

Everyone's Smart University

Project (Spring 2021)

Student Name	Hamid Albahari.....	اسم الطالب
Students I.D	2021200251.....	الرقم الجامعي

Section	Date	Course Code
Master	Thursday 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. (اختياري).

{اكتب أسماء فصول وأقسام (البحث / المشروع) الخاص بك، وناقش بإيجاز ما ستكتبه في كل قسم}.

كل التوفيق لكم جميعاً.....

Dr. Sara Adel

Introduction

Great Leaders have their own style even for simple things. Project Managers play a critical role in the success of any Project. While the principle elements of the Project Management profession such as proper planning and diligent execution (monitoring and controlling) are essential for the success of a Project, the evolution of the management science has shifted to the subjective and the soft skills such as LEADERSHIP.

Leadership is one of the key determinants associated with the success or failure of any Organization. Leadership style is the manner in which people are directed and motivated by a leader to achieve the Organizational goals. On a continuum, leadership styles range from autocratic at one end, to laissez-faire at the other. There are 7 primary leadership styles namely Autocratic, Authoritative, Pace-Setting, Democratic, Coaching, Affiliative and Laissez-Faire.

The goal of this study is to evaluate the impact of a leadership style on the performance of a specific Project within my Organization. Three specific leadership styles observed within the Organization namely Autocratic, Laissez-Faire and Coaching were the focus of this study. In this study, both primary and secondary research has been conducted. The primary research has been done using the quantitative approach, with the help of a survey tool, based on a survey questionnaire. The secondary has been done through the review of previously established literature for the purpose of achieving the study goal.

Literature Review

LEADERSHIP STYLE:

Leadership style is viewed as a combination of different characteristics, traits and behaviors that are used by leaders for interacting with their subordinates (Mitonga-Monga & Coetzee, 2012). Harris et al (2007) also postulated that leadership style can be defined as a kind of relationship that is used by an individual so as to make people work together for a common goal or objective.

RELATIONSHIP BETWEEN LEADERSHIP STYLES AND ORGANIZATIONAL PERFORMANCE:

There is a considerable impact of the leadership styles on Organizational performance. The leadership style influences the culture of the Organization which, in turn, influences the Organizational performance. The Organizational culture and performance are related to the type of leadership style (Klien, et al, 2013)

AUTOCRATIC STYLE

Generally, an autocratic leader believes he or she knows more than others. They make all the decisions with little input from the team members. It is described as “DO AS I SAY”. This command-and-control approach is typical of the past and does not hold much weight with today’s talent. This style is still appropriate in certain situations such as when crucial decisions need to be made on the spot and the leader has the most knowledge about the situation.

LAISSEZ-FAIRE STYLE

This leadership style involves the least amount of oversight. On the surface, a laissez-faire leader may appear to trust people to know what to do, but taken to the extreme, an uninvolved leader may appear aloof. While it’s beneficial to give people opportunities to make their own decisions, with a total lack of direction, people may unwittingly drift in the wrong direction – away from the critical goals of the Organization.

COACHING STYLE

A leader who coaches views people as a reservoir of talent to be developed. A coaching approach seeks to unlock people's potential. Leaders who use a coaching style open their hearts and doors to the people. A coaching leader gives people a little direction to help them tap into their abilities to achieve all that they are capable of.

IMPACT OF THE COACHING LEADERSHIP STYLE

The coaching style is an essential leadership behavior that helps Organizations create a competitive advantage (Lee, Idris & Tuckey, 2019). Although there is a shortage of published scientific research on coaching as a leadership style (Berg and Karlsen, 2016), available research does indicate that the coaching leadership style provides results (Hicks, 2014). Figure: 1-1

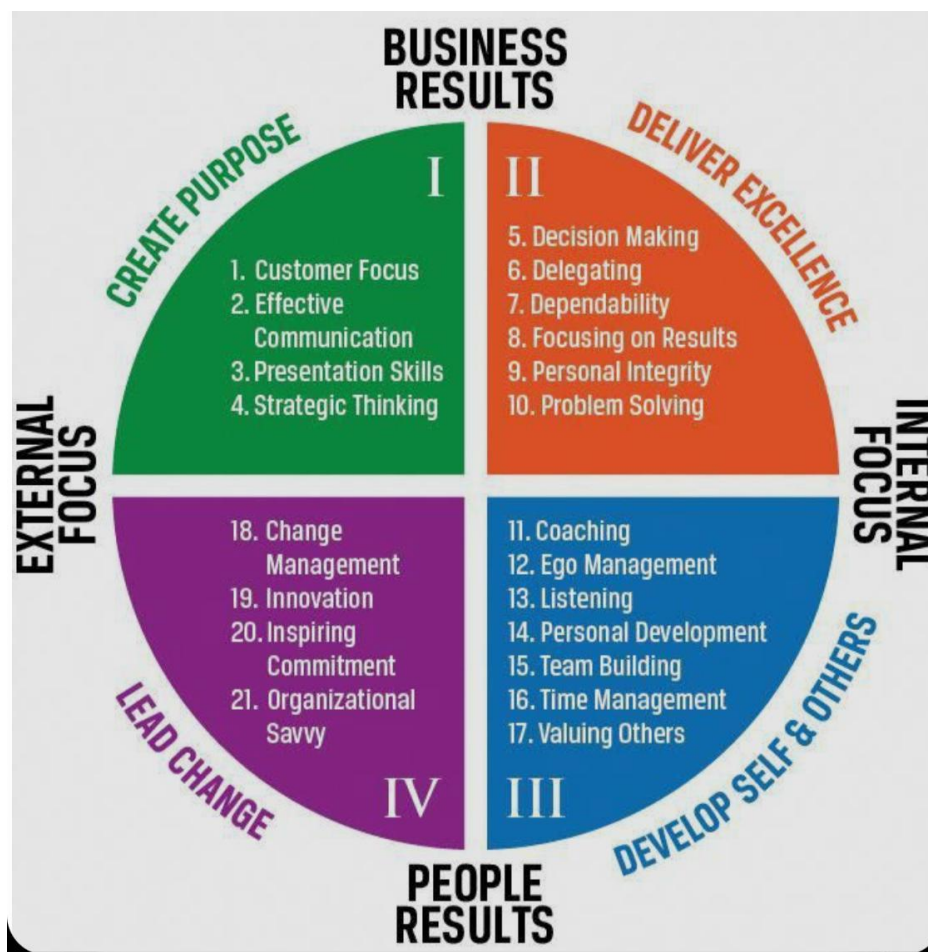


Figure: 1-1

METHODOLOGY

This study pertains to the impacts of three (3) leadership styles found to be prevalent in my current Project. Due to time and resource constraints to achieve the set objectives, this study is carried out within the dynamic of this specific Project. The size of the Project was not deemed to be a significant consideration and therefore the only analysis includes responses/feedback from individuals related to this specific Project, including Senior Project Engineers, Project Engineers, and other supporting team members of the Project. For objective data needs, this study will apply a non-probability convenience sampling to identify participants in the research. Survey questionnaires were distributed to the research participants to collect the required information for analyses. Figure: 1-2



Figure: 1-2

RESULTS AND DISCUSSION

Both primary and secondary research has been conducted. The primary research has been done using the quantitative approach, with the help of a survey tool, based on a survey questionnaire. The secondary has been done through the review of previously established literature for the purpose of achieving the study goal.

Compared to the previous studies, the quantitative analysis and the field survey conducted by the team members, it was found that everyone agreed on complete satisfaction in the leadership style used in the project, and this was significantly reflected on the team members after the questionnaire was completed.

This study has focused on the impact of leadership styles on the performance of my current Project. The focus was only on the three (3) leadership styles observed within the Organization namely Autocratic, Laissez-Faire and Coaching. The coaching leadership style was found to have appositve impact on the team and subsequently on the performance of the Project. This study also revealed that the performance of the Project is associated with the leadership style. This study has provided a relatively good insight of the impact of leadership styles on the Organizational performance. This study, however, has some limitations such as that quantitative data has been used and only a single specific Project was considered. Therefore, more comprehensive future researches are required for accurately determining the relationship between leadership styles and Organizational performance.

References

Alloubani, A., & Akhu-Zaheya, L. (2018) . Leadership styles and theories. Leadership Styles and Nursing Care Management, 1-23. doi:10.2174/9781681087450118010003

Blaskovics, B. (2014). Impact of leadership styles on project success- The case of a multinational company. Dynamic Relationships Management Journal, 3(2), 21-

36. doi:10.17708/drmj.2014.v03n02a02

Jose Sousa, M., Dias, 1., Mogo, 1., Saldanha, A., & Caracol, C. (2017). Project managers' perceptions about more e.ffective leadership styles. Journal of International Business Research and Marketing, 2(3), 7-13. doi:10.18775/jibrm.1849-8558.2015.23.3001

Kohut, I. V., & Luchko, H. Y. (2019) . Project manager leadership styles in project team Management. Efektyvna ekonomika, (10). doi:10.32702/2307-2105-2019.10.77

Lategan, T., & Fore, S. (2015). The impact of leadership styles on project success: Case of a telecommunications company. Journal of Governance and Regulation, 4(3), 48-56. doi:10.22495/jgr_v4_i3_p4

<http://aslanconnect.com.au/services/leadership-and-coaching/>