

## **EXECUTIVE SUMMARY**

Construction and engineering services industry plays a significant role in the economic growth and development of any country. The significant importance of construction industry in Oman created a paramount interest to involve in deep study of Sarooj Construction Company LLC (SCC) to evaluate the level of contribution given to the support of economy and communities of Oman. This management case study is mainly concern on the business growth of SCC, supported by entrepreneurial leadership of top-level management. The unique leadership style which is very much applicable to the construction industry is one of the vital factors of the success of the overall business. SCC has gone through various levels of achievements over a period of last 13 years and this case study will be identified the success events which contributed to achieve the business growth of SCC.

Literature focusing on the events that are contributing to the organizational business growth of Sarooj Construction Company (SCC) given priority. The main drivers for such growth reckoned through entrepreneurial leadership, project management skills and people management, finally with the support of best practices in operations management. The theoretical underpinning for the business growth in SCC mainly governed by entrepreneurial leadership, balance scorecard approach, leadership style, understanding and application of blue ocean strategy, implementation of project management maturity model, effective empowerment and engagement of the workforce and finally adopting industry best practices to achieve higher rate of Health, safety and environment (HSE) results.

The outcome of business growth in the SCC has been evaluated with the support of growth in construction industry in Oman as a moderator. The outcome of business growth through entrepreneurial leadership in SCC has been moderated by the moderator ‘growth in construction industry in Oman’ with the support of three main drivers. To arrive at a conclusion of business growth in this case study, data collected from qualitative and quantitative sources and analyse appropriately. Twenty Key Informant Interviews (KIIs) and eight Focus Group Interview (FGDs) are arranged to collect primary data. Secondary data collection planned by the authors to visit the web site of SCC to gain understanding of project information further and many other connected sources. Based on the detail discussions via interviews with focus groups and individuals, the data has been prioritised and categorised which are contributed for business growth.

This case study is identifying key milestones of SCC. The significant events of SCC will be presented with detail narrative explanation with historical photographs, charts, tables. The history of SCC will be analysed since 2006 and evidences were quoted through the key employees and project teams to support the business growth. The significant timelines have been identified and analysed the extent of support it provided for the achievement of business growth. The status quo of the company today has been analysed by considering last five years quantitative data and statistics gathered from SCC sources.

Comprehensive discussions and findings are linked to the literature reviewed and supported with information obtained from SCC primary and secondary data. Entrepreneurial skill, which was placed in project designing, specification and entrepreneurial orientation by the entrepreneur on willingness of taking risks in infrastructure projects are the main reason for SCC to achieve a remarkable business growth. SCC in one of the companies in Oman who receives awards for maintaining safety and quality in construction projects. SCC has applied modern innovative method in executing skills to improve the productivity and handing people with safety measures would enhance the quality construction in project sites. The SCCs best practices improved along with the changes introduced by the regulatory authorities of Oman time to time to have development in work life balance.

The remarks were derived based on the case narration and findings of the case study analysis which was performed through primary and secondary data gathered from internal and external sources. The entrepreneur through entrepreneurial leadership to achieve the constructing excellence in infrastructure construction projects utilizes the project management skills and effective people management along with industry best practices to enhance safety and quality. The self-confidence of a leader by coordinating resources and lead them to achieve national awards and thrive further into global standards in infrastructure construction is unique among the many achievement in construction industry.