

Everyone's Smart University

Project (Spring 2021)

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Section	Date	Course Code
Master	Thursday 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. (اختياري).

{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 INFLUENCE ON PROJECT SUCCESS IN SABIC: PLANT COMMISSIONING AND STARTUP

1. Introduction

An effective leader influences his team in a right manner to achieve organization goals. Different leadership styles may affect organizational effectiveness or performance [1]. Transformational leadership is one of indicator of achieve overall satisfaction [2]. It was concluded that organizational performance is influenced by a competitive and innovative culture. Organizational Culture is influenced by leadership style and consequently, leadership style affects organizational performance.

Influence is defined as “force one person exerts on someone else to induce a change in the target, including change in behavior, opinion, attitudes goals, need and values” and “the ability to affect the behavior of other in particular direction”.

2. Literature Review

2.1. Leadership

Leadership Styles: Leadership is influence process in which the leader seeks the voluntary participation of subordinates in an effort to reach organization goals [3]. A leader can be defined as a person who delegates or influencing others to act so as to carry out specified objectives [4]. If the task is highly structured and the leader has good relationship with the employees, effectiveness will be high on the part of the employees. The study revealed that democratic leaders take great care to involve all members of the team in discussion and can work with a small but highly motivated team.

2.2. Theoretical Concept of Leadership

The interest in leadership increased during the early part of the 1900's. The first theory was **Great Man** where assume that the capacity for leadership is inherent that great leaders are born, not made. However, leadership was believed on a male quality, especially in terms of military leadership.

In the period of 1940's-1950's, **trait theory** introduced we assumes that people inherit certain qualities and traits that make them better matched to leadership. This trait is classified in seven items:

- Drive
- Desire to lead
- Honestly and integrity
- Self confidence
- Cleverness
- Knowledge
- Extra vision

Later in the period of (1950's-1960's), **behavior theory** introduced where we have four different Scholl

- University of IOWA, divided leader in three different style (1) Democratic.(2) Autocratic.(3) Laissez-Faire where is democratic was most effective one.
- OHIO State, evaluate leader based on consideration and initiating structure where is leader should be high-high in both consideration and initiating structure
- University of Michigan, evaluate leader based on concern for people and concern for production where is leader should be high-high in both production and job satisfaction.
- Managerial Grid, evaluate leader based on employee oriented and production oriented where is leader should be high-high in high concern for production and high concern for people.

Later in the period of (1960's-1970's), Contingency Theories

- The Fiedler Model.
- Situational Leadership Theory.
- Leader-Participation Model.
- Path-Goal Theory.

Finally, modern leadership

- Leader-member exchange (LMX).
- Transformational-transactional leadership.
- Charismatic-visionary leadership.
- Team leadership.

2.3. Leadership Style

2.3.1. Affiliative Leadership Style

This leadership style focuses on emotional and building good relations between employees and managers to build trust.

2.3.2. Autocratic Leadership

The other name for this type boss, where is holds all authority and responsibility. The leader making decision making without refer to the team.

2.3.3. Coaching Leadership Style

This type of leadership is highly operational in setting where results/performance require improvement.

2.3.4. Democratic Leadership Style

This type of leadership is centered on subordinates' contributions. However, leader holds final responsibility, but he or she is known to delegate authority to other people, who determine work projects.

2.3.5. Laissez-faire Leadership Style

This type of leadership gives authority to employees• 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.

2.3.6. Pacesetting Leadership Style

This type of leadership Pacesetting leadership is when the leader sets an example of high performance, high pace and high quality.

2.3.7. 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.

2.4. Leadership and Influence

Leadership has been described as the ability to influence others. An effective leader moves followers into action not with coercion but by eliciting their desire and conviction in the vision and goals articulated by the leader. A leader, who, through focused and deliberate effort, exerts positive influence in others, will build trust and become a true driving force toward excellence.

3. Methodology

A qualitative research method was a method used in this research. Typically we conduct interview with small group from process, operation and project team about impact of influence of leader during commissioning and start up for one of the plant. The advantages of this method provides a great opportunity to gather accurate data about what believe and what their influence are. The participants were asked about leadership style and impact of influence for project leader.

4. Result and Discussion

Interviews were conducted with ten engineers from process, operation and project team during commissioning and start up for plant, the responses were recorded and the following themes were derived from the Interviews.

- Democratic
- Autocratic.
- Target Oriented
- People Oriented.

As result from interview with employee, we realize that there is no absolute leadership style that can be permanently used (leader need to adopt different style based on situation).

Based on the result from interview with couples of engineers, consulting the subordinates by their leader is something encouraged and will increase subordinates loyalty and increased their interest in the effective implementation of the decision taking.

However, there are some situations when the leader will need to take decision by himself, most especially, when the subordinate are no experience along with short time to complete project.

5. References

1. Nahavandi A., The art and science of leadership, 3rd ed., Upper Saddle River, NJ, Prentice Hall (2002)
2. Berson Jonathan Linton, An Examination Of The Relationships Between Leadership Style, Quality and Employee Satisfaction In R&D Environments, 0-803-8150-5/03/\$17.00 02003 IEEE (2003)

3. Bunmi Omolayo, Effect of Leadership Style on Job-Related Tension and Psychological Sense of Community in Work Organizations: A Case Study of Four Organizations in Lagos State, Nigeria, Bangladesh e-Journal of Sociology, 4(2), July (2007)
4. Mullins L., Management and Organizational Behavior, Pearson Higher Education FT Prentice Hall (2004)