

Everyone's Smart University

Project (Spring 2021)

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

PROJECT LEADERSHIP

Instructions:

- ☐ آخر موعد للتسليم هو يوم الخميس 20-05-2021 في تمام الساعة 9 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

Introduction:

Leader and leadership play an important part for any organizations success especially when it involves the team management throughout its stages. Leaders owe their teams an answer to the same question that young children often ask their parents before setting out on a long drive: “Where are we going and how are we going to get there?” In other words, what is the goal and how are we going to measure progress along the way? (1) Project team can be organized in many different ways in the project that has specific objectives and resources which includes personal development throughout the project life cycle. The leader responsibility to create healthy environment for the project success.

I joined one the company projects which started before 6 months ago with no leader assigned to it. During the first two weeks of the entire project assessment, I found that the team did not know the project objectives, no organization charts involved and they are coming to work with no defined purposes and no proper communications with their peers and superior. In this research, we will discuss how to apply the team management techniques using the team structures, how to develop the staff and how to identify the needs to like them to the project success.

Literature Review and Conceptual framework:

Team structure is defined as a single-dimension construct comprised of these three elements. More specifically, a highly structured team has a clear division of labor, hierarchical role differentiation, and rules or procedures to guide the team’s work (Bunderson and Boumgarden, 2010). In addition, team structure can be designed and shaped by outside superiors (e.g., organizational leaders, managers) (Stewart, 2006) and also by team members (Bresman and Zellmer-Bruhn, 2013). Normally, organizations provide structural frameworks for teams or team subunits, and the teams can develop and adjust their structures based on these frameworks (Birkinshaw, 2008).

The Five Stages of Team Development were developed by psychologist Bruce Tuckman in 1965. These five stages advance as a team works together, but especially when a team brings awareness to their dynamic. Tuckman’s Five Stages of Team Development are as follows:

1. Forming

During the “forming” stage of team development, the team members acquaint themselves with the basic aspects of their task. Forming stage discussion topics often include the project goal, team member roles, basic ground rules, and designation of authority. The forming stage is truly a honeymoon phase in teamwork—productivity is low, but the team members are too newly acquainted to encounter conflict.

2. Storming

Storming is the most difficult and unproductive of the five stages of development, but it is nevertheless vital to the team development process. When team members are upset with themselves, the task, or each other, they learn what causes the most dysfunction. With this information, the team can begin aspiring to a better team dynamic.

3. Norming

The norming stage of team development is the calm after the storm. In this stage of team development, team members fall into a rhythm as a cohesive taskforce. The skills of each member are validated and utilized to execute the necessary tasks. While conflict may still arise in this stage, it no longer spirals into dysfunction. The team can handle conflict and proceed with the project successfully.

4. Performing

Reaching the performing stage is a major success and often precipitates some form of team learning. Team learning is a behavioral process of seeking, gathering, discussing, and implementing methods of team success. Whether through training, group initiative, or innovative leadership, team learning is an action step that ensures healthy team development.

5. Adjourning

The fifth stage of group development is adjourning. Adjourning varies broadly from team to team. Some teams adjourn with silence, some with celebration, and others with sadness. Regardless of the length or success of a project, each team deserves a hearty affirmation of its concerted efforts. The adjourning phase is a fantastic opportunity for leaders to encourage long-term connections, reflect on the growth of the team, and celebrate the project closing.

Methodology:

After analyzing and assessing the project that I was assigned to during the two weeks time and setting the proper team building goals and link them to the project success. The first item is to identify the organization chart of the team as top-down structures where the teams (Hard and soft teams) are attached to the leaders. In this structures I have managed to set a clear hierarchy way for the team to work and to report so that each individual knows its part of the success to the project.

After identifying the structure, I have analyzed team competencies and identified the skill gaps which requires HR and supervisors involvement the skills development as the project goes. There are some mistakes during the progressive elaboration of the project itself however these have used as a strength to the project success where team learns from their mistakes. Within 1-month time, most of the team have been trained in their daily

tasks assignment and the client started to see the project outcomes clearly. The team needs which involves Maslow's hierarchy of needs in the process, has been emphasizes towards completing the results focus tasks and related to the project success. The process involves setting up accountability for each tasks assigned and how to report it to the supervisor in case there are miss-alignment or gaps that required re-train the staff. The staff consists of many cultures and there have been conflicts among the team where many conflicts resolution techniques have been applied and the majors conflicts were the social background of the individual. The involvement of HR team is clearing and setting up company culture to follows matter in the great deals in conflict resolution even though there have been difficult in due course.

Results and Discussion:

During the monthly reviews with the client to discuss the project outcomes, the client has found that the application of the team management has impacted the project success greatly especially when it directly involved the customers.

The customers have experienced the services delivery of the project during the 6 months period of time, the time taken to introduced team management stages from the time I joined the project to the time I completed 90% of the process. Even though this has involved investment on the teams however, these investments and its return the project success has evolved during the second and third year of the project in terms of financial numbers which has been presented to the company owners.

References

- **How to Build a Successful Team by Adam Bryant**
- Bunderson and Boumgarden, 2010.
- Bresman and Zellmer-Bruhn, 2013
- Birkinshaw, 2008