

Everyone's Smart University

Project (Spring 2021)

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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 IN SAAB BANK

1. Introduction

Leadership is the ability to motivate others to move toward a desirable vision. It is simply motivating others to do what the leader wants. Leadership, whether formal or informal, helps people to get their full potential in accomplishing the mission and the organization's goals. Many definitions for leadership vary depending on the style or types that can be adopted. It is defined by Robert Livingston as the way of achieving the goals with the best means within the resources and available facilities. Leadership is the activity of influencing others to cooperate to achieve a goal, they agreed is desirable. All members of the organization who are responsible for the work of others could be good leaders if the leadership is placed properly (Hosking, 1988). It is shared with other concepts such as the presidency and management in certain characteristics such as the occupation of senior positions, and the right to take the decision.

Therefore, this project aims to examine the impact of leadership skills on the project success in SAAB Bank. Influencing is one of the leadership skills that provide some examples in addition to identify the influence of leadership on the organization.

2. Literature Review

The literature indicates that leadership is a complex concept and despite extensive coverage in the literature, there is no single universally accepted definition of leadership. The literature also indicates that leadership is the ability to get others to do something that they would otherwise be reluctant to do or to do with greater obligation and confidence. Effective leadership is essential for the success of firms. As this study focuses on effective leadership qualities, therefore more attention would be given to leadership as influencing, motivating, inspiring, and coordinating others which are also the common themes of the definitions of leadership.

2.1 Leadership Aspects

Leadership has a key function in regulating the decisions and activities inside the organization. The importance of leadership cannot be restricted to one field of administrative areas. However, it is an essential element in the organization's system, which includes the values, ethics, customs, ideas, and policies that guide the behavior of individuals in the organizations. According to Avery (2005), the leadership is a safety valve for business continuity and control of details, it helps a particular group to accomplish its assigned tasks which form the link between the subgroups that each do a particular business, and operate within the large group which emanated from them. Without leadership, it is difficult for the organization to deal with external environment variables that directly or indirectly affect the organization's achievement of its goals. A leader is Influencing and Influencing other people in a particular group and acting as a role model to convince people by d achieving goals of the organization.

2.2 Leadership Styles

The autocratic leadership is the most popular and well-known type of leadership style. It has several names including the dictatorship. The leader in this type derives his powers from the official authority under law and order. The power is restricted to leaders only, and they have the choice to make decisions, draw up plans and policies of the organization without subordinating any importance or any participation (Encyclopedia of

Management, 2009). The leader believes in the centralization of decision-making, holds all powers and authorities in his hands, and does not allow any opportunity to consult his assistants and interfere in the details. For example, he may use the method of threat to force his assistants to follow his policy, not as convinced way but fear of punishment. Therefore, this leadership is described as authoritarian and all the focus of this type is only on achieving the desired goals of leaders ignoring the problems of workers or assistants.

Democratic leadership is considered the most effective and well-organized type among other styles of leadership. It depends on the extent to which the subordinates accept the authority of the democratic leader. "The leadership in this type is considered interactive and participative"; however, sometimes it implies some disadvantages including instability, the generality of instructions, and neglect of business activity, conflict of tasks and activities, dependency on work, and lack of coordination between the organization's departments" (Northouse, 2007). A leader takes the responsibility of developing human relations based on the mutual respect between him and his subordinates believing in the importance of support for the working group and motivating them to work in a team spirit.

2.3 Influencing Skill

The most important skills, followed by the leader, are Influencing the subordinates, citing the facts, respecting their opinions and perceptions. The leader is a member of a group that shares its criteria and objectives and works to strengthen the connection between him and the rest of the group. He influences his activity and the group's goals and is influenced by the prevailing social atmosphere that results in this interaction. According to Bass (1985), this method results in negative consequences for the organization and subordinates and even the leader himself. For example, when his lack of understanding of the administrative procedures inside the organization leading to take improper decisions. One of the drawbacks of this style is the duplication of efforts, time, and money. Although this leadership may be desirable sometimes, it is rare to be applied in the field of management due to the lack of coherence, lack of clarity of objectives, and

its way to encourage recklessness and neglect. The responsibilities are not specific, and everyone does not know the tasks and activities required to be done by him. The evaluation is absent, and this undoubtedly leads to poor performance and productivity.

3. Methodology

This study the impact of leadership skills on the project success in SAAB Bank. To identify areas of strength and development opportunities in the daily work of managers thereby influencing an effective leadership skill to increase overall efficiency in the banking sector of Saudi Arabia, the following hypothesis for research are as under:

To obtain information about leaders' skills on daily work, data collected through both secondary and primary research. The questionnaire was the most important tool in gathering primary data. To collect data for leadership qualities in daily work life and efficiency, online databases were helpful. Furthermore, printed material including books and articles were also quite useful in gathering related information and data.

3.1 Sampling

The sample consists of 30 employees of SAAB, in Jeddah city. It includes managers who were responsible for different areas of banking business and managing daily affairs such as loans, car financing, mortgages, the opening of accounts, etc., were observed and taken under study. Managers from different banks participated to study different behaviors and utilization of skills in a day to work. Saudi Arabia contributed valuable information and support for conducting this survey at SAAB bank.

There was no gender restriction in this study. Since these days, women are also taking an active part as shoulder-to-shoulder with men in the service industry. Therefore, women's leadership capabilities and skills as managers' are equally important as men's. Besides, no age restriction was included.

Several limitations during the study relate to methodological and conceptual issues. The most important issues include relatively small sample size, length of the questionnaire, and time constraints.

4. Results and Discussion

From the analysis above, Leadership skill is vital component in particular the influencing of the managers and the personality of their leaders. Leadership training and development can maximize productivity, shape a positive culture, and promote harmony. To achieve this, key people must lead individuals and teams using an appropriate leadership style. The absence of leadership is equally dramatic in its effects. Without leadership, banks move too slowly, stagnate, and lose their way. A lot of the literature about banks stresses decision-making and implies that if decision-making is suitable, complete, and correct, then things will go well.

Most of the samples above agree on the items of questions running a SAAB bank effectively requires administration, management, and leadership. Leadership is ordinarily in shorter supply than administrative or managerial competence. Leadership is more important and more demanding for most people. Fewer people are able or willing to be leaders, so it tends to be a higher calling than administration or management. This research identifies the current practices and effective leadership qualities of managers working in banks. The results demonstrated that obligation is the key factor of leadership in the banking sector of Saudi Arabia. Therefore, to achieve sustainable competitiveness, the managers in the banks need to be highly adaptive and flexible to change. This study provides an insight into the range and types of skills that are needed in operational humanitarian leadership, against which individuals can assess their performance.

Leadership finally depends upon how individuals bring themselves to this role and makes these skills their own. Leadership powers can also be weaknesses when pushed to an extreme and individual leader need to be alert to this. Developing leadership skills is a continuous process of reflection, learning, and self-development.

5. Conclusion

The project addressed the impact of leadership skills on the project success in SAAB Bank, and how it can be occurred by achieving its goals and objectives. Administrative leadership combines in this concept between the use and influence of formal authority to influence the employees and their co-operation to achieve the goals. The effective leader in the organization understands the overall objectives of the organization, the objectives of the department, and the common interaction among these objectives. The influence of this leader or manager can be touched by several factors that include his background and knowledge, experience, commitment, and skills.

SAAB bank has succeeded through its manager to apply this principle. The managers in the bank can communicate with others is considered an important managerial function of the leader, this trait can be consolidated as the transfer and understanding of information from one person to another to achieve the desired objectives. The democratic leadership style is considered the most popular and well-known model that can be applied by companies in Saudi Arabia.

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Appendix

SURVEY QUESTIONNAIRE

Strictly Confidential

		Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
	Transformational Leadership Style					
	A. Idealized Influence (attributed)					
TFA1	My supervisor instills pride in others for being associated with him or her.					
TFA2	My supervisor goes beyond self-interest for the good of the group.					
TFA3	My supervisor act in ways that build others' respect for him or her.					
TFA4	My supervisor always displays a sense of power and confidence.					
	B. Idealized Influence (behavior)					
TFB1	My supervisor talks about the most important values and beliefs.					
TFB2	My supervisor specifies the importance of having a strong sense of purpose.					
TFB3	My supervisor considers the moral and ethical consequences of decisions.					
TFB4.	My supervisor emphasizes the importance of having a collective sense of mission.					
	C. Inspirational Motivation					
TFC1	My supervisor talks optimistically about the future.					
TFC2	My supervisor talks enthusiastically about what needs to be accomplished.					

TFC3	My supervisor articulates a compelling vision of the future.					
TFC4	My supervisor expresses confidence that goals will be achieved.					
	D. Intellectual Stimulation					
TFD1	My supervisor re-examines critical assumptions to question whether they are appropriate.					
TFD2	My supervisor seeks differing perspectives when solving problems.					
TFD3	My supervisor gets others to look at problems from many different angles.					
TFD4	My supervisor suggests new ways of looking at how to complete assignments.					