

Everyone's Smart University

Project (Spring 2021)

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PROJECT LEADERSHIP

Instructions:

- ☐ آخر 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 the Project Success in IT Department.

Introduction:

The Cry for Leadership

Why do we not have better leadership? The question is asked over and over. We complain, express our disappointment, often our outrage; but no answer emerges. When we ask a question countless times and arrive at no answer, it is possible that we are asking the wrong question--or that we have misconceived the terms of the query. Another possibility is that it is not a question at all but simply convenient shorthand to express deep and complex anxieties. It would strike most of our contemporaries as old-fashioned to cry out, "What shall we do to be saved?" And it would be time-consuming to express fully our concerns about the social disintegration, the moral disorientation, and the spinning compass needle of our time. So we cry out for leadership.

To some extent the conventional views of leadership are shallow, and set us up for endless disappointment. There is an element of wanting to be rescued, of wanting a parental figure who will set all things right. Such fantasies for grown-up children should not lead us to dismiss the need for leaders nor the insistent popular expression of that need. A great many people who are not given to juvenile fantasies want leaders-- leaders who are exemplary, who inspire, who stand for something, who help us set and achieve goals.

As we have more than one type of leaders in the Information Technology Department at the Ministry of Sports, and this will be the subject of a difference of opinion, which affects the success plan and the progress of our projects.

The Aim from This Research is to put the finger on the pain place in the Issue and bottlenecks to resolve It during this Research.

Literature Review and Conceptual framework:

Leadership literature reveals that theories have been refined and modified with passage of time and none of the theory is completely irrelevant. As mentioned earlier, relevance depends on the context in that it is applied. The

type of leadership applied in functions entailing very high degree of precision, confidence level, sensitivity, care and technical expertise may be different than in simple management-oriented portfolios, as one that does not fit all heads (Dess, & Picken, 2000). It means that situations, contexts, culture, working environment, new laws and regulations, information overload, organizational complexities and psycho-socio developments remarkably impact the leadership concept thereby, making it commensurate to the changing organizational dynamics (Amabile, Schatzel, Moneta & Kramer, 2004).

The great men became irrelevant and consequently growth of the organizations. "The passing years have given the coup de grace to another force the great man who with brilliance and farsightedness could preside with dictatorial powers as the head of a growing organization but in the process retarded democratization". It was also determined that, "a person does not become a leader merely by virtue of the possession of some combination of traits" (Samad, 2012). On the amount of direction and guidance, the dynamic among these factors was established; socio-emotional support and task behavior, in performing a task the readiness level (commitment and competence) of the followers and relationship behavior required by the followers functions and objective (Ryan & Tipu, 2013). Without involving subordinates, the autocratic leader makes decisions, laissez-faire leader lets subordinates make the decision and hence takes no real leadership role other than assuming the position and the democratic leader accesses his subordinates then takes his decision.

Theoretically, leadership is much like other abstract concepts such as love, democracy, freedom etc. A general but working definition of leadership is the process of influencing people to achieve a common goal. It is also defined as a process whereby leaders influence followers and followers influence leaders [2]. Leadership is categorized by early researchers such as [13] as autocratic, democratic, or laissez-faire. Evaluating leadership styles is a challenging exercise. Great numbers of literature concerning leadership have attempted to define and analyze leadership [14,15,16,17]. The literature, however, gives a relatively wide range of varying approaches to leadership [18]. Leadership is a complex and dynamic subject that encompasses and is influenced by many variables—that is, leaders assumed varieties of roles and these roles have an impact on factors that affect them. This intricacy accounted for the absence of a comprehensive understanding of the constituents of good or effective leadership [18]. Leadership as mentioned earlier is a dynamic relationship based on “mutual influence and common purpose between leaders and collaborators in which both are moved to higher levels of motivation and moral development as they influence others through action to accomplish an objective.

Theoretical Concept of Leadership:

Leadership theories are schools of thought brought forward to explain how and why certain individuals become leaders. The theories emphasize the traits and behaviors that individuals can adopt to boost their own leadership abilities.

Leadership Style:

1- Affiliative Leadership Style

Is one of 7 styles of Emotional leadership and promotes positivity, a harmonious workplace and team-building.

This leadership style focuses on conflict resolution and creating personal connections between employees and their managers to build a sense of community and trust.

The type of leadership a manager chooses to affect the emotional, mental and physical health of his team. Whether this effect is positive or negative.

Affiliative leadership is one of many styles of leadership that positively impacts

employees.

It is Good for teams in need of a morale boost (team need to repair).

2-Authoritarian / Commanding / Autocratic Leadership Style

Is centered on the boss. the leader holds all authority and responsibility.

The leader centralizing decision making, and limiting participation.

leaders make decisions on their own without consulting subordinates.

They reach decisions, communicate them to subordinates and expect prompt implementation.

One of the famous examples for an authoritarian is of Napoleon Bonaparte and Hitler.

Leaders like this can achieve results and productivity quickly.

Best applied to situations where there is little time for group decision-making or where the leader is the most knowledgeable member in the group.

3-Coaching Leadership Style

Coaching leadership involves teaching and supervising followers.

A coaching leader is highly operational in setting where results/ performance require improvement.

Basically, in this kind of leadership, followers are helped to improve their skills. coaching leadership does the following: motivates followers, inspires followers and encourages followers.

A coaching leader is A great mentor is a pioneer who also has a remarkable ability to instruct and train. They prep individuals to enhance both information and skills. (build the skills of others).

About connecting the goals and productivity of the team/project with individuals.

Best for teams who have the desire to succeed and are motivated.

4-Democratic Leadership Style

- In this leadership style, subordinates are involved in making decisions. Unlike autocratic.
- This leadership is centered on subordinates' contributions.
- The democratic leader holds final responsibility, but he or she is known to delegate authority to other people, who determine work projects.
- His style of authority depends on the group been counseled and their feelings being

esteemed.

- Relies on the skills and knowledge of team members.
- Group makes decisions collectively.

5-Laissez-faire Leadership Style (delegate leadership)

- Laissez-faire leadership gives authority to employees. (LEAVE IT BE)
- Subordinates are allowed to work as they choose, with complete freedom to make decision. With minimal or no interference.
- This kind of leadership has been always found to be the least satisfying and least effective management style.
- The 'hands-off' approach.
- Management trusts the team members to make decisions and meaningful progress.
- Leaders support rather than control.
- style is frequently connected when the group is extremely fit, very much inspired and composed.

6-Pacesetting Leadership Style

- Pacesetting leadership is when the leader sets an example of high performance, high pace and high quality.
- Team members are expected to follow suit, and the pacesetting leader values results more than anything.
- This is 'lead by example' (do as I do, now).
- Leader is highly focused on performance and expects the same of the team.
- Works best with teams that already perform at a high level.
- Role model, high standards.

7-Transformational / Visionary Leadership Style

- The transformational leadership style is one of the most implemented styles. It has integrity, defines clear goals, encourages clear steps to communication and expressive.
- This type of leader inspires their team to work together towards a common target.
- Transformational leaders combine the best practices and are leaders who are trusted and can motivate others.
- The transformational style requires a number of different skills. And its primary focus is to make change happen in our self, others, groups, and organizations.

Leadership VS influence Skill:

Power is the ability to influence others. One of the most influential theories of power comes from the work of French and Raven, who attempted to determine the sources of power leaders use to influence others. French and Raven identified five sources of power

that can be grouped into two categories: organizational power (legitimate, reward, coercive) and personal power (expert and referent). Generally, the personal sources of power are more strongly related to employees' job satisfaction, organizational commitment, and job performance than are the organizational power sources.

One source

of organizational power—coercive power—is negatively related to work outcomes.

However, the various sources of power should not be thought of as completely separate from each other. Sometimes leaders use the sources of power together in varying combinations depending on the situation. A new concept of power, referred to as “empowerment,” has become a major strategy for improving work outcomes.

• **Methodology:**

Content analysis is a research technique used to make replicable and valid inferences by interpreting and coding textual material. By systematically evaluating texts (e.g., documents, oral communication, and graphics), qualitative data can be converted into quantitative data. Although the method has been used frequently in the social sciences, only recently has it become more prevalent among organizational scholars. Content analysis is valuable in organizational research because it allows researchers to recover and examine the nuances of organizational behaviors, stakeholder perceptions, and societal trends. It is also an important bridge between purely quantitative and purely qualitative research methods.

Results and Discussion:

Every organization or institution has its own character, form, and civilization, and each environment differs from the other with most of its operations and projects and the difference of all the above. It is natural that the styles of leaders also differ, so all these types of leaders have been identified so that each leader is suitable for a specific project according to the team that will work with him or else it would be Most of the projects will face failure either in terms of Conflict because the leader was unable to solve or Avoid the Conflict, or on the side of the team working on the project due to the lack of appropriate expertise and skills.

MOS IT Department Leaders Styles			
Leader	Leadership Styles	projects Result	impact on Employees
GM	Authoritarian / Commanding / Autocratic Leadership Style	Usually Positive because he is Expert in this filed and he deal with the same situations multiple times and he influenced the Teams to do what He Want.	Most of employees got Upset because he doesn't involve them in the decision
Director	Democratic Leadership Style ,Laissez-faire Leadership Style	The Result Usually Positive because he is involving the Expert Technical to the decision and let them Lead Some Tasks and he Influenced them to Pick up these Tasks.	

References:

- 1- JOHN W. GARDNER (On Leadership Book).
- 2- EMERGING LEADERSHIP JOURNEYS .
- 3- INTERNATIONAL JOURNAL OF MANAGEMENT, BUSINESS, AND
ADMINISTRATION VOLUME 15, NUMBER 1, 2012.
- 4- Leadership Lecture Presentation – DR. Sara Adel.