

## Everyone's Smart University

### Project (Spring 2021)

|              |                         |               |
|--------------|-------------------------|---------------|
| Student Name | Waleed Mansour Al-Harbi | اسم الطالب    |
| Students I.D | 2021203686              | الرقم الجامعي |

|         |                            |             |
|---------|----------------------------|-------------|
| Section | Date                       | Course Code |
| Master  | Thursday<br>18 / 03 / 2021 | (PMG511)    |

## PROJECT LEADERSHIP

### Instructions:

- ☐ اخر موعد للتسليم هو يوم الخميس 2021-05-20 في تمام الساعة ٩ مساءً.
- ☐ الإجابة متاحة باللغة الإنجليزية أو اللغة العربية مع مراعاة أن تكون المصطلحات العلمية باللغة الانجليزية.
- ☐ يتم تسليم المشروع في صيغة ملف pdf مع الالتزام بنموذج الجامعة ولن تقبل أي مستندات أخرى.
- ☐ يجب مراعاة أقسام البحث الرئيسية (مقدمة Introduction، دراسات علمية سابقة Literature Review، طريقة البحث Methodology، النتائج والمناقشة Results and Discussion، وأخيراً المراجع References. وان كان هناك ملحقات Appendices يتم إضافتها)
- ☐ يجب الالتزام بـ Theme موحد كما يلي:
  - حجم الخط 12.
  - نوع الخط Arial.
  - لون الخط أسود.
  - المسافة بين الأسطر 1.5 line spacing.
  - عدد صفحات البحث (لا تقل عن ثلاث صفحات ولا تزيد عن ستة صفحات).

Instructor's Name: **Dr. Sara Adel**

## THE IMPACT OF LEADERSHIP SKILLS ON PROJECT SUCCESS IN **YOUR ORGANIZATION**: A CASE OF YOUR OWN.

Different leadership styles are the key factor in the success of any project. Project Leaders are responsible and accountable for the success/failure of the project. There are numerous responsibilities that are assigned to a Project Leader during the leadership journey.

### **YOUR MISSION:**

Your research/project must provide an overview of information and knowledge in a corporate environment with an underlying theme of **defining leadership styles within applying the hard and soft skills** for that style needed by the leader to ensure successful project delivery in your organization. (You are required to demonstrate your understanding of the relevant body of works to real-life business research).

Choose one only of the following project leadership skills using the tools that we learned during the project leadership course; starting from identifying and assess the case till executing the project.

- Prioritization (Using tools for Estimation – Scheduling – Tracking – prioritizing stakeholders).
- Team management (Using Team structures – Team development stages – Team needs).
- Embracing Accountability (Using RASCI)
- Conflict resolution (Using the Thomas-Kilmann conflict mode instrument).
- Motivation (Using one theory of motivation – Types of motivators).
- Communication in the project.
- Influencing (Using different sources of LEADER POWER).

### **What you have to do:**

Your project task requires the preparation of a full project proposal that should contain the following components:

- **Introduction:** A detailed statement of the problem, research aim, and objectives that you would like to investigate and discuss. **(2 points)**

- **Literature Review and Conceptual framework:** An analysis of the literature relevant to the research topic that will give you the conceptual basis for conducting your research from the previous studies. **(2 points)**
- **Methodology:** Based on the conceptual framework, research aim(s), and objectives, you need to provide a detailed description of the data collection tools, data sources. **(2 points)**
- **Results and Discussion:** Description about the main findings of a research, outline your thoughts to defend your research and to emphasize the significance of it. **(4 points)**
- **References:** Lists all the resources you've used in your project, and your refereed journal articles as well. **(2 points)**
- **Appendices (If it is available in your study):** Any supplementary material you need to add. (Optional)

[Write the names of the chapters/sections of your research/ project and briefly discuss what you will write in those chapters/sections] .

Best of luck...

**Dr. Sara Adel**

## تأثير مهارات القيادة على نجاح المشروع في مؤسستك: حالة عملية خاصة بالطالب.

أساليب القيادة المختلفة هي العامل الرئيسي في نجاح أي مشروع. قادة المشروع مسؤولون عن نجاح / فشل المشروع. وهناك العديد من المسؤوليات الموكلة لقائد المشروع خلال رحلة القيادة.

### مهمتك:

يجب أن يوفر بحثك لمحة عامة عن المعلومات والمعرفة في بيئة المؤسسة الخاصة بك وهي موضع الدراسة مع تحديد أنماط القيادة في إطار تطبيق المهارات الخاصة بالقائد والمناسبة لهذا النمط الذي يحتاجه القائد لضمان تسليم مشروع ناجح في المؤسسة. (أنت مطالب بإثبات فهمك لما تم دراسته وتطبيقه بالأبحاث الواقعية في مؤسستك).

اختر واحدة فقط من مهارات قيادة المشروع التالية باستخدام الأدوات التي تعلمناها خلال مقرر القيادة في المشاريع.

- Prioritization (Estimation – Scheduling – Tracking – prioritizing stakeholders).
- Team management (Team structures – Team development stages – Team needs).
- Embracing Accountability (RASCI)
- Conflict resolution (The Thomas-Kilmann conflict mode instrument).
- Motivation (Using one theory of motivation – Types of motivators).
- Communication in the project.
- Influencing (Using different source of power).

### ما عليك القيام به:

تتطلب مهمة مشروعك إعداد مقترح مشروع كامل يجب أن يحتوي على المكونات التالية:

- **مقدمة:** بيان تفصيلي للمشكلة محل الدراسة، تحديد هدف البحث والأهداف التي ترغب في التحقيق فيها ومناقشتها من خلاله.
- **دراسات علمية سابقة:** تحليل الأدبيات والدراسات السابقة ذات الصلة بموضوع البحث والتي ستساعدك في مجال الدراسة لإجراء هذا البحث.
- **المنهجية وطريقة البحث:** بناءً على أهداف البحث، تحتاج إلى تقديم وصف تفصيلي لأساليب وأدوات جمع البيانات ومصادر البيانات والأساليب / الأدوات التي ستستخدمها.
- **النتائج ووصف المناقشة حول النتائج الرئيسية للبحث:** شرح مفصل للمشكلة محل الدراسة.
- **المراجع:** تسرد جميع المصادر التي استخدمتها في مشروعك، ومنها مقالات المجلات المحكمة أو المواقع المستخدمة للبحث.
- **الملحقات** (إذا كانت متوفرة في دراستك): أي مواد تكميلية تحتاج إلى إضافتها. (خيارية).

{اكتب أسماء فصول وأقسام (البحث / المشروع) الخاص بك، وناقش بإيجاز ما ستكتبه في كل قسم}.

كل التوفيق لكم جميعاً.....

**Dr. Sara Adel**

## THE IMPACT OF LEADERSHIP SKILLS ON PROJECT SUCCESS

Leadership and Motivation theory

### 1. Introduction:

Any company's financial stability is dependent on the effective management of capital committed to delivering projects on time and on budget. Despite the fact that the Project Management Institute (PMI®) currently has 202,514 project management professionals (PMPs) registered (PMI, 2006), qualified project managers are still in high demand due to the training they undergo to handle projects. A project manager's ability to ensure timely completion, conform to budget limits, and control scope and quality requirements, for example, is critical to the project's success. Although a project manager can possess the requisite skills to lead a project team through different project phases and life cycles, team motivation—something much less tangible—is an important component of a successful project.

PMI's A Guide to the Project Management Body of Knowledge (PMBOK® Guide) (PMI, 2004) stresses that a project manager's most valuable asset is the interpersonal skills required to inspire a project team. Whether or not a project team is strongly motivated to achieve a project's target can mean the difference between smooth project progress and one that is hampered by issues. While the concept of a motivated project team can seem to be self-evident, it can be difficult for project managers to grasp because motivation is defined differently by different researchers. Huszycz's (2004) definition of motivation, for example, is based on hopes and reinforcements, while other researchers define motivation as the number of energy workers carry to work (Ellemers, De Gilder, & Haslam, 2004; Welbourne, Andrews, & Andrews, 2005). Psychologists, administrators, colleagues, and the general public have struggled to grasp what motivates people due to the different reasons for motivation. (Schwalbe, 2004).

**Research problem:** The willingness of a project manager to collaborate with a team and accomplish objectives is crucial to an organization's success. Working within predefined project management frameworks and strategies isn't enough for effective project

management; however, understanding how motivation functions from the project manager's perspective remains a mystery.

The aim of this study is to evaluate project managers' perceptions of team motivation. We will investigate the relationship between leadership and motivation in this study, based on hypotheses and data from real-life and work experiences.

## **2. Literature Review:**

### **2.1. *What is motivation***

“The degree to which constant effort is guided toward a goal” is how motivation is characterized (Campbell, Dunnette, Lawler & Weick). Motivation is a broad concept that encompasses all drives, urges, wants, wishes, and other related powers. Managers inspire their subordinates by doing actions that they hope will fulfill these drives and urges and cause the subordinates to act in a desired manner.

Many people understand motivation as the force that propels them to take action. This is perhaps the most basic motivational interpretation. The state of being encouraged to do something is referred to as motivation. Intrinsic and extrinsic motivation are two types of motivation. Internal motivation is known as intrinsic motivation. When people are forced to do something out of enjoyment, importance, or desire, it is known as a compulsion. Extrinsic motivation happens when an individual is compelled to do something by external influences (Ryan, & Deci, 2020).

### **2.2. *Motivation theory (Alderfer's ERG Theory)***

Clayton Alderfer created a needs-based philosophy that is similar to Maslow's in several respects but only has three essential needs rather than Maslow's five. Alderfer also views his three stages of needs, which include life, relatedness, and development (ERG), as hierarchical and thus driven by personal growth as well as extrinsic and intrinsic rewards (Ball, 2012)

1. Existence needs: There are requirements that are met by material substances or circumstances. They are similar to Maslow's physiological needs and those

protection needs that can be met by material rather than interpersonal incentives or conditions. Food, lodging, pay, and good working conditions are among them.

2. Relatedness needs: These are requirements that can be met by contact, sharing, and interaction with other people. To meet these needs, input from other organizational or community members is needed. As a result, intrinsic and extrinsic incentives are used to motivate people. Accurate and truthful reviews, which can provide guidance and suggestions rather than unconditional pleasantness or agreement, are one of these incentives.
3. Needs for growth: These are needs that are met by the active personal engagement that makes full use of our talents, abilities, and imagination. Maslow's self-actualization, as well as confidence needs based on intrinsic rewards, are among them.

Both theories are similar in that they are hierarchical, and individuals would focus on achieving the lowest level of unmet need. According to Maslow, an individual's lowest level of need must be met before moving on to the next higher level. If a higher-level need is not met, Alderfer theorizes, the person may revert to a need to meet lower-level needs. Once a need is filled, Maslow claims it is no longer motivating. While an individual may have met a higher-level need in their personal life, Alderfer theorizes that they may still be working at a much lower level on the scale when it comes to abilities, aptitude, and knowledge, which can affect performance and trust. (Ball, 2012).

### **2.3. Types of motivation**

- Primary or Basic Motivation: Motives related to our need for self-preservation are referred to as primary or basic motivation. This includes basic needs, including hunger and thirst, warmth, sex, pain avoidance, and other primary motivations that affect a person's behavior (Reiss, 2004).
- Secondary Motivation: This type of "drives," also known as "learned" motivation in psychology, varies from person to person. They include a person's own sense of values and interests in life in several respects. (Reiss, 2004).

Many of the behaviors that result from secondary motivation are deliberate. That is, an individual has a conscious desire for a specific purpose or outcome and acts in a way that moves them closer to that goal. The desire for what they do not have or

possess is what motivates them to do something or behave in a certain way. In general, there are two forms of motivation: intrinsic and extrinsic motivation.

- *Extrinsic Motivation*: Extrinsic motivation is when a person's motivation comes from outside of themselves. Internal or external incentives, such as money or grades, are motivating factors. These incentives include fulfillment and enjoyment that the role could not provide (Ryan & Deci, 2020).
- *Extrinsically motivated*: people will focus on the job even though they are uninterested in it because they expect to receive gratification from a reward. The rewards may range from something as insignificant as a smiley face to something as significant as fame or wealth.
- *Intrinsic Motivation*: Intrinsic motivation is described as motivation that arises from within a person rather than from external or external incentives such as money or grades. The enjoyment derived from the task itself, or the sense of accomplishment derived from completing or even working on a task, is the source of motivation. (Ryan & Deci, 2020).

### 3. Methodology

The goal of the present research is to assess project managers' perceptions of team motivation. To gather this information, we asked open-ended questions to the project managers in our company.

## 4. Results and Discussion

### 4.1. *The Project Manager's Role in Team Motivation*

Team morale is critical to the success of any project, and a project manager's understanding of motivation dynamics and strategies for influencing team motivation will help steer a project in the right direction. The findings of this study indicate that successful team motivation is dependent on a variety of factors, including team-specific elements as well as organizational influences. One of the study's key findings is that current project management practitioners feel they can build their own subculture inside an organization and inspire a team regardless of the company's overall environment. This result was

reinforced by the fact that not only active project managers believe they can establish such a subculture, but also managers who were having trouble motivating their teams on their last project thought it was possible to create a positive project atmosphere in a negative organization. As a result, project managers play a critical role in fostering a productive, high-motivation project atmosphere.

#### ***4.2. Factors That Most Commonly Impact***

Motivation in the Workplace While projects are by their very nature one-of-a-kind ventures with a finite lifespan, they all adopt a common framework in order to achieve their objectives. Without having to consult a bag of motivating tricks, a project manager can avoid dropping team motivation by being conscious of recurring motivational forces in project settings. Most team participants join a new project completely inspired due to the novelty and enthusiasm that comes with a new undertaking, as Sirota et al. (2005) pointed out. The findings of this study revealed that the factors that most frequently trigger a drop in team motivation are:

- missing top management support,
- personal conflicts between team members, and
- increase of project scope.

Top management is absent. The project manager's ability to market the project to upper management is credited with gaining support. Personal disputes will eventually occur due to members' roles within the organization if upper management does not support them. Conflicts will occur when team participants are more committed to their daily activities within the organization than to the project. Changes in scope, time, expense, and quality can all have an effect on a project team's emotional state.

## **5. Conclusion**

Project managers must be sensitive during the early stages of a project to create an atmosphere where the majority of the participants concerned are enthusiastic about the project. Clear contact at the start of a project tends to be the secret to maintaining high morale over the duration of the project. To ensure project buy-in from the most significant stakeholder in a project, the project manager should seek top management support early

on, develop specific scope criteria with the client and/or sponsor, and include team members as early as possible.

---

## 6. References

1. Alderfer, C. P. "Existence, Relatedness and Growth: Human Needs in Organizational Settings." The Free Press, New York, 1972.
2. Ball, B. (2012). A summary of motivation theories. Retrieved on [www.yourcoach.be> uploads, 3](http://www.yourcoach.be/uploads/3).
3. Ellemers, N., De Gilder, D., & Haslam, S. A. (2004). Motivating individuals and groups at work: A social identity perspective on leadership and group performance. *Academy of Management Review*, 29(3), 459–478.
4. Project Management Institute. (2004). A guide to the project management body of knowledge (PMBOK® guide). Newtown Square, PA: Author.
5. Project Management Institute. (2006, October). PMI fact file. *PMI Today*, p. 4.
6. Reiss, S. (2004). Multifaceted nature of intrinsic motivation: The theory of 16 basic desires. *Review of general psychology*, 8(3), 179-193.
7. Ryan, R. M., & Deci, E. L. (2020). Intrinsic and extrinsic motivation from a self-determination theory perspective: Definitions, theory, practices, and future directions. *Contemporary Educational Psychology*, 61, 101860.
8. Schwalbe, K. (2004). *Information technology project management* (4th ed.). Boston: Course Technology.
9. Welbourne, T. M., Andrews, S. B., & Andrews, A. O. (2005). Back to basics: Learning about employee energy and motivation from running on my treadmill. *Human Resource Management*, 44(1), 55.

*Thank you and best regards*  
*Eng. Waleed Al-Harbi*  
2021203686