

Everyone's Smart University

Project (Spring 2021)

Student Name	Hattan Hussein Sabban	اسم الطالب
Students I.D	2021200506	الرقم الجامعي
Section	Date	Course Code
Master of Project Management	Sunday 16 / 05 / 2021	(PMG511)

PROJECT LEADERSHIP

Instructions:

- ☐ آخر 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**

Project:

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

The Answer:

Introduction

The growth and development of every organization depends on the quality and approach of leadership. Leadership is the act of leading people towards their common goals and objectives, while keeping them motivated to achieve the objectives. Many researchers believe that people are born with leadership traits. There are others who believe that leadership skills and qualities can be acquired. Although both of these schools of thought are different, they agree on the point that leadership in any organization has to motivate and encourage the employees to achieve the objectives and goals. This is especially true in case of this organization that is going through a change phase (Gerard et al., 2017). When organizations are going through change management process, the employees in many cases are uncertain about their future. This creates a lack of interest in the future of the company. This is the point where leadership has to influence the employees in a positive way, so that the goals and objectives can be achieved at individual, team, and organizational level. The aim of this research is to study influencing as a source of leader power, and how leaders can use this power to influence the employees in a positive manner, especially when the organization is going through any major change. The objectives are:

- To study the sources of leader power that can help organizational leaders to influence their employees
- To identify the ways in which influencing can impact employee motivation and performance

Literature Review

In simple words, influencing is a way of getting things done in one's way. As a leader, it is a quality that ensures that the leader is able to get things done in a particular manner that can help the organization in achieving its objectives and goals. There are various influencing techniques and tactics that leaders can apply. The first and foremost tactic is what most of the leaders in any organization use. It is rational persuasion (Deschamps, 2005). As the name suggests, it is the rationale manner of explaining an issue to the employees and guiding them towards what is expected of them. In this case, the leaders also provide the employees the rationale or logical reason to do it. For example, a leader might ask a team to work extra hours to deliver a project earlier than committed, and offer an incentive to make the extra effort appear rationale to the team. Another tactic of influencing that is commonly used is legitimating. For example, if an employee has delayed the work consistently for a few weeks, the leadership can influence his or her behavior by sharing the legal consequences of the same. The other tactics include inspirational appeals, personal appeals, ingratiation, pressure, exchange, and coalitions (Iordanoglou, 2018).

These tactics of influencing originate from the five sources of power or influence that a leader has. The five sources of power include the reward power and coercive power. The leadership in an organization can reward the employees for their performance, so they have an influence over their employees. The leaders can coerce the employees into performing their duties in a better way by using their influence. There are other sources of leadership power or influence including referent power, expert power, and legitimate power. The strongest source of influence that a leader has is, however, the reward power. In the times of changes, the leadership

can focus on improving the motivation level and interest of the employees in the organizational responsibilities by influencing them positively through their reward power (Gerard et al., 2017).

Methodology

This research will be conducted as a descriptive qualitative study. It will be a secondary research. To prepare this research, a systematic literature review will be conducted. The inclusion criteria of the journal articles that would be studied in this case is that they would be closely related to the topic under study, and they should be published in 2016 or later. Various academic databases will be reviewed to find suitable articles. Findings from the same will be presented in the research.

Results and Discussion

In this preliminary review of literature, there are certain important points that were noted. First of all, influencing and sources of power come from various sources. Management and leadership can coerce and motivate their employees and get them to deliver at the best of their abilities. This is especially true in the times of change. If an organization is going through a phase of change, it can benefit a lot from its employees being motivated (Deschamps, 2005). Influencing is a leadership trait that can have a deep impact over this situation. Some of the leaders have the influencing quality while others do not have it. Personal appeals are influencing tactics for the leaders who have a positive and impressive personality. Also, the leadership in an organization has the reward power that can be used as an influencing factor. Employees can be kept motivated by offering them suitable rewards. During change management, the role of leadership becomes trickier (Iordanoglou, 2018). In this time, it is very important that the leadership keeps directly in touch with the employees and shares future plans with them. This is

one way of influencing the employees. The more involved the employees are in the whole process, the better they are able to perform. In many cases, leaders prefer to have an autocratic approach during change management, and this leads to the use of legitimate power to influence the employees at that time. In any case, leadership can influence the employees positively to get best results (Gerard et al., 2017).

References

- Deschamps, J. P. (2005). Different leadership skills for different innovation strategies. *Strategy & Leadership*.
- Gerard, L., McMillan, J., & D'Annunzio-Green, N. (2017). Conceptualising sustainable leadership. *Industrial and Commercial Training*.
- Iordanoglou, D. (2018). Future Trends in Leadership Development Practices and the Crucial Leadership Skills. *Journal of Leadership, Accountability & Ethics*, 15(2).