



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. (اختياري).

{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 SECUCOM organization

➤ Introduction

1.1 Leadership can be defined as one's ability to influence and motivate others to bring the best out in them. It focuses on encouraging individuals to add more to the overall effectiveness of an organization.

Leadership is often defined as a process wherein an individual, influences and encourages others to achieve the organizational objectives and directs the organization so that it becomes more coherent and cohesive to work.

Moreover, a person who can bring out the change is the one who possesses the ability to be a leader. A good leader is the one who always looks out after others before himself and is proactive. Proactive refers to a leader's tendency of being three steps ahead of others, thinking of all the possibilities of a scenario.

Leadership is all about developing people, in turn helping them to reach their maximum potential. In the simplest of terms, Leadership is an art of motivating the people to help achieve a common goal.

Leadership skills involve the ability to guide, motivate, and direct a team. These skills may include demonstrating essential capabilities such as negotiation, resilience, communication, problem solving, critical thinking, and interpersonal skills. Projects are becoming increasingly more complicated with more and more businesses executing their strategy through projects. Project management is more than just working with numbers, templates, charts, graphs, and computing systems. A common denominator in all projects is people. People can be counted, but they are not numbers.

1.2 Conflict at work is certain, and the outcome may be affected by the way conflicts are managed. while ineffective conflict management produces more conflicts and has a devastating impact on the Organization as a whole. Effective conflict management includes the use of a variety of methods based on conflict conditions

The Thomas-Kilmann model identifies two dimensions when choosing a course of action in a conflict situation, these are assertiveness and cooperativeness. Assertiveness is the degree to which you try to satisfy your own needs. Cooperativeness is the degree to which you try to satisfy the other person's concerns. From this come, five conflict handling modes:

- Avoiding = sidestepping the conflict
- Accommodating = trying to satisfy the other person's concerns at expense of your own
- Compromising = trying to find an acceptable settlement that only partially satisfies both people's concerns
- Competing = trying to satisfy your concerns at the expense of others
- Collaborating = trying to find a win-win solution which completely satisfies both people's concerns

➤ 2.0 Literature Review

2.1 LEADERSHIP

Leadership is one of the major research topics in the corporate and academic sector and has made tremendous progress in uncovering some of the enduring mysteries associated with leadership. In the coming decades, the research on leadership will be most existing in the history of mankind. Over the years, researchers and practitioners have developed a belief that leadership is an adaptable developmental process and with constant development in the area of research it has seldom disagreed which was derived before it. These include whether leaders are born or made. How have followers impacted the successful leaders? Can charismatic leaders be the game changers by building and destroying societies and what will be the impact on leaders through technology on the performance of group and individuals?

A review of the literature suggests that leadership was discussed way back in the Egyptian and Arabian civilization. During the twentieth century, there has been substantial effort put in by researchers and practitioners to classify different dimensions of leadership. Thus creating an impact among organizational and social researchers to explore and understand structured research on leadership to understand leadership theories on trait, behavior, styles, and development of leaders. The history of leadership theory started with leadership traits, which makes the difference to the functioning and approach of the leader towards his followers. This approach dominated research up to the late 1940's. But further researches have proven that traits do not always predict leadership effectiveness, and so researchers have shifted to look at the behavior, style, and development of the leader and its effectiveness.

2.2 theoretical concepts of leadership

Leadership theories are the explanations of how and why certain people become leaders. They focus on the traits and behaviors that people can adopt to increase their leadership capabilities. Research shows that these traits are considered the most important to leaders around the world. And leadership theories help explain how leaders harness and develop these

traits. Recently leadership theories have been more formalized, making them easier to understand, discuss, and analyze in action.

2.3 The Thomas–Kilmann Conflict Mode

- A number of conflict style inventories have been in active use since the 1960s. Most of them are based on the managerial grid developed by Robert R. Blake and Jane Mouton in their managerial grid model. The Blake and Mouton model uses two axes: "concern for people" is plotted using the vertical axis and "concern for task" along the horizontal axis. Each axis has a numerical scale of 1 to 9. These axes interact so as to diagram five different styles of management. This grid posits the interaction of task with relationship and shows that according to how people value these, there are five basic ways of interacting with others.

Conflict management strategies are the behavioral methods used to resolve conflict. These behaviors are a consequence of both external circumstances and the individual's own method of interaction with people and problems, and are chosen dependent upon the relative significance of one's concern for self, versus concern for others.⁵ Management of conflict is extremely important for the effective functioning of organizations and for the personal, cultural, and social development of human beings. The manner in which the conflict is managed typically causes more tension in the situation rather than the conflict itself. Any professional who is concerned with supporting others and the organization in changing negative conflict situations should have an objective of inventive and productive conflict management. According to Thomas and Kilmann's MODE instrument, there are five modes to dealing with conflict along two dimensions of behavior. Five modes are: competing (assertive and uncooperative), collaborating (assertive and cooperative), compromising (falls authority or influence by the use of open hostility),⁸ When dealing with this type of strategy, frustration, irritation, or argument may be used; and conflicting parties may be fully removed from the situation by use of authority. The conflict could be temporarily lessened when competing tactics are used, but no final resolution is ever agreed upon. Competitive tactics are a "win-lose" situation, where one individual tries to pressure the other to change. The Kraybill Conflict Style Inventory refers to competing as a directing conflict management strategy. When the individual uses a directing conflict management style, there is a high focus on the agenda (conflict) and a low focus on the relationship with the other party. The directing style has an "I win and you lose" approach. When individuals use this style, they more than likely hold some type of power over the other party involved and are able to demand for the conflict to be resolved in their favor. The directing approach is not always a "bad" conflict management style; it can be useful in emergency situations when decisions need to be made fast. When this style is used by a supervisor, it gives the employee a sense of stability to know that their supervisor is constant in their decision making.

2.4 leadership and conflict skills.

Conflict management is a skill that leaders must be able to employ when needed to help foster a productive working environment (Guttman, 2004). There is a realization that conflict management should be a skill that leaders need to give priority to learning and mastering (Kazimoto, 2013). The inability of a leader to deal with conflict will not only lead to negative outcomes but may also undermine the credibility of the leader (Kazimoto, 2013). Whereas if a leader is able to establish an atmosphere of cooperation and foster teamwork, making it clear that this is his/her value system, there is a likelihood that this value system will be adopted by the entire organization (Guttman, 2004). Therefore, it is very important that we discuss and address conflict management as a leadership skill.

3. Methodology

Qualitative research involves collecting and analyzing non-numerical data (e.g., text, video, or audio) to understand concepts, opinions, or experiences. It can be used to gather in-depth insights into a problem or generate new ideas for research. Qualitative research is the opposite of quantitative research, which involves collecting and analyzing numerical data for statistical analysis. Qualitative research is commonly used in the humanities and social sciences, in subjects such as anthropology, sociology, education, health sciences, history, etc.

4. Results and Discussion

The leader's success in managing the organization's teams often depends on their ability to solve conflict. Different leaders may use different ways to resolve disputes. Factors affecting conflict Decision methods include: The importance and severity of conflict, Time pressure to resolve the dispute, the relative power of the people involved in the conflict, the importance of maintaining a good relationship, and Motivation for resolving the dispute in the long or short term. Conflict resolution is necessary to ensure the continuity of the Organization's success.

Conflict management is very important for effective performance for organizations and for personality, Cultural and social individually. The way that Conflict can cause more. Tension in the situation instead of the conflict itself. Analyze these five literary reviews ways to deal with the conflict along Two dimensions of behavior: a competitor (firm and uncooperative), Absorption (non-firm and my co-operative, avoider. In addition, uncooperative, bargaining. Cooperative (resolute and cooperative),

5. Reference

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2. PMI.ORG
3. www.researchgate.net
4. Sally Erin Howell, MSRS, RT(R)
5. <https://ohiostate.pressbooks.pub/>
6. <https://challengingcoaching.co.uk/>
7. <https://eric.ed.gov/>