

Everyone's Smart University

Project (Spring 2021)

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Section

Master

Date

Thursday
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Course Code

(PMG5
11)

PROJECT LEADERSHIP

Instructions:

☐ اخر 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 الإنجليزية.

☐ 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 Review Literature، طريقة

البحث Methodology، النتائج والمناقشة Discussion and Results، 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 (ال تقل عن ثالث صفحات وال تزيد عن ستة صفحات).

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 وأهداف التي ترغب في التحقيق فيها ومناقشتها من خالله.
- 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 المجالت 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



Everyone's Smart University

1. The Position of the Transformational Leader (TL) in Project Success: A Case Study of Virtual Teams

2. Introduction

In order to justify their existence, today's organizations face numerous challenges. Effective communication, growing shareholder value, advancement in technology, and new pandemic in world (covid 19) are just a few of the challenges. Organizations have often considered it necessary to quantify their performance in order to accomplish their goals. As a result of this challenges, a virtual team has arisen as a result of the rapid growth of technology and the ability to minimize operating costs through the use of technology as a way to communicate. According to (Zigurs, 2003), Continuous technological advancement, such as internet video call, video conferenc, and voice over input can even have a significant effect on digital team interaction degree and how leadership style can affect such groups. There are various dutys on e-leadership that concentrate on management in a digital world and teams that engage in a "group resolve support system". As a result, the e-leader was developed to guide this virtual team in all arguments and to help them reach their goal. According to (Avolio & Kahai, 2003) "the reason of e-leadership took us to take the link among organizational members defined by an organization's system and enhance them". As a result, a variety of projects performed by any organization will be carried out by participants who communicated through the virtual world. With the growing of virtual teams and e-leadership, it's important to examine how e-leadership affects the virtual project's performance to achieve organization goals.

Several studies have been published to investigate how the e-leadership affects the performance of a virtual project. The new paradigm supports by (Alfred & Luminita, 2014) implementing objective and proposing that project managers directing a digital team via digital technology should address communication obstacles that inhibit project managers' ability to lead by providing guidance and assist to operate various categories of technology with the goal of minimizing unclear communication and enhancing engagement and social presence of the leader and followers. (George, 2008) discovered a strong link among leadership style and project success in digital projects, especially TL,

in his research. In the virtual world, he also said that the TL style is more fitting than the transactional leadership style.

A company's success in a virtual project could be advantageous. The virtual project team is growing in response to the current global situation. This can be a challenge for employees, which is why the aim of this study is to identify the effect of TL style in a virtual project team in order for an organization to be competitive.

3. Literature Review

Effective leadership skills are needed to create and manage effective programs.

3.1 Virtual Team

Virtual teams are an increasing response in the competitive market to the require for faster time-to-market, low-price, and rapid solutions to challenging operational challenges. By reducing time and space constraints, virtual teams empower organizations to share the skills and abilities of workers and non- workers (Ebrahim, Ahmed, & Taha, 2009). A "team" is described as a minority group of people with harmonizing skills who are similarly committed to a shared mission, objectives, and working method (Loureiro, Curran, & Zenun, 2004). It's worth noting that digital teams are often built to address geographical or temporal gaps (Cascio & Shurygailo, 2003). Digital teams, by design, are groups that collaborate through time and space using advanced computer-assisted technology. The concept "virtual team" refers to a variety of events and modes of technology-assisted collaboration (Anderson, McEwan, Carletta, & Bal, 2007).

3.2 Transformational Leadership

TL is a leadership style that creates positive changes "in others that follow" and achieves them by the organization's "strategy and system" (Geib & Swenson, 2013). (Avolio & Bass, 2004) identified four unique attitudes of TL: charismatic, visionary, promoting innovation; and coaching.

3.3 Leadership and Virtual Project Teams

Virtual teams can play a critical role in reshaping corporate structure and allowing companies to become more adaptable (Ishman, Seilheimer, & Seilheimer, 2005). Virtual project teams enable businesses to optimize talent and recruit the right employees for the work, whatever the case of where they work. (Beranek & Martz, 2005). However, in virtual project teams, the gap between team participants also limits face-to-face communication and the inability to evaluate success, making coaching and mentoring challenging (Lojeski, Reilly, & Dominick, 2006). To be a good virtual team leader needs a unique variety of skills such as Team building and communication skills.

4. Theoretical Framework

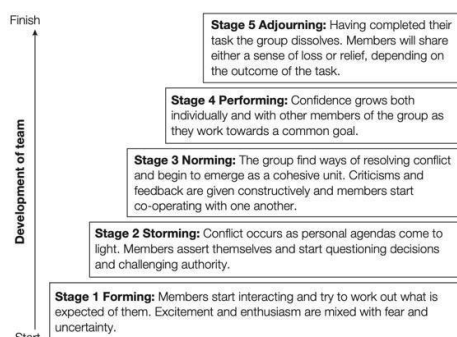
In the study, i shall be based on the following three concepts in concluding the leadership style, the manage team theory and communication model.

4.1 Transformational Leadership (TL) Theory

The concept of TL provides by James MacGregor Burn, to deals with the relationship between leaders and followers. He emphasizes that true transformational relationships are built on honesty and dignity rather than coercion or deception, which increases the stakeholders' motivation and morality and leads to positive growth and prosperity for those participants (McGrath & Bates, 2017).

4.2 Tuckman's Group Development Sequence Model

The model created by Bruce tuckman in 1965, the model presented Forming, Storming, norming, Performing and adjourning (McGrath & Bates, 2017).



5. Methodology

In every research study, the methodology guides the progress of the study. Hence the methodology is the guiding framework that shows step by step procedures that the researcher uses to achieve the objectives of the study.

5.1 Research Design

The study employs a quantitative correlational design to explore the relationship between variables. According to (Polit & Beck, 2014), Quantitative research focuses on collecting numerical data and generalizing it across groups of people. While the correlational research seeks to measures two variables and assesses the statistical relationship between them.

5.2 Measurement tool

A self-administered questionnaire was adopted and used for collecting data for this paper. The survey was created based on a review of the literature with the aim of explore the relationship between TL style and the success of digital team projects. Statistical analysis methods were used to analyze all of the data in order to produce a conclusion. The questionnaire comprised three main parts: demographics data, PIP and MLQ provided the necessary research data for each of the variables. The PIP survey was used to evaluate project performance in a virtual project. Project success is determined by factors such as budget, schedule, efficiency, and client satisfaction (Pinto & Slevin, 1998). MLQ is a Likert scale survey contains 45 items to explore TL styles (Avolio & Bass, 2004).

5.3 Population and Sampling

The target population for this research and who will benefit from the study consisted of project manager with digital project team was selected in the survey. The field research was conducted within one of the healthcare organization in Madinah in the context of project management.

6. Results and Discussion

The survey results were introduced and discussed in this chapter. The findings of the analysis were presented in the form of tables and graphs, and they were analyzed to figure out the answers to the questions asked for the purpose of this paper.

Demographics, which is divided into two sections, gathered demographic data to identify the sample's personal and project characteristics. Information was collected such as gender, level of education, project management, team size and other. Analysis shows that about half of the studied samples was male (68%). In term of years of experience in virtual setting, have an experience of 1 to 5 years. Another section gathers data for the frequency of usage for digital setting tools, such as email, video conferencing, virtual meeting system and telephone represents the most repeated tools used by participant.

Correlation study was conducted to survey whether there is a relationship among TL style and digital project success. The statistical analysis shows significant correlation regarding TL style and virtual project success.

TL is a leadership concept that will motivate others to make meaningful improvements (Cherry, 2017). Virtual team leaders influence colleagues to work to meet their specific goals by empowering them to achieve project aims, and project leaders shared project goals with colleagues who inspire them to accomplish their personal goals (Tiri, Ogollah, & Mburu, 2015). TL, on the other hand, is a much better match for a virtual team because it is by its very nature much more focused at building trust in team colleagues and assisting them belief in the leader (Van Soest, 2013).

The virtual project teams will be a part of the future of every organization (Avolio & Yammarino, 2013). As a result of globalization, the pattern of project teams working virtually has grown. As a result, the conclusion to be drawn may lead to the implementation of a realistic leadership strategy and a new leadership model for virtual project teams (George, 2008).

7. Conclusion

In conclusion, leadership styles were discovered to play a critical role in an organization's success. The importance of leadership styles to effective project management was highlighted in the literature review.

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