

Everyone's Smart University

Project (Spring 2021)

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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.

Introduction

In project management there are different focusing areas like Scope, cost, quality, schedule of the budget. But along many other cornerstones there is one thing that is neglected by many project managers i.e., communication. This research is focused on the importance of communication in project management. This also help us to know how communication help us in making a successful project. On the other hand this research will also tell us which characteristics a project manager/ leader should possess for successful communication.

As to bring up this issue is very important. People who manage the projects don't focus on managing their communication often. But in our case we will raise the awareness of its importance in leadership role through our work.

Literature Review and Conceptual Framework

Recent studies shows that the personality of leader, the maturity of followers and the environment will tell us which leadership style we need to follow. An effective leader is able to manage different leadership styles based upon the environment. He can be follower of any single style in the situation. But we can say that the adaptation of leadership style vary project to project and from person to person.

A number of roles are identified for the project manager like planning of project activities, creating tasks of the project, setting milestones for the team to achieve, scheduling of identified tasks, hiring a competent team on a project, leading them wisely, managing all the stakeholders, engaging them in project, motivate them to perform their work, decision

making, negotiating with suppliers and communication. So being a project manager/ leader resource implementation strategy, all the decision makings and defining processes for project completion carry out by proper communication. So we can say that communication is an integral part of a leader.

During project working, almost 72% communication management matters. As stated by Chutterbuck and Hirst “Leaders who don’t communicate well are not really leading at all, it is one thing to have the position, another to fulfil the role”. The statement by Heldman “the better the manager communicating, the smoother the project will go”. These statements confirm us the importance of communication in project management.

All human activities are dependent on one’s ability to communicate with others. It’s important to know the skills require to communicate effectively. Those skills are categorized in three sets i.e Cognitive, technical and communication skills.

Ineffective communication can cause misunderstanding in different ways i.e team unable to understand requirements properly, stakeholders are not engaged n project, legislative issues and many more. These issues cause failure of the project.

Methodology

Based upon above mentioned literature review tool to collect data about relevant studies was decided a survey of field i.e., construction project sector and different project managers, engineers, developers, architects and construction managers. A comprehensive questionnaire was designed and floated in targeted population i.e., it was sent to 302 persons. Total response received by 32% population. This was a qualitative research methodology to investigate the opinion of targeted audience. Question that we are going to set are specific to audience experience in the field. How they see the importance of communication in projects and many other specific and comprehensive questions. So the answer of those questions help us to generate an analysis about what people think about our area of concern.

The purpose of this tool is to determine the important characteristics that a project manager should have for successful implementation of communication in management and successful completion of work. It is important to know the leadership style of managers because it will reflect how effectively the leader can influence the stakeholders to engage them and to make the cooperative while they perform their workings.

Results and Discussions

Using the research tool, we got response from 32% population. In that 32% we received 72% response from project managers. Following table shows the important characteristics and leadership styles which is essential for project manager to communicate effectively. Following are different results obtained in the research related to methods use for communication, their effectiveness etc.

Following is the table of importance of communication methods:

Table 1: Importance of communication methods used

Importance of communication method	None	Response (%)					Average	Ranking
		1	2	3	4	5		
Written communication	2.1	0	0	11.3	21.7	64.9	4.5	1
Electronic communication	3.1	0	0	11.3	36.1	49.5	4.3	2
Oral communication	3.1	1.0	4.1	15.5	26.8	49.5	4.1	3
Visual communication	4.1	5.2	17.5	30.9	26.8	15.5	3.2	4
Nonverbal communication	4.1	18.6	19.6	28.9	20.6	8.2	2.7	5

Written communication ranked first in importance of selecting a communication method. Second table will show the results for effectiveness of communication methods.

Table 2: Effectiveness of communication methods

Effectiveness of communication method	Response (%)						Average	Ranking
	None	1 Not important						
		5 Extremely important						
		1	2	3	4	5		
Electronic communication	3.1	1.1	1.0	11.3	33.0	50.5	4.2	1
Written communication	6.2	1.1	0	14.4	37.1	41.2	4.0	2
Oral communication	6.2	0	5.2	30.9	41.2	16.5	3.5	3
Visual communication	8.3	9.3	18.6	24.7	24.7	14.4	2.9	4
Nonverbal communication	8.2	16.5	21.6	37.2	13.4	3.1	2.4	5

Third table will show us the impact of communication skills on project management key areas.

Table 3: Project management areas

Project management areas	Response (%)						Average	Ranking
	None	1 Not important						
		5 Extremely important						
		1	2	3	4	5		
Leadership	1.0	0	2.1	10.3	26.8	59.8	4.4	1
Project time management	2.1	0	2.1	11.3	26.8	57.7	4.3	2
Project quality management	3.1	0	1.0	14.4	26.8	54.6	4.3	2
Project cost management	1.0	0	1.0	14.4	29.9	53.6	4.3	2
Project communication management	2.1	0	1.0	9.3	35.1	52.6	4.3	2
Project risk management	2.1	1.0	1.0	14.4	36.1	45.4	4.2	3
Project scope management	3.1	0	1.0	13.4	39.2	43.3	4.2	3
Financial management	2.1	1.0	1.0	21.6	28.9	45.4	4.1	4
Project integration management	4.1	0	2.1	15.5	40.2	38.1	4.0	5
Claims management	1.0	0	6.2	20.6	35.1	37.1	4.0	5
Occupational health and safety management	1.0	1.0	5.2	23.7	35.1	34.0	3.9	6
Project procurement management	4.1	0	7.2	19.6	38.1	30.9	3.8	7
Environment management	3.1	2.1	9.3	29.9	33.0	22.7	3.6	8
Project human resource management	3.1	2.1	4.1	14.4	43.3	33.3	3.3	9

And fourth one is the result for survey of important characteristics of project/construction manager for effective communication.

Characteristics of construction project manager	Response (%)						Average	Ranking
	None	1 Not important 5 Extremely important						
		1	2	3	4	5		
Developing trust, collaboration and teamwork	3.0	0	1.0	5.2	28.9	61.9	4.4	1
Allowing the team members to take responsibility for their work	2.1	0	1.0	9.2	42.3	45.4	4.3	2
Sharing the vision of the project with the project team	5.2	0	2.0	8.2	28.9	55.7	4.2	3
Task orientation	3.1	1.0	1.0	15.5	40.2	39.2	4.1	4
People orientation	3.1	0	2.1	14.4	43.3	37.1	4.1	4
Information disclosure to team members for decision making purposes	3.1	2.0	3.1	18.6	43.3	29.9	3.9	5
Allowing the team to take part in the decision making process	3.0	0	3.1	16.5	48.5	28.9	3.9	5
Setting challenges and goals for team members	4.2	0	4.1	9.3	54.6	27.8	3.9	5
Support for team members training and development	4.1	1.0	5.2	19.6	45.4	24.7	3.8	6
Realising individual needs of team members	3.1	0	3.1	27.8	48.5	17.5	3.7	7
Trusting the team to take a decision themselves	3.1	1.0	4.1	32.0	41.2	18.6	3.6	8
Following the rule book	6.2	1.0	13.4	33.0	33.0	13.4	3.3	9

Above results are the evidence that proper utilization of communication change and having a communication plan and methodology is necessary while performing successful project management. We need to understand our target audience and tailor the information we are going to pass and use leadership style according to the nature of the project. If somebody is still saying that communication don't have any worth in comparison to other key areas of project management then that is wrong. Because approximately 72% communication is playing its part in making all the things on track.

Reference

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