

## Everyone's Smart University

### Project(Spring 2021)

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|--------------|----------------------|---------------|
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|---------|-----------------------------|-------------|
| Section | Date                        | Course Code |
| Master  | Thursday<br>18 / 03 / 2021. | (PMG511)    |

## PROJECT LEADERSHIP

### Instructions:

- ☐ اخر موعد للتسليم هو يوم الخميس 2021-05-20 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. (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 leadership and prioritization on project success in Green Vision Company**

### **1. Introduction:**

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.

### **2. Literature Review and Conceptual framework:**

The study of leadership can be traced back to the ancient Egyptians, the Greek philosophers such as Plato, Socrates, and Aristotle. To the Arabian civilization, it was IbnKhalidun in 1377. However, the understanding and importance of leadership studies emerged in the early part of the twentieth century but a social-scientific approach to study didn't emerge until 1930's (House& Aditya, 1997&Ozera et. al, 2014).The effectiveness of leadership began at few of the centers in Iowa 1930, Michigan and Ohio states during 1940's and 1950's. (Avolio, Bruce J., Reichard, Rebecca J., Hannah, Sean T., Walumbwa, Fred O & ,Chan, Adrian. 2009).The first research studies concentrating on the leader were by Tannenbaum & Massarik in 1957 (Almohaimeed, Saleh,2014).(Fisher (1985 & (Chowdhury (2014) "Leadership is probably the most written about the social phenomenon of all time" and express with grief that it is still not well understood due to its complexity, defined by the number of variables associated with the concept of leadership, variables that encompass the entire social process. Over the years, researchers on the leadership focused on personality and traits of leaders, Situational and Contingencies factors that affected leadership and behavior styles, transformational, charismatic and transactional leadership. At the end of the twentieth century, attempts were made to look at various models of leadership to integrate and into a broader framework called "full range theory of leadership" (Avolio, 1999 &Avolio.et.al .(2009 ,.Leadership is one of the terms that researchers have attempted to understand or define it. Today leadership is the most studied and least understood topic, since we assume that it's a life's phenomenon which is complex and mysterious (Almohaimeed, Saleh. (2014). Since the early 20th century, leadership has constantly been redefined by a number of leadership theories having been proposed based on different theoretical

perspectives by various researchers. There is no specific or single definition for leadership and it's a complex as various literature and research studies on leadership are varied and there is no definition that is accepted universally. Most definitions have a common theme of directing a group towards a goal. Shastri, Shashi Mishra & Sinha (2010) & (Keskes (2014) define leadership as “the relationship between an individual and a group based on common interest and they behave as per the directions of the leader”. According to Yukl (1994), “leadership is the process of influencing followers”. Leaders play an important role in the attainment of organizational goals by creating a climate that would influence employee's attitudes, motivation, and behavior. Cole (2005) & (Chowdhury (2014) define leadership as a “dynamic process whereby one man influences other to contribute voluntarily to the realization and attainment of the objectives towards the common goal”. Aspiration, values of the group that is representing the essence of leadership is to help a group or an organization to attain sustainable development and growth. Harper (2012): Malik, S. Z., Saleem, M & ,.Naeem. R (2016) Leadership brings in the required change to influence learning and development of required skills, performance and creates a platform for individual growth in an organization. Aldoory and Toth (2004) & (Men, R. L. (2010) despite the extensive research on the construct of leadership in the disciplines of management, business, and marketing, a scholarly discourse on leadership is lacking in public relations. Leadership is all about taking ownership and accountability aimed at achieving the end objective by applying the available resources and ensuring a cohesive organization where an individual influences a group to achieve the common objective (Amanchukwu, R. N., Stanley, J. G & ,.Ololube, N. P. (2015). It appears that leadership interventions do have an impact on a variety of outcomes. Yet, leadership interventions appear to differ in terms of their impact based on the theoretical focus of the leadership models.

## 2.1. Leadership Theories

Various leadership theories like Great Man theory, Trait theory, Behavioral theory, Participative leadership theory, Situational leadership theory, Contingency theory, Transactional theory, Transformational theory etc. have been studied and explored over the years and currently organizations are looking at Servant, Strategic and Positive Leadership. Great-Man Theory looks at the effort put toward explorations for common traits of leadership which has been lasted over centuries as most societies need a leader or heroes to define their successes and to justify their failures. Carlyle (1874) & (Khan, et, al (2016) opined “Great-Man Theory” that leaders are born and men who are endowed with heroic potentials can become the leaders. The credibility of the great-man theory was challenged by the subsequent events that leadership was morally flawed with reference to Napoleon, Hitler, and like, as these great men becoming irrelevant and hence the growth of the organizations restrained (MacGregor, 2003). The earliest leadership researchers believed in leader's traits and theory talks about how leaders are distinct from their followers because of their physical features, confidence, personality attributes and social characteristics. Trait theory ignored fact whether leadership traits are genetic or acquired? Jenkins

identified traits as emergent traits (dependent upon heredities- such as height, intelligence, attractiveness, and self-confidence) and effectiveness traits (based on experience or learning), as the fundamental component of leadership (Ekvall & Arvonen, 1991 & Khan, et, al 2016). Kamisan and King, (2013); Malik et,al., (2016) Individuals born with certain traits such as confidence, intelligence, idealism, a determination has the inclination of becoming a leader but there an only significant difference which distinguished between leaders and followers during the study. Trait theory failed since it was difficult to detect the common traits of every effective leader and in the 1940s, the researcher exposed the importance of certain traits developing at certain times while studying the traits of leaders from armed forces and civilian (Khan, et, al 2016). So it failed to produce consistency in the finding and sometimes degenerated into illogical speculation. Behavioral theory based on behavior pattern clearly differentiates between leaders and followers. It includes Michigan, Ohio and Managerial grid. Michigan research center has contributed a lot to leadership behavior (job centered and employee -centered). The leader who displays job centered behavior pays attention to the activities of followers by focusing mainly on performance and ensures they follow procedures and practices, whereas the leader who engages in employee centered behavior focuses at developing a cohesive work group towards employee satisfaction. Both the styles were presumed to be at opposite ends of a single dimension and were considered to display only one style and not both, whereas Ohio studies looked at leadership behavior from initiating structures and consideration. Though initiating structures and consideration were not thought to be located on the same behavior dimension, instead, they were seen as an independent dimension. As a result, leader could be high initiating and low consideration and vice versa and can also simultaneously display high or low levels of each behavior.

## 2.2. Leadership Styles

For a leader to be effective among his followers is to consciously explore one's personal mastery of different approaches and adapt to various approaches based on the situation for effectiveness as a leader. Task and relationship behavior is central to the idea of the leadership style of individual leaders and their effectiveness depends on how they use their styles to the situation (Bruno, leo. 2013). Leadership style is a key determinant towards the success or failure of the organization and is the behavioral approach of the leader to provide motivation and direction to his people (R, M. Ojokuku., T, A. Odetayo & ,A, S. Sajuyigbe.2012). After the emergence of behavioral theory, Psychologists Lewin, Lippitt and White (1939 & ( Ikram, A., Su, Q., Fiaz, M., and Saqib., A. (2017) identified three major leadership styles, namely, democratic, autocratic and laissez-faire styles as leadership style is considered being the most important determinant to increase employee motivation. In Organizations, leadership styles can affect the employees positively (reward) and negatively (punishment) and also has its own consequences on the employee behavior with respect to attitude, motivation, which in turn impacts the organizational performance. Autocratic leaders make a decision without involving their followers and laissez-faire leaders allow followers to make a decision by not being part of the

process and democratic leaders involve their followers before making his decision (Ryan & Tipu (2013) Khan, et, al 2016

### **2.2.1. Transformational Leadership**

Yukl (2011) seeks to “raise the consciousness of the followers by appealing to the ideals and moral values rather than to materialistic desire’s or negative emotions”. On the basis of agreement to involve followers in the process (activities) towards organization to achieving common goals and returns distinguishes transformation leadership from other previous and contemporary theories. This style helps followers to accomplish their commitment and renew them (Avolio 2007&Afshinpour 2014). The leader motivates, inspires and transforms followers to perform while transcending self-interest for the betterment of the organization (Avolio et al., 2009 & Samad.et.al .(2015 , Burns(1978 & (Obiwuru.et.al (2011) .inspires his followers to go and achieve goals beyond their personal interest for the benefit of the group or organization. He also identified this style as a process where people engage with others in such a way that they raise their level of motivation and morality. They promote intellectual development, confidence in the team; build team-spirit and enthusiasm by motivating and encouraging the followers towards achieving organizational goals (Aydin, Sarier& ,Uysal, 2013, Cho & Dansereau, 2010 & Samad.et.al.(2015 ,

### **2.2.2. Positive Leadership**

Jay R. Tombaugh, (2005) argue that two important traits that leaders can and should develop are optimism (positivity) and emotional intelligence. So they are able to bring out the creative power of positivity from the employees. Arakawa and Greenberg (2007) see positive leaders as those who influence their team members positively and enhance their engagement and well-being (Krueger & Killham, 2005). Roy Saunderson (2013) shares this point from Cameron book “Positive leadership: Strategies for extraordinary performance” To have an impact on the individual and the organization, leaders must create a positive workplace and involve every employee in the organization to collectively perform the positive practices and not leading only those individuals with a vision. Rapid development of positive leadership theories has been witnessed in the last decade and a half since the statement that “the understanding, developmental process, and implementation of needed positive leadership still remains largely under-researched by both the leadership and recently emerging positive psychology fields” (Luthans and Avolio, 2003: Zbierowski,Przemysław,

### **2.3. Prioritization:**

According to Merriam-Webster Dictionary, to prioritize means “to organize (things) so that the most important thing is done or dealt with first.” Sometimes this involves organizing a group of tasks, or things that need to be completed, and ranking them

according to different factors including but not limited to, criticalness, whether or not it is time sensitive, and how long it takes to complete each one. This helps us determine what should be focused on to achieve maximum productivity and accomplish more.

It seems as there are two common ways of looking at prioritization:

In regards to what should be done first when you have a lot of tasks to complete.

In regards to time management, as you prioritize throughout the day to make sure you have time for everything. This is similar to a student who says they do not have enough time to go to school, do homework, eat, sleep, exercise, socialize, etc. who is told to prioritize in order to do it all effectively.

## **2.4. Leadership and Prioritization:**

Establishing priorities is necessary in order to complete everything that needs to be done. Prioritization is important because it will allow you to give your attention to tasks that are important and urgent so that you can later focus on lower priority tasks.

If you do not take the time to prioritize, then you will have trouble getting things done on time, stress about how you will finish everything on your to-do list, and not be productive.

Think of it this way. Everybody has things that need to be done. Often, people keep track everything that they have to do by creating a list. While, a list can be effective to see a birds eye view of you need to take those items and figure out what you need to focus on NOW in order to get things done, work efficiently, and save time and energy.

Evaluating and acting on priorities is perhaps THE most basic, essential task of our workplace lives. How do we determine what deserves our attention? How do we prioritize competing tasks and establish which item to tackle first? Finally, how do we keep track of priorities and ensure they are completed? And who holds us accountable for their completion?

Without taking ownership away from the individual, it is a leader's responsibility to help set priorities with direct reports and hold them accountable for their execution. Successful leaders embody this method. More than simply doling out a shopping list of objectives, setting priorities requires the leader to successfully translate the core strategic goals of the organization into meaningful tasks for his or her team. It must ensure that team members participate and learn from this function—evaluating priorities provides a coaching moment for the leader and his reports.

## **3. Methodology:**

I used a qualitative approach for my research by meeting with a focus group that usually includes a limited number of respondents (6-10) The main aim of the focus group is to find answers to the “why” and “what” questions which helped me a lot in this research.

#### 4. Result and Discussion:

Through what I learned in this course and also through what I have reached in this research, I concluded that the best leadership method for the department in which I work is transformational leadership for several reasons, for example but not limited to, I found that the team needs an inspiring leader who sets the goal and motivates them. To reach him, motivate them, and support him, and they also need positive leadership, so that the leader looks at the positive things in the employee and brings out the maximum positive energy available to him, and through my studies in this course and the practical application of everything I did, I reached to raise the performance of some operators From 60% to 85% and also by continuously motivating the distinguished among them to raise their performance from 90% <sup>ALM</sup> to 98% and all this led to an increase in the productivity of the production department from 88% in January (before applying the leadership concepts) to 90.1% In February, and then to 90.7 in March, up to 92% in April.

#### 5. Conclusion:

Through literature study, leadership has been identified as an important subject in the field of organizational behavior. Leadership is one with the most dynamic effects during an individual and organizational interaction. In other words, the ability of management to execute “collaborated effort” depends on leadership capability. Though a specific definition about leadership and its style is a complex task and studies has shown that there is no universally accepted definition. Leadership is about the influence the leaders have over their followers and is being looked at a complex and dynamic, evolving to be more holistic and increasing researcher’s attention to examine how leadership causally impacts outcomes and how it can be developed. Over a period of time researchers have studied and proposed many theories on leadership traits, behavior, and style but there is nothing called as perfect leadership style or practice.

#### 6. References:

- <https://thriveglobal.com/stories/leadership-and-management-an-introduction/>
- <http://oaji.net/articles/2017.1530332629-490/pdf>
- <https://appfluence.com/productivity/prioritization-what-is-prioritization-and-why-its-important/>
- <https://olivergroup.com/delegate-coach-and-prioritize-the-key-behaviors-of-a-successful-leader/>