

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

Leadership Styles and Skills

Key words: Transformational, Leadership, Motivation, Traits, Skills

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Introduction:

Within the last decade, and going through several of researches that have been conducted during this period to explore the leadership profiles of project managers, as well as to examine the body of evidence presented in order to comprehend statistical significance between the leadership of project managers and success in their projects. Findings have indicated that various traits falling under the umbrella of leadership are associated with successful project managers. Relevant research also has shown that there is a strong correlation between the leadership skills of project managers and the success of their projects. Both findings have been cross-referenced with individual leadership styles of project managers; A leadership style has to have a combination of skills and experience while employing the necessary control measures in the most appropriate style to oversee successful project performance.

Determining the right leadership style for the chosen project would influence the success of delivering and closing the projects properly. Throughout this paper, we will aim on one skill, which is Motivation (Using one theory of motivation – Types of motivators). Motivation factors include achievement, recognition, responsibility, opportunity, advancement, personal growth, etc. According to Frederick Herzberg (1923-2000), the two-factor theory suggests implementing both hygiene and motivation factors to improve the work environment and productivity. The chosen leadership style in this paper is Transformational leadership style, which suits perfectly the highest position in the chosen institution. Few traits of this style are as follow on below table:

Traits
Integrity
Defines clear goals
Encourages clear steps to communication and expressive
Inspires their team to work together towards common target
Combines best practices
Trusted and can motivate others

Table 1

Transformational style requires a number of different skills, and its primary focus is to make changes in our self, others, groups, and organizations. Few skills of this style are as follow on below table:

Skills
Focuses on setting a positive vision for the future
Team members are infused with a sense of purpose and excitement
Stimulate and inspire followers to achieve extraordinary outcomes
Good for teams that have recently experienced failure

Table 2

Nevertheless, these skills and traits would have an impact on guiding and achieving project targets by using Motivation skills/tools.

Literature Review and Conceptual framework:

In the current era; global competition and growing business in worldwide is increasing tremendously, in developed and developing countries, have created a highly unstable environment for all businesses. To deal with this uncertain environment and continuous changes, leaders are strongly needed. The world needs transformational leaders. Transformational leadership skills would enable organizations to improve their performance in a turbulent and unpredictable environment. When transformational leadership components complement other leadership actions, it can become a source of competitive advantage for organizations. Use of this competitive advantage can be a significant help in strategic competition and earning higher returns in short-term and long-term. In fact, without an effective transformational leadership, the probability that organization be able to face global economic challenges, in order to achieve superior and satisfactory performance, will be reduced (Eskandari, 2014, p. 124).

In order to reach a healthy workplace, a motivation skills (refer to table 2) is deeply required to be implemented on both sides personally and businesslike. In 1959 Herzberg wrote the following useful phrase, which helps explain this fundamental part of his theory "We can expand ... by stating that the job satisfiers deal with the factors involved in doing the job, whereas the job dissatisfies deal with the factors which define the job context ". In addition, we can add that idealized influence, individualized consideration, inspirational motivation, and intellectual stimulation would lead up to a success of performance beyond expectations (J Fundam Appl Sci. 2016, 8(3S), 452-461).

Motivated employees can increase productivity and efficiency. If the project manager or the team leader makes an effort in motivating his employees, he could increase the team's efficiency, because motivated employees have less sick and absence days*, and the team members could make an extra effort to be on time as well as the quality of the employee's work will be better when they are motivated.

McGregor's Theory X and Theory Y motivational approach identifies polar differences in subordinates. Theory X team members are classified as individuals who require constant attention, do not want to work, need punishment to achieve desired effort, and avoid added responsibilities. In contrast, Theory Y individuals are classified as team members who want to work, find the job satisfying, are willing to participate, do not require a controlling environment, and seek constant improvement or opportunity (Kerzner, 2003, p. 194 – 195).

*Some employees if not motivated enough could mostly ask repeatedly for an absence from work.

Methodology:

The research had a twofold aim. One of the aims was to identify those success criteria of which the project managers having an impact on. The second aim of the research was about leadership styles; a transformational leadership style is applied as a success factor for the assigned projects, although, a few skills from different leadership styles might be needed depends on a certain situations.

In the course of the field research qualitative research methodology were used. The combination of self-learned and published papers* were the best-suited to gather the required data. The aims of the research were to identify the success criteria of motivations skills that the project managers would have an impact on; and the leadership style they use to reach these criteria which is motivational skills. Quantitative research methodologies would not have given the required details to reveal to interrelationships (Babbie, 1994; Creswell, 2003).

The gathered data and studies that were used to compare results between each study and paper, the variances in these studies for transformational leadership style and motivational skills are almost none since these topics been established and in invented as a course of study decades ago.

*Citations will be added on reference page.

Results and Discussion:

Once we compare between leadership styles and skills among projects managers we can see that every scenario requires a certain actions, skills, traits ...etc. Although, there is not one leadership strategy which is better than another, when it comes to motivating the team, but in a particular situation there could be a strategy which works better. When applying a certain strategy to a specific team, it is important to be aware of the strategy's weaknesses. The project manager should not necessarily take on strategy, and keep it through the whole project. Being able to do good swaps between the different leadership styles is one of the best indicators of a good leader

Nevertheless, the picked leadership style in this paper is Transformational leadership style with best skills (motivations) that can fulfil requirements in most projects, especially on the long-run projects. However, would be a good strategy to take on, when a project does not go as planned, and the team(s) is forced to do things differently. This could be the case if major changes that had to be made to the original plan for the project(s). As the visionary manager, the team needs a strong leader who takes the responsibility and comes up with solutions as the project progresses. This demands the group to believe in the leader. It does not focus much on helping the team members who cannot keep up with sudden changes

A team member's motivation does not necessarily have to come from the project manager; the motivation can be either extrinsic or intrinsic or both in few cases. Intrinsic motivation means that the motivational energy comes from within the person. The person has a desire, a wish, to help achieve the goal, because it aligns with the person's own belief. An example of this could be if the team member finds the task he is assigned to is especially interesting, which motivates him to fulfill the task efficiently. Extrinsic motivation, on the other hand, is where the motivational energy is coming from an external source - and not from the team member himself. The team manager is a key component in extrinsic motivation. For example, the manager can either reward or punish his team members, in order to push them to do a certain task. There are several ways of giving extrinsic motivation to the team members. It is widely believed that intrinsic motivation is the best kind of motivation, but the project manager can help the team members achieve this.

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