

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 SKILL (TEAM-BUILDING) ON PROJECT SUCCESS IN ORGANIZATIONS

1. Introduction:

Up to day, there are many theories of leadership style are available, like emotional intelligence, contingency, competency and so on. All of them claim that appropriate leadership style can benefit project success. This study aims to find the relationship between the transformational leadership skill (team-building) and project success. Four aspects of literatures were reviewed including project success factors, link of leadership style and project success and the leadership skill (team-building).

By reviewing the three aspect of literatures we can build an understanding about the mechanisms that cause the effect of the leadership skill (team-building) on project success which helps us to build a better theoretical understanding of this relationship.

2. Literature Review and Conceptual framework

In this part, literature related to leadership style, project success and relationship between them are reviewed. And based on the review, analysis of the literature was made where it is valuable.

2.1. Project Success Factors

The Project Management Institute (PMI) defines project success as balancing the competing demands for project quality, scope, time, and cost, as well as meeting the varying concerns and expectations of the project stakeholders (PMI, 2008, p. 9).

Ika (2015) indicates that while the 'iron triangle' (i.e., cost, time, and quality) dominated the concept of project success criteria in the 1960s to 1980s, many other criteria were added more recently.

Though there is no consensus on project success criteria in the project management literature, the works by Ika et al. (2012) and Khang and Moe (2008) are comprehensive

and relevant for development projects. The criteria set forth by these authors include relevance, efficiency, effectiveness, impact, and sustainability. Relevance refers to the extent to which the project suits the priorities of the target group, the recipient, and the donor. Efficiency refers to the extent to which the project uses the least costly resources possible to achieve the desired results. Effectiveness refers to the extent to which the project meets its objectives. Impact refers to the positive and negative changes produced by the project, directly or indirectly, planned and unplanned. Sustainability refers to whether the benefits of the project are likely to continue after donor funding has been withdrawn.

2.2. Link of Leadership Style and Project Success

According to Heagney (2011) project management is defined as an application of knowledge, skills, and techniques to project activities in order to meet the needs of project requirements. Leadership, in these applications, is required to enhance successful project deliverables. With various leadership styles and methodologies this can be achieved. Kerzner (2013) states four elements, which are important when exercising good project management leadership methodologies, namely effective communication, effective cooperation, effective team work and trust.

Even though the topic of leadership has been under academic study for several decades, there is a dearth of empirical work in project management contexts (Söderlund, 2011; Turner and Müller, 2005; Tyssen et al., 2013). Full-range leadership theory is one of the most widely recognized theories of leadership, and it covers transformational, transactional, and laissez-faire styles (Sohmen, 2013). For our purpose, we focus on transformational leadership since studies have indicated its high relevance for project-oriented organizations (Gundersen et al., 2012).

2.3. Team-building

In studies on practices of human resources management (HRM) in project-based organizations, team-building is seen as a core aspect of HRM (Huemann et al., 2007; Turner et al., 2008). We adopt the team-building definition given by Klein et al. (2009) as 'the formal and informal team-level interventions that focus on improving social relations and clarifying roles as well as solving task and interpersonal problems that affect team

functioning'. In the literature, there is a consensus that there are four distinct approaches, which can also be combined. These approaches are goal-setting, developing interpersonal relations, clarifying roles, and employing problem-solving techniques (Klein et al., 2009; Salas et al., 1999). Each of the team-building practices is briefly presented below.

The literature shows that appropriate behaviors by project managers play a crucial role in obtaining greater project success (Scott-Young and Samson, 2008; Zwikael and Unger-Aviram, 2010). Transformational leaders thus inspire followers to perform beyond their expectations. They also foster healthy working relationships (Sohmen, 2013). Such types of project managers enhance team structure and mutual understanding, facilitate the open exchange of ideas and analytical perspective across project teams, and emphasize the development of follower self-management or self-leadership skills. This in turn can create an atmosphere where team members exert continued effort to realize project success (Burke et al., 2006).

3. Methodology:

The aim of the study is to find that whether the project success is influenced by leadership skill (team management). Because the fact that I'm not working in any organization and to realize the aim of this study, four objectives were set:

- To review literature of project success factors.
- To review literature related to the link of leadership style and project success.
- To review literature about how leadership skill (Team-building)
- To find the relationship between leadership skill (Team-building) and project success based literature review.

The main search techniques are Google scholar. Key words, project manager, leadership style, project success, team-building etc., or their combinations were applied to search useful literature. Firstly, the literature review of this topic written by Turner and Muller (2005) was read to learn the background information and find related articles in the reference in this paper. Secondly, articles related to leadership style were found are reviewed. The leadership skill (team-building) and its impact on project success as the

core of the review, deep review was required, so very specific articles where there was only one leadership system were studied. While for success factors, only general knowledge was extracted from literatures.

After finishing the review, the information was analyzed to work out the link between leadership skills and good performance of skills.

4. Results and Discussion:

According to Narayanaswamy, Grover & Henry (2013) the leadership skill (team-building) matters to individuals, to organizations, and to projects. Team-building has been regarded as an important facet in most organizations. Over a period of time, it has been felt that project manager's leadership skills are not only of great value in running the organizations' day to day business but is on importance in today's focused and well-organized organizations (Deepa & Seth, 2013).

Following up on these calls, this research found that team-building plays a significant role in mediating the relationship between transformational leadership and project success.

Leadership and team building are essential in project management since they are vital in the achievement of project success. Project goals and objectives are achieved through the positive contribution of the team members, including decision making, and the execution of the different project tasks. However, teams cannot work effectively without the involvement of a competent leader, who acts as a mentor to the team, facilitates conflict resolution between team members, and setting the directions for the team members towards the achievement of the project goals. Team building is a continuous process, whereby communication remains key to the team development and improvement process. Effective project management requires the project leader to utilize the appropriate leadership model and motivation models to ensure the project success. Although project leaders can utilize different leadership styles in managing the project, using the transformational leadership approach presents more benefits in achieving project success, since the approach involves inspiring and motivating team members towards the project goals.

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