

Everyone's Smart University

Project (Spring 2021)

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Section	Date	Course Code
Master	Thursday 18 / 03 / 2021.	(PMG511)

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 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 موحّد 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 a Project Managers Communication Skills on the Projects success in the Stockholm Transportation Authority under Covid-19 Pandemic

1. Introduction

Leadership is the art of motivating a group of people to act toward achieving a common goal. In a business setting, this can mean directing workers and colleagues with a strategy to meet the company's needs.

Leadership can be summed up as joint outcome of the leader's self-related cognitive information, personality traits, the underlying motives, and his understanding of operating situational variables.

According to many researchers, leader is one who has an ability to take charge, direct, encourage, or stimulate others. They have an attitude to convince others and to make them follow the goals or the participles defined by them. These people have cluster of leadership qualities, but are not able to lead if they are not good communicators.

Effective and accurate communication act as an important factor to grow as an efficient and successful leader or manager. It is important that managers and their teams must learn the how to communicate perfectly as this will not only help teams to complete their projects successfully, but also enable organizations to achieve success and growth.

Communication enables them to share what they have and what they expect from others. So, it is effective communication, which makes leaders lead successfully. In the absence of good communication skills, a manager fails to achieve the goals set by him and by the organizations and a makes him an ineffective leader. By interacting more efficiently with his team and colleagues, a manager can increase his potential and will be able to get work done by members of his team.

2. Literature Review and project Management Communication skills

Skills may be divided into three sets, namely cognitive, technical and communication skills. Cognitive skills relate to the knowledge base of the profession. Technical skills are the specialised practical techniques essential to the profession (Hargie 2007) and especially in the planning and implementation stages of a project. Communication skills entail individuals having the ability to interact effectively with clients and professionals. The project manager needs to establish cooperative relationships with the project team

members ensure a good climate for communication, identify participants for the project to ensure commitment and adopt an appropriate leadership style (Odusami 2002). Communication is an important skill in life and Heldman (2011) states that, “the most important skills a project manager possesses are communication skills”. At various stages of a project, people will have to explain, ask questions and discuss issues and ideas with each other. Emmitt and Gorse (2007) state oral communication as the main method of communication. The majority of communication during a project may be spent on speaking and listening; therefore nine skills were identified to test as communications skills that influence the successful management of projects under Covid-19 Pandemic.

2.1 Questioning as skill

Communication is most effective when asking questions during a conversation. The reason for asking questions in project management is to allow time for interaction with the audience (Clements and Gido 2012). It is the responsibility of the project manager to encourage team members to assist less experienced team members with questions to enhance effective communication.

2.2 Explaining

Explaining means to simplify and contribute to an understanding of the nature of explaining (Hargie 2007). The project manager has to communicate information that is clear and comprehensible to the project team members, in order for the team to understand the project goals and allow them to ask questions.

2.3 Negotiation

Negotiation involves conferring with others to come to terms with stakeholders or reach an agreement. Modifications to the contract and negotiating the proposal costs are examples of negotiation (PMI 2008). The fundamental element of negotiation is to create an environment in which those who are in conflict may work together towards a resolution.

2.4 Presentation

Project team members are often requested to deliver presentations to the project stakeholders. Presentations are often used in conjunction with reports. Presentations may be delivered to the client to explain the project, to senior management to report progress, or to the board of directors to justify cost or time problems (Steyn 2012). The project

manager needs the skill of presentation to communicate and to provide information to team members and stakeholders.

2.5 Skill of writing

As part of daily projects, it is necessary to record matters in writing. Written reports, letters, instructions and minutes of meetings are essential for the smooth running of projects and may be used as evidence in the event of a dispute (Emmitt and Gorse 2007).

2.6 Trust

Trust may be defined as “a disposition and attitude, giving rise to a belief, concerning the willingness to be vulnerable in relation to another party or circumstance” (Pryke and Smyth 2006). Trust implies an expectation of a positive outcome. Trust and communication are essential to nurture human relationships and openness is important in establishing trust. Communication may improve if the project manager and the team are sensitive to each other and build a relationship of trust.

2.7 Meetings

A meeting involves a group of people spreading information, reaching decisions or resolving a particular problem through discussion. Project meetings are the project manager's principle forum to manage the project and communicate with the team members and stakeholders (Burke and Barron 2007).

2.8 Motivation

Motivation provides the right conditions for people to work effectively. A lack of motivation often leads to conflict, strikes, lower productivity, stress and the failure of the project (Steyn 2012). Verster (2006) states that project managers have to take into consideration that different teams are motivated by different incentives. A project manager, who supports the team to progress, may multiply success with effective communication.

2.9 Listening

The art of listening is an important communication skill for a project manager and may be crucial for successful and effective project management. Listening is a selective activity, which involves the reception and the interpretation of information.

The heart of communication is not words, but understanding, not only to be understood, but also to understand (Clements and Gido 2012).

3. Methodology and Research project

An electronic questionnaire survey was conducted via email due to Covid-19 circumstances; this method offered the opportunity to access a bigger group of potential research participants, engineers, construction managers, cost controller and project managers of different departments in the Stockholm Transportation Authority. The list of professional members was stratified between those members involved in engineering (78), project management (12), construction management (35), and cost controller (16). The received questionnaires were entered into the SPSS program to develop data and to transform it into statistics.

4. Results

The purpose of the question was to rate the 9 identified communication skills. The second purpose was to determine if leadership is important for a project manager to communicate effectively. The third purpose was to determine the core communication skills a project manager needs to communicate effectively.

Communication skills a project manager should possess	Response (%)						Average	Rakning
	1- Not important			5- High important				
	None	1	2	3	4	5		
Leadership	2.1	0	0	10.3	15.7	71.9	4,7	1
Listening	3.4	0	2.6	7.8	13.3	72.9	4,5	2
Trusting	2.5	1.1	3.7	7.5	13.5	71.7	4,5	2
Motivation	1.2	2.7	4.2	10.4	11.2	70.3	4.3	3
Writing	0	5.6	5.1	7.6	12.5	69.2	4.2	4
Meeting	3.2	1.0	3.7	9.5	13.9	68.7	4.2	4
Presentation	5.3	0	2.5	6.4	20.3	65.5	4.1	5
Negotiation	2.8	1.3	6.3	9.5	17.3	62.8	3.9	6
Explaining	2.5	2.6	9.3	7.8	14.4	63.4	3.9	7
Questioning	3.2	5.3	8.5	11.1	12.7	59.2	3.8	8

The skill of leadership is ranked first as an extremely important communication skill a project manager should possess to enhance and ensure communication. Listening, and trusting skills are ranked second, while the motivation skill is ranked third.

The very important communication skills that a project manager should possess and use are writing, meetings, presentations and negotiation.

5. Discussion

The communication skills that are rated the highest are listening, motivation, meetings and writing. These communication skills can be seen as the core communication skills that a project manager needs to communicate effectively under Covid-19 Pandemic.

Leadership is rated the highest, which indicates that a project manager, as the leader of a project, needs the skills of listening, motivation, meetings, writing and trust to communicate effectively with all stakeholders of the project under Covid-19 Pandemic.

Meetings and trust are core communication skills that a project manager needs during communication to make a well informed decision. Listening and not only hearing is a core communication skill. Actively listening to team members and other stakeholders will increase understanding, reduce conflict, improve negotiation and lead to effective decision-making and problem solving.

Motivation means that a project manager influences a situation in such a way that it encourages and inspires the team members to achieve the project's goals and objectives. Leaders lead through effective communication skills such as listening, motivation, meetings, writing and trust. With these communication skills, the project manager will advance to a position as project leader.

6. Conclusion and Recommendation

The communication skills that are important to assist project managers are listening, motivation, negotiation and meeting skills. In developing their communication skills and through improving communication, project managers will enhance communication and the effective execution of projects under Covid-19 Pandemic.

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