

Everyone's Smart University

Project (Spring 2021)

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Master	Thursday 18 / 03 / 2021.	(PMG511)

PROJECT LEADERSHIP

Instructions:

- ☐ آخر موعد للتسليم هو يوم الخميس 20-05-2021 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 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 the Project Leader's Communication Skills on Project success:

Communication in the Project

Khaled Alenizy

Project Leadership

Dr. Sara Adel

Everyone's Smart University

12/05/2021

Introduction

The success of a project highly depends on the project manager's decisions, a factor that makes the manager's role the most critical towards the project's success (Kendra & Taplin, 2004). In project management, as a leadership skill, communication is seen as an integral part of leadership skills. There are many instances in which projects have failed due to issues related to communication gaps and miscommunication between the project managers and the project's stakeholders. On the other hand, research has shown that project leaders encompassing effective communication skills use both formal and informal ways of communication to create an environment of trust, engage with employees, and access information that enables the leader to lead more effectively (Zulch, 2014). Based on this factor, effective communication remains one of the most critical factors that guarantee the success of a project wherein project managers use effective communication skills to unite the stakeholders and team members towards achieving the different activities needed to achieve the overall goal of the project. The leader's communication skills also enable the stakeholders and the team to fully understand their specific roles during the project, a factor that greatly influences these parties' decisions and actions to support the project and also increase the likelihood of achieving the project's objectives (Jonasson & Ingason, 2018). Therefore, project managers have the responsibility to design and implement proper communication channels and communication processes to ensure the right and specific persons receive the right information at the right time.

Problem Statement

Since the dawn of the 21st century, most researchers and scholars have strongly advocated for communication skills as one of the main arsenals for project management. There are many instances where the project managers employ their hard and soft communication skills in different phases of the project course to ensure the success of the project. Therefore, it's important to explore how communication affects the project including the different skills project managers should implement to effectively communicate with the stakeholders and team members to attain the desired results.

This study tries to determine how the project leader's communication skills affect the project success including specific skills used in different phases of the project and the contribution of the team to promote this process.

Research Aim

This research seeks to investigate the relationship between a project leader's communication skills and project success and the different types of communication skills project leaders employ in project management to ensure the success of the project.

Objectives

This research intends to;

- Investigate the effects of the project manager's communication skills such as active listening, persuasion, and negotiation skills on the project success
- Examine the different ways and types of communication skills (soft and hard skills) used by the project leader's in different stages of the project by analyzing the existing literature and responses from different project leaders and participants that have successfully employed this tactic in projects.
- Investigating the role teamwork plays in the association between the project leader's communication skills and the success of a project.

Literature Review and Conceptual framework

Literature Review

A project leader is responsible for communicating with the team members, including relaying briefs, connecting daily tasks to larger goals, and providing context and support. Zulch (2014), states that "the survival of any organized human activity largely depends on the man's ability to communicate with others" (Zulch 2014, p.176). The ability of a project leader to effectively communicate with the involved parties determines the success or failure of the project. Stevenson and Starkweather (2009)

confirm that “leadership and communication are “extremely important” criteria for the successful completion of a project.” Similarly, Heldman (2011) states that “the most important skills a project manager possesses are communication skills”, confirming that a project manager’s successful control of the project heavily relies on communication.

Successful project leaders incorporate the general management principles in the project environment. These roles include activities such as planning activities, tasks, schedules, and budgets, organizing and placing, and leading the project team, among many other leadership and management roles required during the project. However, the success of these activities depends on the project manager’s ability to communicate with the individuals involved in the project (Hargie, 2007). The leader’s ability to effectively communicate includes both verbal and non-verbal modes of communication with regards to the most accessible and preferred communication channels wherein the leader speaks, listens, and writes using a level of language applicable based on the current situation and the targeted receiver, and preferable communication mediums (Zulch, 2014). For instance, successful project managers structure and write effective documents that relay the needed information in an effective manner that catches the attention of the reader/team and stakeholder (Barret, 2006). During the middle stages of the project, urgent projects, and projects involving numerous individuals, non-verbal mediums such as emails, posters, and instant messages are mostly preferred since these mediums are convenient to use, economical, and save time. Furthermore, a study by Kreger (2012) found that compared to verbal information, people pay attention to about 65% of the non-verbal information.

Typically, transparent project leaders motivate employees to feel more comfortable and open up to the leader on different matters such as raising concerns, suggestions, and other issues relating to the project (Villanova University, 2020). As a result, these leaders build the values and trust that enable effective working relationships and goal accomplishment.

A successful project leader is an effective listener. Nirav Patel, a Strategic Relations Manager at an Indian investment company, states that the ability to listen and

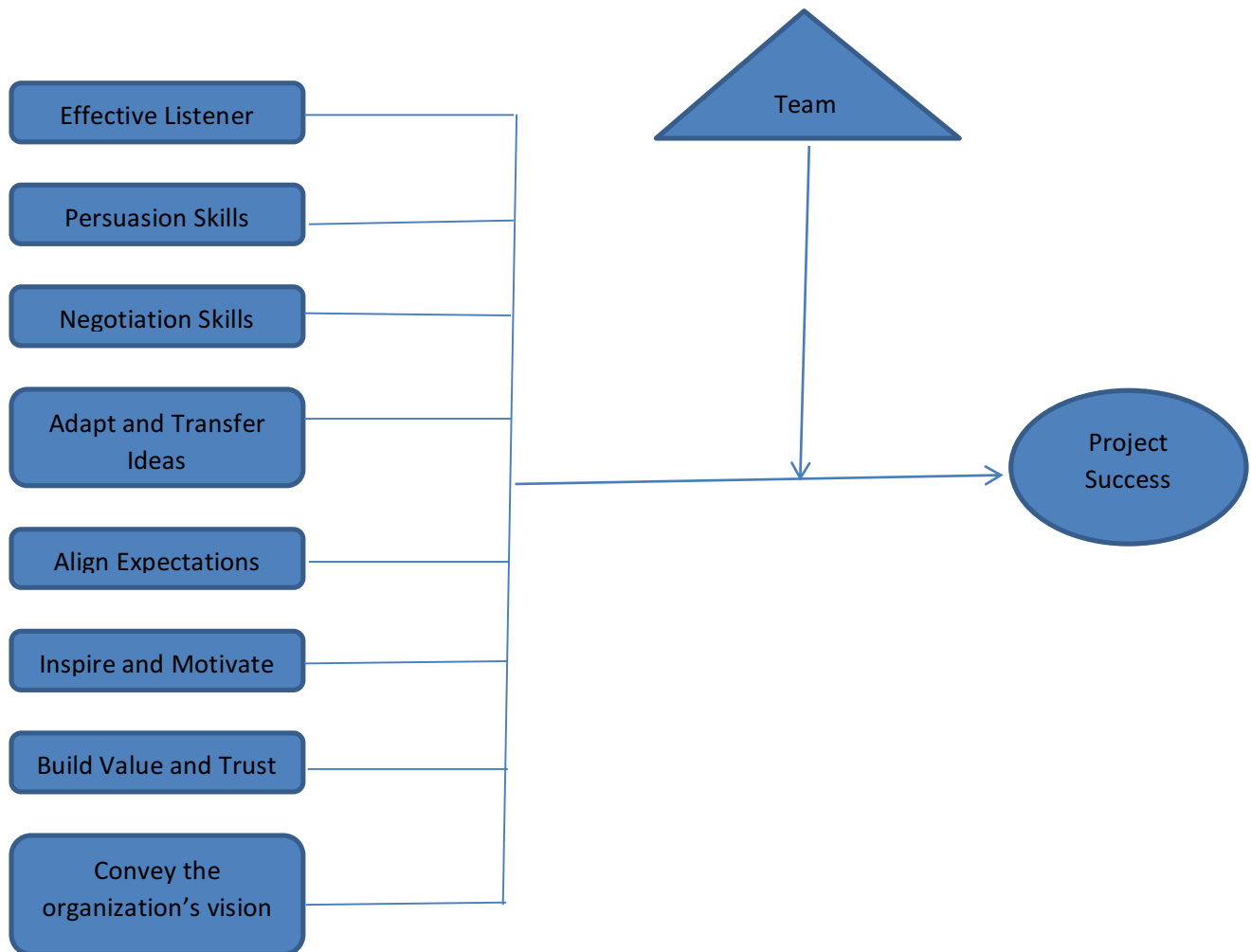
understand other team members leads to benefits such as “getting people to open up, and due to that a lot of misunderstandings and conflicts can be resolved” (Patel in Sewney, 2010).

As a project leader, it's important to understand the involved members' values and attitudes, communicate clearly, and consider their opinions. Shaker (2010) states that “trust encourages people to propose ideas, suggest ways to enhance work speak about their concerns and give advice”. For instance, project leaders can use perceptual congruence as a tool to obtain feedback from the team members in different stages of the project (Wang & Jiang, 2005). Through such action, the project leader determines the issues occurring among the team members and determines the best ways to resolve the conflicts, therefore, boosting the team's motivation. This factor also builds a collaborative environment wherein people communicate and work together, a factor that improves the morale and problem-solving process.

Additionally, successful project leaders convey the organization's vision concerning the project at hand in a way that the team members can easily understand. Walden (2017) explains that a project cannot deliver value if it doesn't show the link between the project and the organization. This factor also enables the leader to set and convey the project's priorities explaining what the project entails, the people involved and their requirements, when the project should be completed, and the location for different activities based on the nature of the project (Campbell, 2011).

Conceptual Framework

PROJECT LEADER'S COMMUNICATION SKILLS



Methodology

This research is a cross-sectional study aimed at investigating the impact of a project leader's communication skills on the project's success and the most effective communication skills required by project leaders to adequately complete the project successfully.

Data Collection Tools

Data will be collected through questionnaires wherein the selected participants consisting of Specific project managers, senior managers, project team members, and

junior workers who have participated in different projects will be issued with questionnaires adapted from previous research. The type of questionnaires will include both open-ended questionnaires wherein the researcher will participants will be visited at their convenient time while computerized questionnaires will be sent through email for the participants who may not be available during the data collection period.

Data Sources

Due to the and need to get a timely response, and limit expenses on resources, the data needed for this study will be collected from specific organizations in specific geographic locations with easy access and sufficient availability of data. Specific project managers, senior managers, project team members, and junior workers who have participated in different projects will be selected from various successful business organizations, including profit and non-profit organizations which include National Disaster Management Authority, UN Environment Programme, National Recreation and Park Association, Corporation for National and Community Service, and UPS Supply Chain Solutions.

Results and Discussion

The potential issues relating to the information presented in the questionnaire will be considered before the questionnaires are issued to the participants. To ensure the validity of the content presented in the questionnaire, the questionnaire will be analyzed and vetted by specific scholars and research experts in the academic arena and the necessary modifications made based on the input provided by the experts.

In research, one cannot fully trust the responses of the participants because sometimes, some of these participants may be biased or just unwilling to answer the questions, a factor that limits the validity and trustworthiness of the information collected. Analyzing and cross-referencing different participants' responses and also cross-referencing these results with various literature sources will help in verifying the information provided and also the credibility of the final results.

The study is expected to provide reliable and valid information based on how project managers use their specific communication skills to provide insights to the team inspire and motivate and build value and trust during the project, the role the team plays in the process, and how these project leaders' communication skills impact the success of the project. Collecting data from participants in different organizations, different ranks, and organizational levels, and organizational culture among other differing factors provides a wide range of different opinions not only on the project leader's communication skills that promote the project success, but also other factors that affect communication in projects and the best ways to promote communication for successful projects based on the insights offered by successful project leaders, teams, and other parties.

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