

Everyone's Smart University

Project(Spring 2021)

Student Name	Abdulaziz Alarfaj	اسم الطالب
Students I.D	2021201835	الرقم الجامعي

Section	Date	Course Code
Master	Thursday 18 / 03 / 2021.	(PMG511)

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 Project Success

Table of Contents

Introduction	7
Leader Definition.....	8
Leadership Approach.....	8
Leadership and Project Success	9
Leadership Style and Project Success	10
Methodology.....	11
Conclusion.....	11
References:	12

Introduction

Many newly founded organizations speedily progress than many other old organizations and securing good funding. Research shows that it is leadership the main reason. The aim of this study was to identify the leadership skills and capabilities needed in organizations. Within a company, categorizing critical leadership capabilities required for efficiency helps define what skills leaders need (Pernick, 2001). Based on Katz (1955), a skill can be defined as "an capability that can be developed, not necessarily inborn, and which is established in performance, not just potential". In a same way, Nahavandi (2000) defined a skill as "an attained talent that a person develops related to a specified task".

Katz (1955) recognized three categories of skills required by leaders: technical skills, human skills, and theoretical skills. Each skill is essential for successful leaders to possess, but the amount of each skill can differ depending on position within the organizational hierarchy. Technical skills are more significant at the lower levels of administration (Goleman, 1998). As a leader moves up in the structural hierarchy, he/she depends more on the technical skills of followers more than on his/her own technical skills.

Human skills are important throughout all management levels. Conceptual skills are perhaps most significant at top management levels where policy decisions, long-term preparation, and broad scale actions are needed (Hicks 1975).

Leader Definition

A leader is not the person who leads people, but the person that people follow him. Leaders are people who identify what requirements to be done and derive changes. Leaders find new directions, regulate, stimulate and motivate individuals, share the dream and vision of the company and where is it heading and build real teams. They also share choices with the team, act as a mentor, train employees and delegate tasks properly to the right people (Skipper and Bell 2006).

Leadership Approach

Studies demonstrated the influence of having no leadership in place, and results showed that for a project to be successful, there should be leadership. Almost all modern studies describe leadership as a fundamental skill.

The Character of a Leader

This is a basic method that was mentioned in earlier studies regarding leadership. This approach underscores leaders traits, for instance, identity, purposes, qualities and capabilities. The basic idea of this approach is that leaders are born and not created that means that some people have extraordinary abilities and potentials that qualify them to lead and that is not developed from others. In addition, the difference between brilliant leaders and normal leaders is the inbred traits (French et al. 2011). However, the alleged extraordinary man theories of the mid 1900s abandoned to confront exploratory tests, in other words, they became unsuccessful to highlight the qualities that are dynamic and enough for management success (Jackson 1995). The reason why it was so hard to speculate the characteristics of a leader is as it is very difficult to gather and find the precise attributes that pay to becoming a leader. Yet, the inherited leadership concept that leaders are born and not created is not recognized in most of modern

research as it shows limited views of understanding leadership across cultures. Recent research proves that skills connected with an active leader are not general traits (French, 2007). On the other hand, the term initiative advises that the personal possesses these parts to complete their leadership duties (French et al. 2011).

Leadership and Project Success

The relationship between project managers leadership competencies and the ability of these competencies to determine project success was examined in 2008 by Geoghegan & Dulewicz. This research used both the leadership dimensions questionnaire and the project success questionnaire (Geoghegan & Dulewicz, 2008). The leadership dimensions questionnaire was utilized as the basis of the study because of its capability to define a respondent's leadership abilities based on fifteen dimensions. The project success questionnaire was moreover employed to gather data on project achievement. This tool regulates project success through technical correctness, performing as planned, ability to interface efficiently with the client, timetable, budget, client gratification, and the project's influence on organizational effectiveness.

Work observed the strongest connections between leadership characteristics and project achievement with the following characteristics:

When determining project achievement in usability, managing resources, empowering, improving, and inspiration were highly important, and critical analysis, the impact, self-awareness, and sensitivity were also vital. In determining project success through project delivery, managing resources and empowering were found to be important.

Subsequently, the significance of managerial competencies and emotional competencies in deciding project success was ascertained, while it was also inquisitively found that intellectual competencies were least significant as a characteristic of leadership in deciding success (Geoghegan & Dulewicz, 2008).

Leadership Style and Project Success

An additional area to study under this topical umbrella is that of a project manager's specified leadership style as a determinant of project success. Jiang (2014) observed this idea through an evaluation of research conducted regarding project style, project success factors and their link with leadership styles, and the impact of leadership styles on project success in order to decide a correlation between leadership style and project success. Jiang's (2014) work examined a historical summary of leadership theories along with the related leadership styles they defined: trait, behavior or styles (laissez-faire, democratic, autocratic, bureaucratic), contingency (directive, supportive, participative, achievement-oriented), visionary or charismatic (transitional, transformational, laissez-faire), emotional intelligence (visionary, coaching, affiliative, democratic, pacesetter, commanding), and competency (engaging, involving, goal-oriented) (Jiang, 2014). The study also studied emotional competencies, managerial capabilities, and intellectual capabilities, as well as project success factors, and the results of recent research studying leadership style and project success (Jiang, 2014).

Jiang's (2014) analysis established support for the availability of a relationship between a project manager's leadership style and its impact, or even control over, project success factors. In the research, a basic model was created showing how a project manager's leadership impacts teamwork, which then impacts project success; yet, it is significant to remember that project type also plays a determining factor role between teamwork and project achievement. For instance, if a project manager is new to a project type this may impact teamwork destructively and thus reduce project success, but if the project manager can choose the correct leadership style, he/she can be able to weaken the negative influence through careful management and other competencies. So, even though much of the research does not emphasize on a project manager's leadership as a factor in the success of a project, found that it is for sure an influence on many related factors comprising teamwork and client communication. Also notable a project manager's leadership style as a determining factor in project success into two mechanisms, direct: appropriate leadership might benefit project success with the

related competencies [and] indirect: proper leadership development teamwork, which might help achieve successful project (Jiang, 2014).

Methodology

In this research, a descriptive and an explorative mixed approach was used. Descriptive research is denoted as a research method that defines the characteristics of the population or phenomenon studied. A descriptive research design might use a wide variety of research methods in order to investigate one or more variables. Not like in experimental research, the researcher does not control or operate any of the variables, but only observes and measures them. (Question Pro, 2021).

Conclusion

There appears to be relationships between the leadership skills within and between skill areas. This is not something surprising finding because of the fact that leadership comprises both the attitudes and behaviors exhibited by leaders and the impact of these on followers. Various of the skill areas comprise competencies that have relationships to the leader themselves, and similar capabilities that relate to the influence these have on followers. Strong effective leadership makes a cooperative team environment in which employees are reinvigorated to participate, grow, learn, and work together to reach the decisive goal of organizational success. More efforts are significant to explore the project success particularly in the context of development sector as it is a susceptible area and its influence on the society is remarkable.

References

1. Skipper, C., & Bell, L. (2006). Influences Impacting Leadership Development. Journal of Management in Engineering.
2. French, R., Rayner, C., Rees, G., & Rumbles, S. (2011). Organizational Behaviour (2 ed.). Chichester: John Wiley & Sons.
3. Jackson, T. (1995). Cross-cultural management. Oxford: Butterworth-Heinemann.
4. French, R. (2007). Cross-cultural management in work organisations. London: Chartered institute of personnel and development.
5. Geoghegan L., Dulewicz V. (2008): Do project managers leadership competencies contribute to project success? "Project Management Journal", Vol. 39(4), pp. 58-67, <http://doi.org/10.1002/pmj.20084>
6. Jiang J. (2014): The study of the relationship between leadership style and project success. "American Journal of Trade and Policy", Vol. 1(1).
7. Pernick, R. (2001). Creating a leadership development program: Nine essential tasks. Public Personnel Management, 30(4).
8. Katz, R. L. (1955). Skills of an effective administrator. Harvard Business Review, 33(1).
9. Nahavandi, A. (2000). The art and science of leadership (2nd ed.). Upper Saddle River, NJ: Prentice Hall.
10. Goleman, D. (1998). What makes a leader? Harvard Business Review, 76(6).
11. Hicks, H. G., & Gullett, C. R. (1975). Organizations: Theory and behavior. New York: McGraw-Hill Book Company.