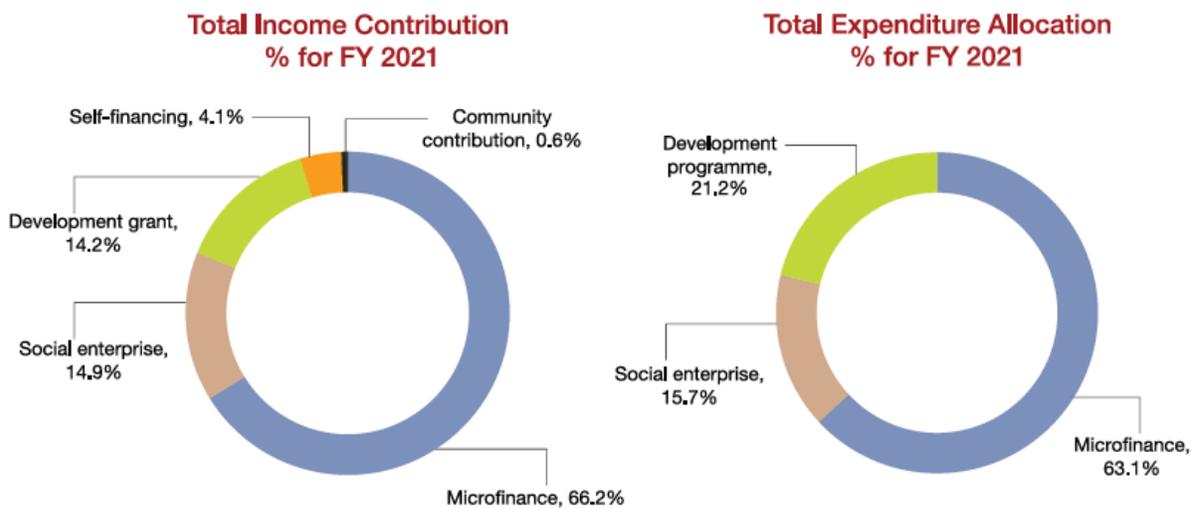
Fig 7: Total Income Contribution & Allocation of 2021

In terms of profitability, BRAC has consistently generated positive net income, although the magnitude of this income has varied from year to year. This is due in part to the organization's diverse revenue streams, which include grants and donations from governments, foundations, and other donors, as well as income from its various programs and businesses.

In terms of leverage, BRAC has a relatively low level of debt, indicating its reliance on internal resources rather than external borrowing to finance its operations. The organization has also maintained a strong market value, with its shares consistently trading at a premium on the stock market.

BRAC's financial performance has been strong, with the organization consistently meeting its financial goals and delivering on its mission to alleviate poverty and empower the poor.

2.5.1 Accounting Practices:

According to its financial accounts, BRAC uses the accrual foundation of accounting for its accounting procedures. The compilation of the financial statements adheres to every phase of the accounting cycle, including the recording of revenues and costs, creating journal entries, and reconciling the accounts. For its fixed assets, BRAC also uses the straight-line method of depreciation. BRAC offers comprehensive accounting disclosures on its financial performance, including its income statement, balance sheet, and statement of cash flows, as well as data on its financial position and liquidity. BRAC also follows the core accounting principles of consistency, materiality, and relevance, and provides transparent and accurate information in its financial statements.

2.6 Operations Management & Information System Practices

BRAC has a well-developed and integrated system for managing its operations and information. The organization utilizes various information systems, including databases and office management software, to collect, store, and process data. These systems are used to share information with stakeholders and clients, as well as to track and manage the various activities and resources of the organization.

In terms of quality management, BRAC has implemented various processes and procedures to ensure the highest levels of quality in all its operations. This includes the use of standardized procedures, ongoing training and development for staff, and regular reviews and assessments to identify areas for improvement.

Fig 8: BRAC's reach in the world

BRAC also has a robust system in place for scheduling and resource allocation. This includes the use of event management software to track and manage the various tasks and activities involved in its various programs and events. To improve resource allocation and guarantee the best use of its resources, the organization also makes use of data analytics and other technologies.
In short, BRAC's operations management and information system practices are well-developed and effective in supporting the organization's goals and objectives.
Over 90% of BRAC's operations, according to Asif Saleh, Executive Director of BRAC Bangladesh, take place within the organization's own financial ecosystem. 10% of the remainder depends on donations. For instance, Melinda Gates Foundation funds the Social Innovation Lab, the division in which I once worked. Operations practices now differ from project to project. To reach a decision, for instance, representatives from SIL and Melinda Gates attend several meetings. The process of implementation then begins. The messages are first sent to the BDCs of the different districts. They then communicate with the field staff and keep an eye on things. They must all return to the headquarters and report. Most communications are typically conducted over the phone or via email. At times, video conferences are used to connect all of the BDCs to the headquarters.

2.7 Industry & Competitive Analysis

2.7.1 Porter's Five Forces Analysis:

Porter's Five Forces analysis is a framework used to analyze the competitive forces in an industry and assess the attractiveness of an industry. BRAC operates in the development and humanitarian sector. The competitive forces in this industry can be analyzed using Porter's Five Forces framework as follows:

1. **Threat of New Entrants:** The danger of new entrants in the development and humanitarian sector is minimal owing to the high barriers to entry, such as the need for specialized knowledge, expertise, and resources, as well as the high cost of establishing a presence in the sector. BRAC operates in a highly competitive sector with many participants, both domestically and abroad.
2. **Threat of Substitutes:** The threat of substitutes in the development and humanitarian sector is low due to the unique nature of the services offered by businesses in this industry, which cannot be easily replaced by other industries.
3. **Bargaining Power of Buyers:** The bargaining power of buyers in the development and humanitarian sector is moderate, as there are a number of organizations providing similar services and donors have a choice of where to allocate their funds.
4. **Bargaining Power of Suppliers:** As there are many suppliers who provide the necessary resources and materials and as organizations have the ability to switch to alternative suppliers as needed, the bargaining power of suppliers in the development and humanitarian sector is low.
5. **Rivalry Among Existing Competitors:** The rivalry among existing competitors in the development and humanitarian sector is moderate, as there are a large number of organizations operating in the sector and competition for funding and resources can be fierce.

Fig 9: Porter's Five Forces

As a result, Porter's study of the Five Forces of the market reveals that industrial competition in the development and humanitarian sectors is moderate. BRAC operates in a competitive industry with a number of complex forces at play. In order to remain competitive, the organization must continuously adapt and innovate in order to meet the changing needs of its stakeholders and the broader development landscape.

2.7.2 SWOT Analysis:

SWOT analysis is a technique used in strategic planning to assess the strengths, weaknesses, opportunities and threats of a company or an event. It helps organizations understand their internal and external environment and identify potential opportunities or challenges. I've tried to analyze BRAC as per the SWOT Analysis:

Strengths:
- BRAC is one of the largest development organizations in the world, with a strong presence in multiple countries and a diverse range of programs and initiatives.
- BRAC has a strong financial foundation, with a long history of stability and sustainability.
- BRAC has a strong reputation for innovation and impact, consistently ranking as one of the most effective development organizations in the world.

- BRAC has a large and highly skilled workforce, with expertise in a wide range of areas including education, health, agriculture, microfinance, and more.

Weaknesses:
- As a large organization, BRAC may struggle with bureaucracy and slow decision-making processes.
- BRAC may face challenges in adapting to changing circumstances and needs in the communities it serves.
- BRAC may have limited resources or expertise in certain areas, which could limit its ability to address certain issues or challenges.

Opportunities:
- BRAC has the opportunity to expand its reach and impact by entering new markets and regions.
- BRAC may benefit from new developments in technology to enhance its operations and activities.
- BRAC can use its solid reputation and alliances to attract more funds and resources.

Threats:
- BRAC may face competition from other development organizations or initiatives in the markets it operates in.
- BRAC may be impacted by changes in global economic conditions, political instability, or other external factors.
- BRAC may face challenges in managing its own internal processes and operations, including issues related to governance, accountability, and transparency.

Fig 10: SWOT Analysis

2.8 Summary & Conclusions

BRAC is a development organization based in Bangladesh that works to alleviate poverty and empower communities through a range of programs in areas such as health, education, and economic development. The organization has a strong focus on innovation and social entrepreneurship, and has established a number of initiatives to support these efforts, including the Social Innovation Lab and the Frugal Innovation Forum. BRAC places a strong emphasis on ethical practices and has implemented a number of policies and guidelines to ensure the safety and well-being of its employees, beneficiaries, and partners. The organization also has a number of management practices in place, including a strong leadership style, a comprehensive HR planning process, and a focus on quality management and operations efficiency. BRAC has also made significant use of information systems and technology to support its operations and improve its effectiveness. In terms of industry competitiveness, BRAC faces a number of challenges and opportunities, as identified through a Porter's Five Forces analysis. However, the organization has a number of strengths, including its strong brand and reputation, its innovative approach, and its extensive network of partnerships and collaborations, which give it a competitive advantage in the development sector. Overall, BRAC is a well-established and

highly respected organization that has made significant contributions to poverty reduction and community empowerment in Bangladesh and beyond.

2.9 Recommendations/Implications

There are a few recommendations and implications that can be considered:

1. The leadership style of BRAC is participative and democratic, which allows for the involvement of all team members in decision-making processes. This approach is beneficial in fostering a collaborative and inclusive work culture.
2. The HR planning process at BRAC focuses on recruitment and selection, training and development, and performance appraisal. The organization also has a well-defined compensation system that recognizes and rewards employee contributions.
3. BRAC's marketing practices include a targeted customer base, a clear positioning strategy, and the use of various channels for product and service promotion. The organization also engages in branding and advertising activities, with a particular focus on social media and digital marketing.
4. BRAC's financial performance has shown strong liquidity and solvency, efficiency, and profitability over the past few years. The organization has also demonstrated a strong market value and low leverage.
5. BRAC's operations management and information systems practices include the use of databases and office management software to collect, store, and process data, as well as quality management and resource allocation processes.
6. In terms of industry competitiveness, BRAC operates in a highly competitive environment, with a focus on social development and innovation. The organization's competitive advantage lies in its strong brand recognition, diverse product offerings, and wide geographical reach.

BRAC is a well-established and financially strong organization with a strong focus on social development and innovation. The organization's participative leadership style, HR planning processes, marketing practices, and operations management practices all contribute to its success. In order to maintain its competitive advantage and continue to grow, it is important for BRAC to continue to evolve and adapt to the changing needs of its customers and stakeholders.

Chapter 3: Influence of Event Managers' Leadership Styles and Their Effects on Event Management Performance In The Activities of BRAC

3.1 Introduction

BRAC is the name of a global development organization having a base in Bangladesh. The NGO Affairs Bureau of the Government of Bangladesh subsequently registered BRAC so that it might be able to receive donations from abroad. BRAC was the largest non-governmental development organization in the world as of September 2016 based on employee numbers. Every event manager has a unique leadership style that they use while managing a team of people. In addition, the event manager should establish connections with a range of stakeholders, such as customers, vendors, team members, corporate management, and others. Therefore, it is crucial to have a leadership style that is appropriate for the given circumstance. While an event manager deals with the many uncertainties that often arise when running an event, choosing the right leadership style is also essential.

Fig 11: Event management at BRAC's FIF 2022

The success of an event depends on the leader's orientation and his/her leadership style. This is a huge factor that leads to successful events, especially in the context of the biggest NGO in Bangladesh which is BRAC. Lee-Kelley et al. (2003) cited that the opinion of an event's success by the leader, as well as the leader's experience and personality, are all significantly correlated. The primary objective of an event manager, according to Melton and Smith (2009), is to carry out the event exactly as it was intended while considering the current circumstances, both internally inside the event and externally within the company. Leadership is one of many obsessions that exist. The pursuit of knowledge has traditionally placed a high value on leadership. According to Mills (2007), without leadership, organizations will progress slowly and inevitably become lost. According to a study, current companies' important leadership is insufficient to satisfy future demands (Leslie, 2009).

An event's success will be significantly influenced by leadership. A little change in one area may have a huge influence on other areas and perhaps the whole event since events are dynamic as well as the operational domains are interrelated (Bowdin et al., 2001). It is also possible to characterize anything as an event if it has a beginning and an end. It has a lifespan, and the period from when it begins to when it ends is known as "The event life cycle."

3.1.1 Literature Review:

The methodical blending of an event's technological and human components is called event management. It is utilized to carry out control tasks and oversee all event-related activities to ensure that it runs well and is finished on time. If an event can be finished on schedule, up to expectations for quality, and within the allocated money, it is considered successful. A Guide to the Project Management Body of Knowledge, published in 2004, defines event management as the application of knowledge, skills, tools, and strategies to a whole event with the goal of satisfying the event's criteria. In order to swiftly provide the intended outcomes, Wysocki (2007) defined event management as a strategy or a set of procedures used to carry out the duties of planning, anticipating, and supervising all work activities. These plans were developed using management philosophies.

An event manager is a must for any event. An event manager is a person in charge of organizing the event, supervising the event management staff, and making sure everything runs well and on schedule. This assertion is consistent with the concept given above by Wysocki (2007). Walsh (2008) notes that the "The specification contains errors, ambiguities, and misdirection, which an intelligent event manager is aware of." The number of times the specs change until the event is finished will depend on how complicated it is, and they presumably will do so more often as the deadline approaches. Consequently, it is essential for an event manager to possess leadership abilities that are on par with their management abilities (Lewis, 2007). Typically, an event manager is chosen when a business acquires an event that will be executed shortly. Given the

significance of the event manager's functions and responsibilities, general management should be in charge of choosing the event manager (Kerzner as cited in Wysocky, 2007).

The act of inspiring people to exert their best effort in order to achieve the intended goal, according to Armstrong (2009), is what leadership is all about. Armstrong also agrees with other leadership experts, such as Goleman (2000), who said that a leader's primary duty was to deliver results. The ability to convince a group of individuals to carry out a vision or set of goals is another aspect of leadership, according to Robbins and Judge (2015). Moreover, McShane and Von Glinov (2015) contend that effective leadership necessitates motivating and giving others the chance to contribute to the effectiveness and success of the organization to which they belong. The traits mentioned above show that effective leadership need multi-person collaboration and a clear goal.

It might be challenging to decide which leadership style to use in a given scenario since a leader uses a number of leadership styles when doing his or her work to reach the required goals. Here, the leadership styles that HayMcBer proposed had been applied to this research. The major reason I chose to utilize this leadership style is because it suggests six different leadership philosophies, as opposed to the two or four provided by Armstrong (2009) and House's Path-Goal Leadership Theory (1971), two other writers and ideas. According to research by HayMcBer Consulting that was published in Goleman, there are six major leadership philosophies (2000).

Fig 12: Hay Mcber's leadership styles

Coercive: A style of leadership in which all decisions, guidelines, rules, and policies are made completely by the leader.

authoritative: A managerial approach in which the team is coerced into advancing the organization's objectives.

Affiliative: The leader aims to create harmony and a strong emotional connection with the people he or she is leading.

Democratic: A management approach where the supervisor gives employees a lot of leeway in how they carry out their responsibilities. The leader appreciates hearing others' opinions, including them in decision-making, and issuing directives to address problems.

Pace-Setting: Setting the pace is a leadership strategy where the leader sets the bar high for followers and expects nothing less of them.

Coaching: Coaching is a style of leadership in which the leader invests in the growth of his or her team members because as their abilities increase, they will be a huge asset to him or her in expanding the company.

3.1.2 Objectives:

BRAC is an international development organization that was established in Bangladesh in 1972 and works with over 100 million people who are afflicted by inequality and poverty globally to give opportunities that are sustainable and aid them in realizing their full potential. BRAC's distinctive integrated development model, which combines social development, social businesses, and humanitarian response for long-lasting, systemic change, is a reflection of its community-led, all-encompassing approach. BRAC Bangladesh, the largest NGO in Bangladesh, has a number of departments, and each one has to put on an event so that everyone may talk and share their discoveries.

Broad Objective: To have a thorough grasp of how event management functions and how different leadership philosophies affect how well employees perform in BRAC activities.

Specific Objectives:

- To advise event managers on the best leadership style or styles to use to carry out the event.
- In order to have a better understanding of how leadership affects event management success.

- To serve as a guide for businesses to use when selecting event organizers for an event that has high complexity.
- To gain understanding of how various factors affect an event's success.
- To serve as a guide for businesses looking to lower their risk of losses while organizing an event.

3.1.3 Significance:

The study of the influence of event managers' leadership styles on event management performance is significant for several reasons.

First, the events industry is a rapidly growing sector, with events being a crucial part of many organizations' marketing and communication strategies. Understanding how event managers' leadership styles impact event management performance can help organizations select and develop effective event managers, leading to more successful events.

Second, effective event management is crucial for the overall success of an organization. Poorly managed events can lead to negative outcomes such as low attendance, financial losses, and negative publicity. Understanding the link between event managers' leadership styles and event management performance can help organizations identify and address any potential issues, leading to more successful events and ultimately, improved organizational performance.

Finally, the leadership styles of event managers can also have an impact on the overall experience of event attendees. Effective leadership can lead to a more positive and enjoyable experience for attendees, which can in turn lead to increased brand loyalty and customer satisfaction.

The significance of this study lies in its potential to inform and improve event management practices, leading to more successful events and ultimately, improved organizational performance.

3.2 Methodology

This study employs a qualitative/inductive methodology in order to obtain understanding of the leadership styles of event managers and how they affect event management performance. The inductive method is based on a detailed theory and a particular observation (Trochim, 2006). Below is a comparison of leadership styles -

Armstrong	Path - Goal	Hay Mcber
Charismatic/Non Charismatic	Achievement - Oriented	Coercive
Autocratic/Non Autocratic	Directive	Authoritative
Enabler/Controller	Participative	Affiliative
Transactional/Transformational	Supportive	Democratic
		Pacesetting
		Coaching

Fig 13: A comparison of leadership styles (Armstrong, 2009; House, 1971; Goleman, 2000)

3.2.1 Data Sampling Method:

The purposive sampling method has been utilized in this study. This method of data sampling chooses participants who meet the requirements so that they may offer the necessary information and the findings can be used to address the research questions.

3.2.2 Research Design:

The research design of this study is shown in **Fig 14** below -
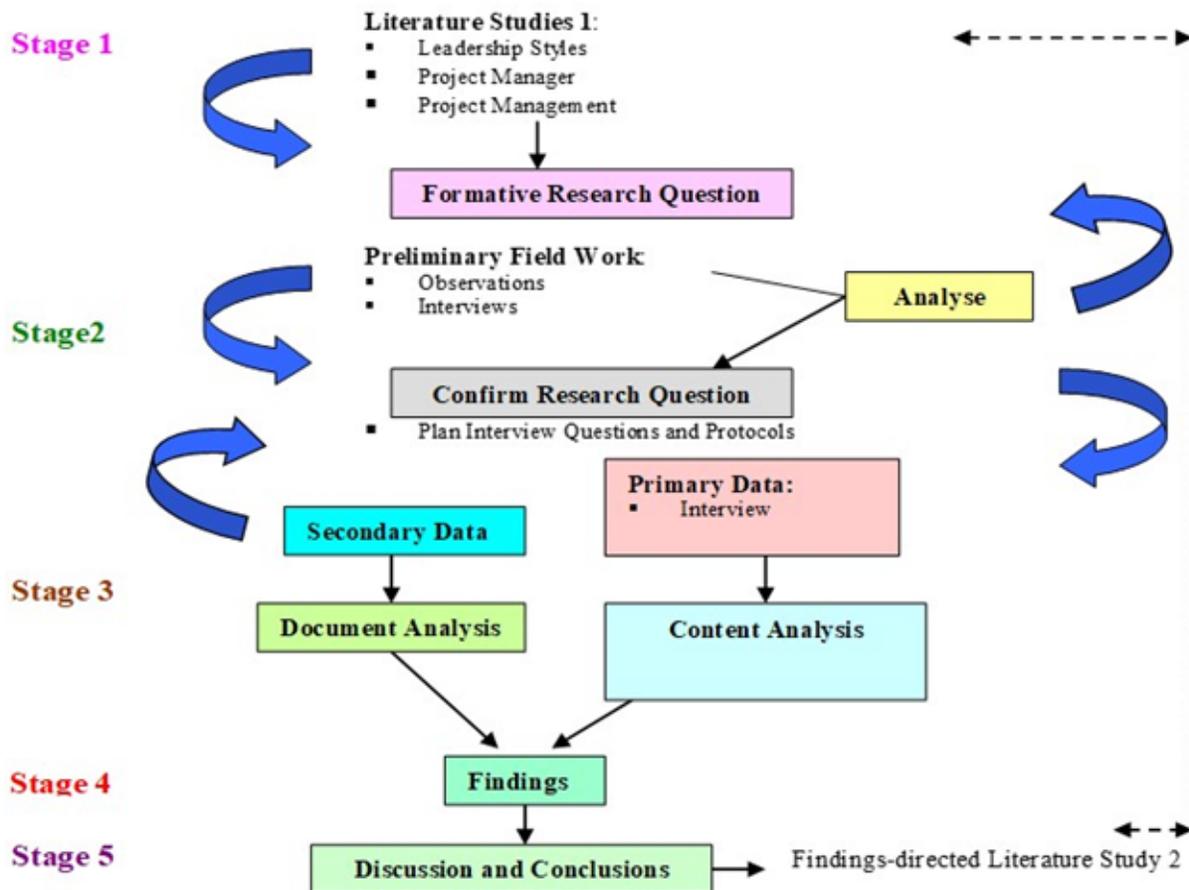
Fig 14: Process of Conducting Research (Adapted from Thoha, 2006)

3.2.3 Data Collection and Analysis Techniques:

Three respondents, one each from the management, supervisory, and staff levels were interviewed as part of the initial data collection to see how well they understood the list of interview questions. The list of inquiries that was ultimately utilized for data collection has been altered in light of the findings.

Employee perceptions of the effects on the first, second, and third event managers' styles of leadership on the productivity of the event management team have been investigated using observation and in-depth interviews as the actual data collecting methods. To acquire relevant information that is fairly accurate, interviews were conducted. Secondary data was gathered from a few published works and business records of BRAC.

In order to understand the viewpoints of the respondents from different levels, the study focused on views from three levels of respondents, including all officers (3 people), all managers (3 people), and all supervisors (7 people). This method has been used for triangulation. According

to Mathison in Wahyuni, triangulation is a tool employed in qualitative approaches to create reliable hypotheses and eliminate bias (2012).

In order to learn more about the leadership philosophies of the first, second, and third event managers, each respondent had three separate interviews. 39 interviews were conducted as a result of this investigation. They were all recorded, and 198 pages of transcription were produced from the tapes.

3.3 Findings and Analysis

3.3.1 Data Analysis

The actual interview transcript data from NVIVO Software was sorted, coded, and evaluated using thematic analysis. The words or phrases that the respondents used to form various nodes were utilized. These nodes were grouped to create subcategories. Super-categories came after categories, which were formed by combining a number of subcategories. The developed categories were in contrast with one another and compared in order to validate the leadership theories and ideas.

The results of the coding is given in **Fig 15** below -
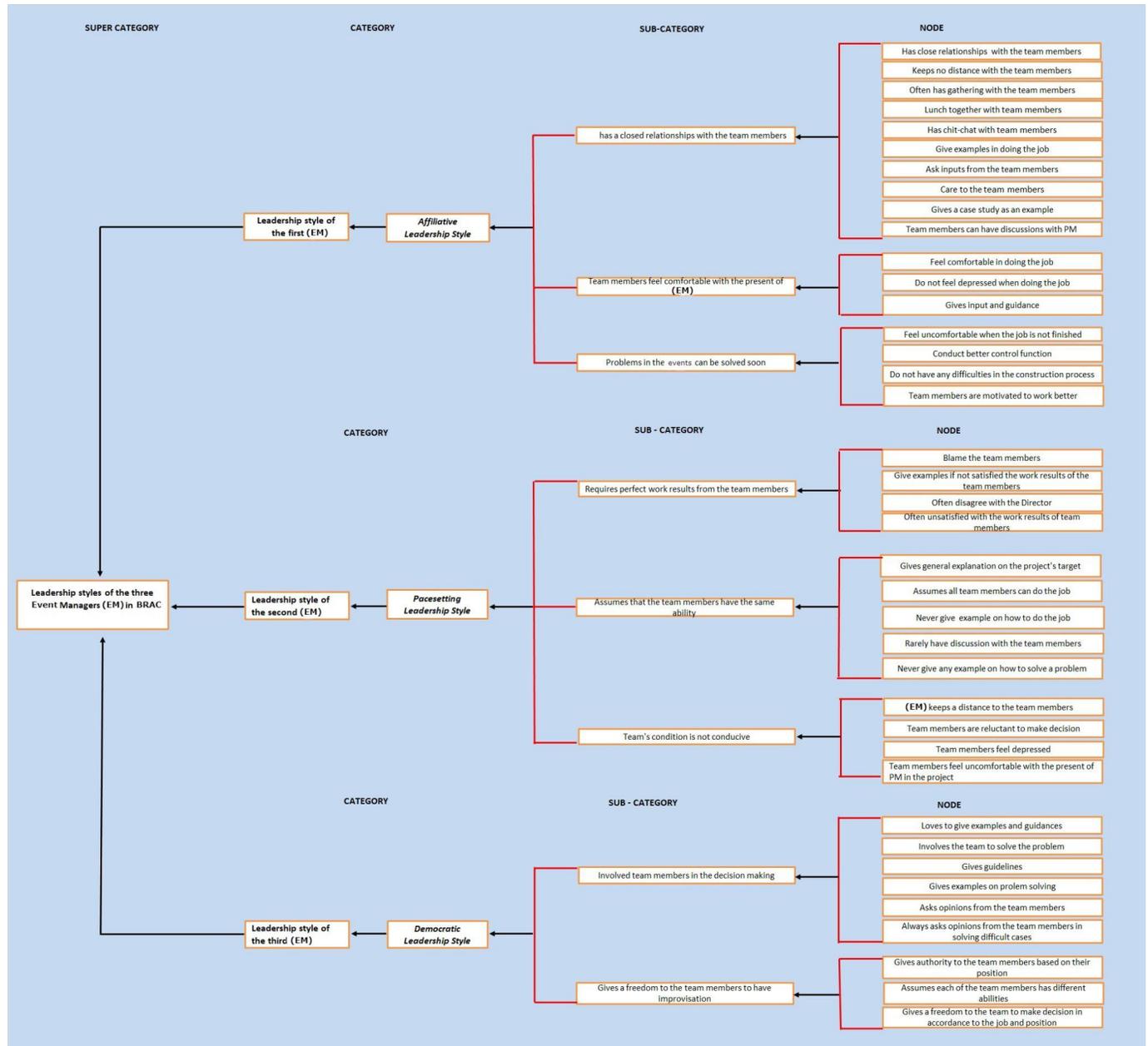
Fig 15: Coding and categorizing of Event Managers Leadership Styles in BRAC

3.3.2 Results and Discussions:

Each event manager's leadership style as it existed at BRAC could be verified using the primary data collected through observations made at the organization and the direct interviews that were performed through phone or in person, as well as how they affected the effectiveness of the event management team.

3.3.2.1 Event Manager's Leadership Style:

The first, second, and third event managers' leadership styles are shown in **Fig 15** based on the findings of the coding mapping from the interview transcript data. It consists of a node from each category, a subcategory, and a category. The interactions between each event manager who oversaw BRAC operations and the event, the team, and other stakeholders are shown in **Fig 15** utilizing several leadership philosophies (affiliative, pace-setting, or democratic).

3.3.2.2 Leadership Style of The First Event Manager:

Affiliative. The original BRAC event manager took a cooperative tack. The characteristics of this leadership style, according to Garrick (2006) in "Affiliative Style - Primary Objective: Creating Harmony Among Employees and Between the Manager and Employees," are the leader's efforts to promote harmony and forge emotional ties with his subordinates.
Since the first event manager had strong connections with the team members, they felt at ease around him or her, and problems at the events could be dealt with swiftly, these traits meet the first event manager's three subcategories of leadership style. The 17 nodes that were retrieved from the phrases and keywords of the respondents were then used to form these three sub-categories. For example:
- Comments from The Managers: "The team members were often asked to events outside of working hours by this event manager, who showed great concern for them."
- The Supervisor Said: "I felt at peace while the event manager was on the work site".
- The Officer Says: Yes, the event organizer made me feel quite comfortable when she was on the work site.

3.3.2.3 Leadership Style of The Second Event Manager:

Pacesetting. The second event manager provided excellent leadership for the BRAC activities. This leadership style, according to Garrick (2006), is defined by a leader who demands perfection from followers, establishes high standards, and sets an example for followers. The main objective is "Pacesetting Style: Complete work to high levels of perfection."
These characteristics align with the second event manager's leadership style's three subcategories, which include: expecting team members to perform flawlessly, assuming that all team members are equally competent, and having an undesirable work atmosphere.
These three subcategories were created from the 13 nodes that were gathered from the words and phrases used by the respondents. For example:
- Comments from The Managers: "This event manager never explained the task thoroughly since he always believed that his team members could handle it."
- Supervisors' Remarks: "He never gave any explanations; He always thought the other members shared his abilities and capabilities."

- Officers Claims: The event manager "would become agitated and provide instructions on how to execute a job".

3.3.2.4 Leadership Style of The Third Event Manager:

Democratic. At the time this study was being done, the BRAC activities were being managed by the third event manager, who led in a democratic fashion. His or her followers have a lot of influence under this kind of leadership. This style of leader takes pleasure in listening from others, soliciting their opinions, and presenting solutions to problems. The key objectives of this leadership style, according to Garrick (2006), were to promote employee loyalty and stimulate innovative thought.

These characteristics align with the third event manager's leadership style's two subcategories, which included giving the team members room to improvise while executing their jobs and including them in decision-making. The nine nodes derived from the words and thoughts of the respondents were used to create these two subcategories. For example:
- Managers' remarks: "Typically, the event manager would consult the team for guidance on challenging topics."
- Supervisors' remarks: "I think the event manager gave team members a lot of authority in line with their position."
- According to The Officers: Yes, actively engaging in problem-solving and identifying solutions.

3.3.2.5 Event Management Team's Performance:

Fig 16 demonstrates how the leadership style of the event manager affects the effectiveness of the event management team. Positive or negative leadership impacts might eventually ease or complicate the building process at the BRAC event site.
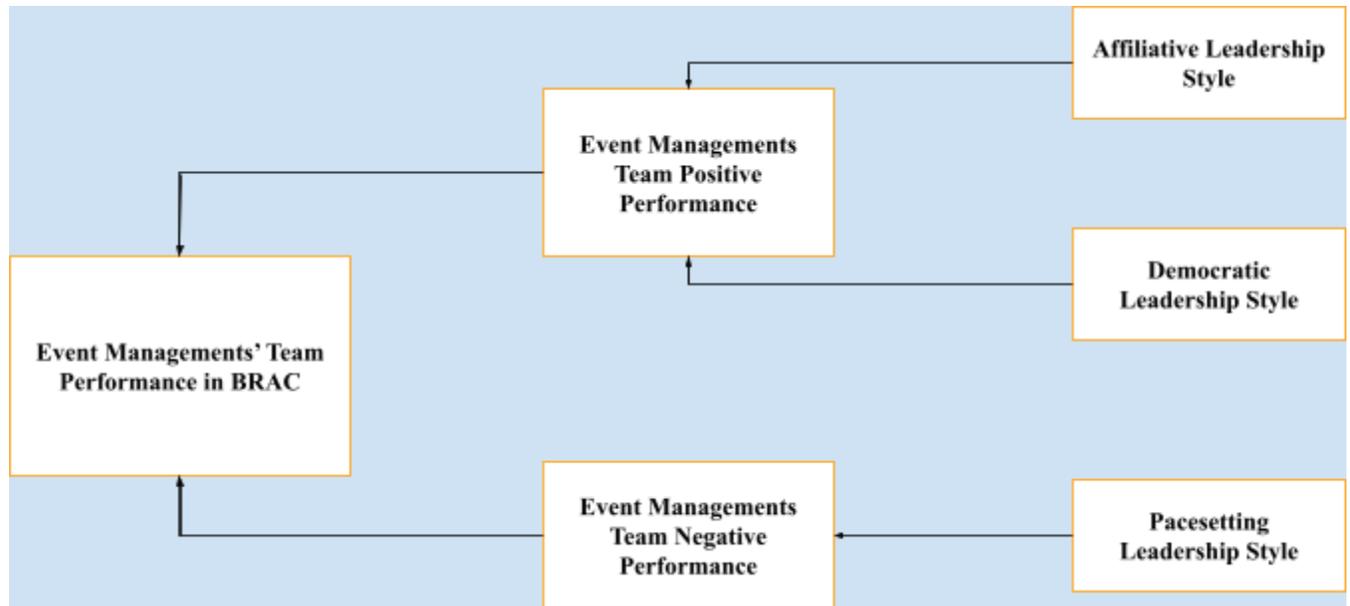
Fig 16: The effects of Event Managers' leadership style on the event management team's performance

3.3.2.6 Event Management Team's Performance Under The First Event Manager:

The performance of the event management team improved as a consequence of the initial event manager's affiliative leadership style. Data demonstrating that the team members felt at ease working together and were motivated to improve the event's preparation and management support this. This was supported by the results of the interviews listed below:

- Comments from managers: "I believe that this leadership style made us feel safe and at ease, which helped us do our tasks more successfully."
- The event manager interfered with that arrangement despite repeated efforts by the Board of Directors to refuse all kinds of participation in the work arrangement at the construction event site, according to the supervisors.
- Officers' remarks: "I didn't feel pressured and was at ease."

3.3.2.7 Event Management Team's Performance Under The Second Event Manager:

The productivity of the event management team suffered as a result of the second event manager's pacesetting leadership style. For instance, the office environment worsened, and team members were reluctant to take risks out of concern that the event manager would hold them accountable. The squad members lacked motivation as a consequence, and performance suffered. The results of the interview may lead to these deductions:

- Managers' remarks: "I was uninspired and simply wanted to return home."

- Supervisors' comments: "Yes, considering that a lot of our coworkers were unwilling to make choices because they were concerned about being criticized or reprimanded by the supervisor."
- Not at all, according to the officers, who were frightened of being held accountable by the event planner if things didn't go as planned.

3.3.2.8 Event Management Team's Performance Under The Third Event Manager:

The democratic leadership style shown by the third event manager positively impacted the efficiency of the event management team. Because they were given great power, for example, the team was motivated to work longer or more effectively and did not hesitate to make judgments. The group helped with building as well.
- Managers' remarks: "We simply felt calm. We didn't feel any pressure."
- Supervisors' remarks: "Yes, sir, the event planner was quite detailed on the construction status."
- Officers' remarks: "Never had any difficulties; rather, I felt comfortable working."

3.4 Summary & Conclusions

3.4.1 Summary

The data was collected via interviews with 13 respondents from BRAC, including those at managerial, supervisory, and staff levels. The data was then thematically analyzed. To find patterns and themes about the leadership styles of the three event managers and their effects on the effectiveness of the event management team, the data was sorted, tagged, and analyzed. The findings demonstrated that each event manager adopted a certain leadership style (affiliative, pace-setting, or democratic), and that each of these styles had a different impact on the effectiveness of the team. The first event manager established close relationships with the team and exhibited an affiliative demeanor, which positively affected the team's performance. The second event manager accelerated the pace and demanded perfection from the team, which resulted in lofty goals and low performance standards. The team's performance improved under the democratic leadership of the third event manager, which included team participation in decision-making and flexibility for improvisation. The leadership style of the event manager had a big impact on the team's performance and output.

3.4.2 Conclusion

The findings of this research suggest that event managers' leadership philosophies have a substantial impact on their success at BRAC. The first, second, and third event managers at BRAC were found to have democratic, pace-setting, and affiliative leadership styles, respectively. The democratic style was the most successful in raising team productivity and morale. These styles had various effects on the performance of the event management team. It is recommended that future event managers at BRAC adopt a democratic leadership style in order to maximize team performance and success. The first event manager, who demonstrated an affiliative leadership style, was able to foster strong relationships with team members and create a positive working environment, leading to improved performance. The second event manager, who demonstrated a pacesetting leadership style, placed high demands on team members and had a less favorable impact on performance. The third event manager, who demonstrated a democratic leadership style, was able to involve team members in decision-making and encourage innovation, resulting in improved performance. These results underline how crucial it is to take into account leadership style while managing events at BRAC and imply that using a democratic leadership style may be the most efficient way to improve event management efficiency.

3.5 Recommendations/Implications

This section explores the implications of the results and offers several ideas or recommendations based on the conclusions presented above.
Depending on the circumstance, each leadership approach has benefits and downsides, but they all have an effect on how effectively the event management team performs.
Businesses may think about hiring an event manager with an affiliative or democratic leadership style in order to handle a project with a high level of complexity efficiently. These leaders are able to manage situations well.
This does not indicate that alternative leadership philosophies are inadequate for event management, even if democratic and affirmative leadership philosophies might be helpful to the event management team in certain events.
The Hay McBer hypothesis states that the best project manager has four or more leadership styles since each one has a unique approach to a particular problem or circumstance.This is consistent with Goleman's (2000) claim that "leaders who have mastered four or more styles, especially the authoritative, democratic, affiliative, and coaching ones, are in control of the best atmosphere and performance." The most effective leaders are adaptable and can use different leadership philosophies as needed. One way that this study contributes to the body of knowledge in that field is through the analysis of the six leadership styles offered by Hay McBer to describe the leadership styles of event managers in BRAC.

Acronyms

- **BRAC: Bangladesh Rural Advancement Committee**
- **SIL: Social Innovation Lab**
- **FIF: Frugal Innovation Forum**

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