

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 ٢٠-٠٥-٢٠٢١ 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 ١٢.
 - 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 المشروع. 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 CONFLICT RESOLUTION ON PROJECT SUCCESS

Introduction:

These days, there is a major agreement around the way that tasks have incredible influence with regards to making and improving the cycles and items that organizations offer to the market. Along these lines, in the present progressively globalized world, the previously mentioned setting has gotten significantly more multicultural and multidisciplinary, constraining Project Managers (PM) to join and adjust the interests of assorted partners, all while remembering totally different perspectives and confronting clashes with shifting starting points, as they center around the day by day the executives of the tasks. This article expects to completely analyze the fundamental methodologies applied when overseeing clashes that may emerge when managing interior partners, which are subsequently tried, contingent upon the wellspring of the contention, by Project Managers, to assess their effect on the venture execution. Moreover, we will break down other persuasive elements, for example, the various jobs completed: PM or colleague (TM). To accomplish the proposed goals, we have overviewed understudies considering their last year of Industrial Engineering at the ETSII-UPM, in this manner differentiating the outcomes, utilizing a board of 17 Senior Project Managers who work in worldwide consultancies, as control bunch, for research results.

Literature Review:

Strife is the consequence of a distinction of insight, assessment or convictions among individuals (PMI, 2010). Typically, strife happens when there are incongruent objectives, considerations or feelings among people, bringing about resistance and conflicts. Divider and Callister (1995) characterize clashes as "... . A cycle in which one gathering sees that its advantages are being against or contrarily influenced by another gathering". Ahmed (2007) states that contention is "saw contrast between at least two gatherings bringing about common resistance". Struggle including the venture group, just as gatherings that are outside of the task, can be adverse to project execution (Yu-Chin Liu et al., 2011). Venture supervisors frequently experience interface clashes that come from incongruent necessities from various undertaking partners. Each gathering will commonly introduce contrasts in disposition towards a venture, and these distinctions will produce interface clashes (Awakul and Ogunlana, 2002). The undertaking chief achieves project accomplishment through Project group by spurring every one of those required inside time,

financial plan, and quality and to the customer's fulfillment. As per Hoffer et al. (2002) the undertaking administrator utilizes the necessary abilities in authority, the board, partner's relationship and refereeing style to accomplish project destinations by persuading the group to enhance struggle during project life cycle. The task director should focus on relevant valuable peace making style. Lee (2008), placed that contention is important for human complementary action, which require distinctive utilization of peace making styles embraced by the Project supervisor to keep up agreement inside the association. Rahim and Bonoma (1979) laid out the most well-known five styles of managing struggle: going up against, ruling, trading off, obliging and keeping away from. Khanaki and Hassanzadeh (2010) and Kuhn and Poole (2000) took a gander at defying peace making style in project the board as a circumstance that permit strife to be settled between two gatherings that bring about a mutually beneficial arrangement. This style includes clear and straight correspondence and it makes accessible most extreme statement. Thammavijitdej (2000) set that encounter has demonstrated to be the most effective of all the peace making styles since it supports transparency and a cut clear data blend starting with one gathering then onto the next. Bargaining is viewed as give and take. Lee K. L. (2008) and Verma V. K. (1998) consider trading off to be dealing to address the forthcoming clash that fulfill the two players and continually providing food for unequivocal determination. It is acceptable to utilize when the two players need to win; there is a halt, there isn't sufficient opportunity, the need to keep up the relationship is pivotal and there is no reasonable time, at the end of the day, the two players acquire something to lose something. Obliging consider the perspective of everybody and combines to have an understanding and devotion of the gatherings engaged with struggle, which consistently produce a dependable arrangement. Its eventual outcome is a mutually beneficial arrangement as indicated by Thammavijitdej P. (2000) and the outcome benefits every one of the gatherings in question.

Constraining peace making style is a state of high worry for one's self and a low worry for others as it means that setting up one's thought over others prompting a success lose circumstance. This thusly urges constraining to succeed to the detriment of different TMs (Cheung, C., 1999; Friendman R.A. et al., 2000; Rahim M. A. 2002; Hans A. furthermore, Bariki A. S. 2012). The task supervisor that utilizes this method will turn into a tyrant or a despot and the venture will endure the results. Maintaining a strategic distance from is the circumstance of contention evasion as they disregard it and look elsewhere at whatever

point struggle emerges. Zikmann, R. (1992) ascribed struggle shirking as an inactive reaction to strife in which the worry for the two players is disregarded.

Methodology:

Framework of the experience:

During the primary semester of the 2013-2014 course year, understudies in their last year of different Industrial Engineering fields of study were allowed the chance to do a genuine designing task, comprising of the arranging and plan of a sewage water treatment plant. The area, just as the size of the plant, must be upheld up with a practicality plan which required the earlier endorsement of the support (teacher) before appropriately starting the designing task. The 350 understudies, spread out among 5 classes, were coordinated into groups comprised of understudies from the 8 significant fields of study offered at the ETSII-UPM (association, programmed, electronic, energy, mechanical, development, electric, science and materials), given the way that the Projects Course is viewed as cross-over and an obligatory topic for all understudies in their last year. At the beginning of the undertaking, each group, comprised of between 6-8 individuals, needed to pick a venture chief, whose mission was to guarantee the achievement of the task (the most elevated evaluation or capability), being the sole contact between the group and the support, appointing assignments and obligations to the remainder of the group, and ensuring that the cutoff times were met, all while maintaining the necessary degrees of value. The ventures needed to advance in such a manner to agree with the classes educated in regards to the overall hypothesis of task the executives. The hypothesis included extension the executives, timing and cost, just as boosting the utilization of a progression of capabilities as indicated by the ABET accreditation project in which ETSII-UPM is included. One thing that incredibly upgraded the experience from a scholarly perspective was that about 35% of the understudies took a crack at the course were at that point engaged with corporate temporary positions. This gave me them a more basic and more legitimate vision of task the board. During the second period of the exploration, the accumulated information was differentiated against a board of 17 Senior undertaking chiefs, coming from global consultancies (Accenture, Everis, Management Solutions, BCG, Indra and KPMG), who had at least 6 years' involvement with project the executives, and a limit of as long as 13 years.

Data collection:

For the information assortment, a weighted lattice overview was created, including a past set of inquiries that filled in as contextualization for the entirety of the understudies. This was done in an unknown style, except for the PMs who were appropriately recognized. In view of this contextualization, they were gotten some information about their job, their group, their sexual orientation, if clashes was something negative or positive in their psyches, and about the second that the contentions emerged. The lattice comprised of 12 lines in which diverse clash sources were proposed, all taken from the writing (Villax and Anantatmula, 2010).

Data analysis:

In the principal stage, we screened the deficient overviews, given the way that the arrangement that we expected to complete them in must be on paper. That left us with an all out example of 275 understudies and 17 experts. In the wake of social occasion and normalizing the information, we completely ordered said information applying elucidating insights, total (systems and sources) yet additionally disaggregate (jobs and best option). Thereafter, to survey the conceivable presence of information reliance among the measurements, a difference of the accompanying theories was completed:

- H0 I : The peace promotion procedure decision is inconsequential to the job.
- H0 II: The refereeing procedure decision is inconsequential to the contention source.

After this, a differentiation was directed among understudies and a benchmark group of PMs experts, to get autonomous evaluations that support the ends.

Furthermore, finally, a numerous relapse investigation was done to decide the conceivable connection between the distinctive refereeing techniques and the accomplishment of the task. In any case, it was inferred that a verifiable outcome couldn't be achieved (the changed R-square pointer), mostly because of the heaviness of subjectivity that the imprint proposes.

Results and discussion:

In clashes in which the source is centered around the individual, the relational, or on connection social topics, the experts substantially more unmistakably pick (50.20% contrasted with 34.15% of the understudies) for settling the contention searching for the technique which deduced, as indicated by writing, gives a more clear mutually advantageous arrangement (conflict) contrasted with the understudies. Along these lines,

methodologies that propose evasion of the issue are avoided (6.67% for PM organizations and 21.14% for understudies), because of the way that, similarly as the connected writing in regards to relational clashes shows, these typically have a negative effect more often than not. Confronting clashes emerging from past projects, the center is plainly separated. This is effectively owing to the way that the understudies, even in the wake of having cooperated for quite a long time, ordinarily pick partners with whom they have encountered not many clashes, and for the situation that said clashes exist, they can avoid them so that there is no effect on the undertaking execution, selecting more for a bargaining refereeing style (28,94%). While, in consultancies, the assets are regularly allotted dependent on past arranging which doesn't really mull over past encounters, being picked as the need system Confronting (40%). For this situation, the driving methodology is picked not many occasions by the two gatherings (7.32% and 9.02 PM Students ETSII Company) On the other hand, when the root begins in the focusing on of targets, a perceptible contrast isn't seen in the main technique decisions. In any case, the way that the last procedure picked by the experts is keeping away from is, truth be told, remarkable (5,10%). Because of this, the driving procedure (17,25%) takes the third spot, which could be identified with the duties that are taken on by the job by those overviewed in an expert field. In the understudies bunch, these systems are likewise the most un-esteemed (10.57% of maintaining a strategic distance from and 10.89% of driving) The principal procedure that was picked by the board of experts to determine clashes starting from power is bargaining (49,80%), and in the wake of diving further into their intentions in picking this technique, the experts' answers depended on the way that most of them work in vertical various leveled associations. The presence of various perspectives in the scholarly field as a contention cause was advanced likewise, contrasting in that the last choice for the understudies (9,92%) for this situation was overlooking the contention, while the experts concluded that the most noticeably terrible procedure to take up confronting this kind of contention is by and by compelling (1,96%). Again, in questions identified with relationship among undertakings, the pair "going up against and bargaining" is rehashed with an alternate request as per the example board, and with a distinction of assessment in that the procedure with minimal worth on account of the understudies is obliging (6,03%), while the experts excuse evading (5,1%). The clarification can be found by noticing the experts' appraisal that this sort of contentions can influence the assumptions for the partners' administration generally, consequently dismissing some other elective that can be taken as

overlooking the contention. Culture is frequently a chief wellspring of contention in the present setting of global undertakings, and keeping in mind that specific "standard procedures" are typically settled, there are as yet numerous contentions that emerge because of this point. All things considered, because of the impressive disparity between the scholastic inception results and the expert beginning outcomes (Forcing versus Obliging), we can reason that this is a result of the way that our understudies have not yet needed to battle with extraordinary social issues, while the entirety of the overviewed experts work in totally globalized conditions. So for understudies the most un-esteemed technique is obliging (6.02%) and the most esteemed is driving (25.92%). Be that as it may, for the experts the most esteemed is obliging (35.29%) and the most un-esteemed is constraining (3.92%). The got results from the expert PMs, identified with naturally diminished pressure, give us a thought absolutely critical of time the executives in current organizations. Just in this manner would we be able to comprehend the decision of compelling (34,9%) as a second-place alternative, which is so abnormal and unadvisable in writing.

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