

Everyone's Smart University

Project (Spring 2021)

Student Name	Ghada Hassan Ali Naji Alduais	اسم الطالب
Students I.D	2021200055	الرقم الجامعي

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

PROJECT LEADERSHIP

Instructions:

- ☐ آخر 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 بالطلاب.

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 المجالات 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 communication skill of transformational leadership on project success in LAMAR corporation

- Introduction: A detailed statement of the problem, research aim, and objectives that you would like to investigate and discuss. (2 points)

1. Introduction

Purpose of this study is to identify and investigate the effect of the communication (soft skill) of leadership on project success, and explain the relationship between leadership and communication skill.

1.1 Overview of leadership

We can define Leadership as the influencing process between leaders and followers to achieve goals and objectives of an organizational. And the influencing process is the process of communicating ideas, gaining acceptance, and motivating followers to support and implement the ideas, (Lussier and Christopher, 2015) [1]. Leadership responsibilities are: *prioritization of work, team leadership, and communication*, (Samuel, 2018) [6].

Project manager as a leadership needs skills to attend a number of roles to manage a project in efficient and effective manner and not to do list and a few meetings, roles such as: *planning* tasks, schedules and budgets; *organizing*, selecting and placing team; *leading* team; *controlling* activities and schedules; *ability* to select and develop a team; *motivating* team; *communicating* with team and stakeholders; *problem solving*; *decision making*; *negotiating and persuading*; and *understanding* the environment. And the skills include: *communication skills*; *interpersonal skills*; *stress handling skills*; *problem solving skills*; *management skills*; *presentation skills*; *ability to inspire or motivate* team; *ability to develop people* in such a way that the goals of the project are achieved, (Zulch, 2014) [5].

1.2 Leadership styles

Leadership styles is determined up on the personality (a *combination of traits that classifies an individual's behavior*, (Lussier and Christopher, 2015) [1]) of a leader, the maturity of followers and the needs of the environment. When the leader able to adapt a style or combination of styles of leadership to suit the circumstances, and can decide which one of the styles might be effective in the right situation, then the leader will effectively lead and manage the project and team, (Zulch, 2014) [5].

Every team and every individual has a preferred leadership style as a part of their culture. Goleman, Boyatzis, and McKee define several key styles dependent on the leader, the

team, or the individual team members, as well as an approach that prioritizes productivity or harmony, (Samuel, 2018) [6]. *Affiliative style* (connection, harmony, and conflict resolution), *Authoritarian / Commanding / Autocratic style* (relies heavily on criticism and rarely focuses on achievement, can undercut morale), *Coaching style* (connecting individual goals, show how to improve their productivity), *Democratic style* (Relying on skills and knowledge of each team member, effectively fosters commitment to goals, making decisions collectively), *Laissez-faire style* (complete freedom to make decisions), *Pacesetting style* ("lead by example."), *Transformational / Visionary style* (focuses on creating and communicating a vision for future, challenging and inspiring). Each leadership style is beneficial with different people and circumstances, but at all times, leader must change styles and not allow circumstances to force him into a less effective style, (Samuel, 2018) [6].

The leadership styles, influences, and motivators affect how leaders and team members work together to get things done. Whereas the culture is how these integrate together in the workplaces and industries, creating coherence among bosses and workers and among leaders and teams to push everyone along the path toward a final goal, (Samuel, 2018) [6].

1.2.1 Transformational leadership style

Transformational leadership is a stronger predictor of both job satisfaction and overall satisfaction, (Nan and Swamy, 2014) [7], concentrate on the development of followers and their needs, (Zulch, 2014) [5].

Transformational leadership style is one of the preferred styles during project implementation because it adapts the style according to the situation, motivating team members to take responsibility for their work, and allowing them to participate in the decision-making process. This gives the team a sense of the leader's confidence in them and enhances effective communication between them, (Zulch, 2014) [5].

1.2.2 Coaching leadership style

Coaching leadership have many benefits like: personalizing the material, and making thinks from theory to practice and from conceptual to previous knowledge, enhance skills, self-awareness, enhance and transfer learning, (Fitzsimmons and Samantha, 2010) [9].

The coaching style is used to build long-term capability, it is about understanding team

member's strengths and weakness, and taking time to learn about their aspirations. It is about helping each team member to be the best he or she can be. It is prepared to trade a short-term drop in standards for the long-term increase in team capability. When people see their boss using this style they know that he or she really cares about their development, (Fitzsimmons and Samantha, 2010) [9].

Coaching leadership style is most effective when managers want to help their employees build lasting personal strengths, but has almost no effect when employees are not open to feedback or are not willing to learn, (Berg, et al. 2016) [11].

1.3 Communication skill

In general communication is the process of conveying information and meaning in which all parties (sender and receiver) understand the message (information) from the same perspective (meaning), (Lussier and Christopher, 2015) [1]. Project leader must be careful to strategically choose channels properly based on both what is being said and how it should be perceived, (Samuel, 2018) [6]. Also it's important to use suitable channel for each communication, the channels such as; speaking, listening, networking, and social media (Facebook, WhatsApp, LinkedIn, Twitter, ...).

Speaking is the most common channel used in communication and it is used in a wide range of situations (immediate, spontaneous direct). Although that, misunderstanding most often occurs for verbal communication. Major of project communication time may be spent on speaking and listening, and less time on reading and writing, and these actions need expertise to be used successfully, (Zulch, 2014) [5].

Communication with people is an intrinsic part of leadership but communication style will differ from leader to leader and from project to project. Demosthenes received two pieces of advice as a young man: "speak with positive intent and prepare your body for effective communication", This illustrates the need to learn to communicate and to be able to communicate, (Zulch, 2014) [5].

Communication is very important in project management. Regular communication provides many benefits; keeps the project members updated with the progress of the project, improves work morale since every member feels included in the decision making process, helps in implementation of decisions that one contributed to their endorsement, enhances relationships and defines the project goals, also helps to improve performance

of employees in organizations. Project managers must learn the communication theories and come up with the best communication model that is suitable for the context of communication. All theories of communication play a significant role in achievement of organizational goals and objectives. Effective communication will determine the big and public image of the project with investors, stakeholders and customers, and ensures that all the decisions and conclusions are drawn with consensus, (Rodriguez and Pedro, 2017) [4].

Leader and communication

Leader needs to use a good communication to establish cooperative relationships with team members, and to ensure commitment. Dick (1997) adds interpersonal skills (having the self-confidence to communicate) and emotional skills (ability to make the right decisions under difficult circumstances, to take responsibility and to have courage), Without emotional skills, the interpersonal skills may not be used effectively, and without the interpersonal skills, the technical skills may be wasted, (Zulch, 2014) [5].

- **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)

2. Literature review

2.1 leadership

Competitive and innovative culture influence organizational performance. And the leadership style influence organizational culture, and consequently, leadership style affects organizational performance, “An effective leader influences followers in a desired manner to achieve desired goals. Different leadership styles may affect organizational effectiveness or performance”, (Nan and Swamy, 2014) [7].

2.1.1 Transformational leadership style

“Transformational leadership style is more practical, efficient as well as applicable”, (Amirul and H. N. Daud, 2012) [8].

“Transformational leadership style has a stronger relationship with job satisfaction”, “Transformational leadership has active influence on individual and organizational outcomes such as employee satisfaction and performance. Higher levels of transformational leadership were associated with higher levels of group potency”, (Nan and Swamy, 2014) [7].

2.1.2 Coaching leadership style

Use of coaching leadership style gives clear goals, clear expectations for the desired situation because it builds trust, promotes individual competence, develops a high commitment to shared goals, (Berg, etla.2020) [10].

Leaders with coaching style are more likely to be goal and relationship oriented and provide more guidance than who without coaching style. Moreover, they have many traits that can results in more effective management and so on project success, (Berg, etla.2016) [11].

In the other hand Ellinger and Bostrom explain distinction between a coaching leader and management as, coaching leader involves helping employees grow and develop (listening, helping, supporting, developing, removing obstacles and empowerment); management tells people what to do (deciding, telling, coordinating and control). Hunt and Weintraub conted that managers should switch between coaching style and management because situations differ and require varied leadership styles, (Berg, etla.2016) [11].

2.2 Communication skill

Leader with strong and good communication skills impacts on the success of the organization, he will impact the effectiveness of the project to everyone he interacts with, and this impact will increase the chances of the project exceeding stakeholder expectations. In the other side, leader with poor communication skills lead the project to fail since he will not be able to influence individuals and groups outside the project, (Rodriguez and Pedro, 2017) [4].

An effective communication between project manager and team members will alleviate intermediary problems that negatively affect the project success, (Awan, etal, 2015) [3].

“leadership and communication are “extremely important” criteria for the successful completion of a project. Heldman statement “the better the project manager communicating, the smoother the project will go”, confirm the importance of communication”, (Zulch, 2014) [5].

“Building relationships is important, and I use dialogue and meetings on this so the client doesn’t perceive me as a strict project manager” side a manager that show importance of communication, (Berg, etla.2016) [11].

2.2.1 Coaching leadership with communication skill

One of the managers said, "Through coaching I have become more aware of a number of things, such as the importance of listening to others and not just make my own decisions", and this explain need of communications with team members, (Berg, etla.2016) [11].

2.2.2 Transformational leadership with communication skill

"Acquiring communication skills such as resolving conflicts in the workplace and recognizing the needs of employees are an important part of transformational leadership", Kendra Cherry, 2021) [12].

- **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)

The descriptive analytical method was used to study this project. Since the project is still new and in the planning phase, it has not yet been implemented on the ground. The collection of this research has been based on previous studies, scientific journals, books, as well as specialized web sites on the same topic of this project

Two important and administrative personalities were chosen for this project to study on them, they are the project sponsor and the communications director in the project. Based on their answers, the personality of each one was analyzed and determined, and the type and style of leadership for each character was also determined, they were also asked some questions related to communication skill, and through their answers, the relationship between leadership style and communication skill of each leader was analyzed.

Of the questions that were asked: *What leadership style do you think you can use to start implementing your project?*

And before asking them questions, the seven leadership styles that we studied were explained and explained to them in a simple way so that they can choose what suits them and we can analyze accordingly.

The response of the project sponsor was as follows

"I have a dream and I strive to achieve it. I will supervise all the small and big details during the construction of this small project. I will communicate with everyone in it individually and collectively as well. Simplify for them my idea and its goal and listen to all their needs to implement the project in the best way and also to their apprehensions, I

convince them of everything that is appropriate for the project through my experience and knowledge, and apply some authority in situations that do not need their opinions, and I try to set an example for them in all situations, and I am inspired to them that I work in this way and I hope everyone does that also, even in the simplest things".

As for the communications director's answer, it was as follows:

"Through my communication with individuals and the work team, I will explain to each person his strengths and weaknesses, provide them with continuous support, and share with them the evaluation of their performance, and direct them to develop their strengths and to control their weaknesses, I will define my role as a leader and their roles as employees so that every person does exactly what is required of him. I set development goals as we achieve them, we move to larger goals, offer them help, consult with them, always search for their development in order to achieve the goal of the project and implement the vision".

- **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)

From the interviews with the two leaders in LAMAR company, we see that, It became clear to us from the response of the sponsor (also the project manager) that he does not prefer to use a specific style of leadership, but rather changes in his leadership and management methods in order to enable the success of his project in all ways, and despite this taking into account the employees and team members of the project by consulting them and participating with them in some decisions in which they have a supportive opinion and provide them with support and advice and convince them What is correct, transforming between a number of leadership styles; autocratic, democratic, coaching, participating, and pacesetting styles. And this explain that the sponsor uses the transformational style.

Also from the answer of the sponsor we see that, he uses the communication skill in a good way in leading these members, because he sees that " *Simplify for them my idea and its goal and listen to all their needs* " and we also understand from the context of his speech that he is good at communicating with those around him.

From the response of the other character, communication manager in the LAMAR company, we see that, he prefers to deal with others as a trainer and guide them towards developing themselves and thus developing the project through the sequence in

achieving and developing goals, provide support rather than control, and clearly defines the roles for every team member, and these make him drive to the coaching leadership style.

As his position as communication manager he must be very good in communication with others, also from his response was so clear that he is very good in communications and have many soft and hard skills in communication, also he uses the word "*communication*" as a first word in his answer. That was very clear from consulting, participating, helping, supporting, directing team member in simple way to improve their personalities, and make decisions with them.

In conclusion, leadership is very very very important in our life, it is not sufficient to be a manager or boss you must now how to lead, effect, inspire, .. others. You must have a vision and a future dimension and know how to harness others to achieve this vision. There are many styles to be used in leading others either present in the leader naturally or are provided through training and qualification." leadership is hard to define and good leadership even harder. but if you can get people to follow you to the ends of the earth, you are a great leader", Indra Nooyi.

In this simple research we see two styles and the two were good styles in leadership; coaching and transformational leadership. Both styles use communication skill in their dealings with others and they all good in communication, but from their answer we can see that the coaching style is more good in communication skill than transformational style and this may be don't applicable for all coaching and transformational styles. Communication skill is a vital thing in all life relationships, and it facilitate all our life dealings, also, if we possessed the communication skill naturally, it was in it, unless we can train and qualify in order to make it an approach in our lives and our dealings

- **References:** Lists all the resources you've used in your project, and your refereed journal articles as well. (2 points)

References

- [1] Lussier, Robert N., and Christopher F. Achua. *Leadership: Theory, application, & skill development*. Cengage learning, 2015.
- [2] E. Van der Heijden and E. Moxnes, "Leading by Example to Protect the Environment: Do the Costs of Leading Matter?" *Journal of Conflict Resolution* [serial online] 57(2) (2013, April): 307–326.
- [3] Awan, Manazar Hussain, Kashif Ahmed, and Wajid Zulqarnain. "Impact of project manager's soft leadership skills on project success." *Journal of Poverty, Investment and Development* 8.2 (2015): 37-89.
- [4] Rodriguez, Pedro Andrade. "Conceptual model of communication theories within project process." *INNOVA Research Journal* 2.3 (2017): 42-51.
- [5] Zulch, Benita. "Leadership communication in project management." *Procedia-Social and Behavioral Sciences* 119 (2014): 172-181.
- [6] Project Team Leadership and Communication by Samuel Malachowsky, 2018.
- [7] Nan jun de swaras wamy, T. S., and D. R. Swamy. "Leadership styles." *Advances in management* 7.2 (2014): 57.
- [8] Amirul, Sharifah Rahama, and H. N. Daud. "A study on the relationship between leadership styles and leadership effectiveness in Malaysian GLCs." *European journal of business and management* 4.8 (2012): 193-201.
- [9] Fitzsimmons, Gerard, and Samantha Guise. "Coaching for leadership style." *Leadership Coaching: Working with Leaders to Develop Elite Performance* (2010): 229-244.
- [10] Berg, Morten & Karlsen, Jan. (2020). Coaching leadership style: a learning process. *International Journal of Knowledge and Learning*. 13. 356. 10.1504/IJKL.2020.10033158.

[11] Berg, Morten & Karlsen, Jan. (2016). A study of coaching leadership style practice in projects. Management Research Review. 39. 1122-1142. 10.1108/MRR-07-2015-0157.

[12] Kendra Cherry, May.(2021), Transformational Leadership A Closer Look at the Effects of Transformational Leadership, <https://www.verywellmind.com/what-is-transformational-leadership-2795313?print>

- **Appendices (If it is available in your study):** Any supplementary material you need to add. (Optional)

Appendix A

A brief summary of the project in LAMAR company

Lamar Company for Import and Export is the idea of a company in the field of import and export in Yemen that is still in the planning and study stage, one of the small projects in this company is importing fabrics from the state of China for another project sponsored by the same company to open an online boutique for girls' cotton dresses, and the idea of the project has started From our struggle to find dresses of good quality and credibility, we have been exposed to fraud and deceit a lot from the electronic markets so that a good model is presented and because of the lack of a realistic tangible model, we get a very bad model upon receiving the product and at extraordinary prices for the product itself and for delivery, especially during this period and what the country is going through. From a crisis in the field of import and delivery. Also, it is necessary to provide contracts with a designer or designer and a number of experienced tailors or seamstresses to complete the project, online marketers, websites on social networks, a web page for this project, in principle so that market requirements, actual values, costs, etc.

The goal and purpose of the project: to provide dresses with good quality and reasonable price, as well as models available for examination before purchase and at any time, to get rid of problems related to electronic fraud and deception on the buyer.

Scope of the project: In the beginning, it will only be the import of dresses fabrics and tailoring 10 models for each design for 10 designs and marketing them electronically, then the increase in a specific percentage depends on the success of the project and its members in gaining the satisfaction and need of the market.