

Everyone's Smart University

Project (Spring 2021)

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

PROJECT LEADERSHIP

Instructions:

- ☐ آخر موعد للتسليم هو يوم الخميس 20-05-2021 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. (خيارية).

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

كل التوفيق لكم جميعاً.....

Dr. Sara Adel

Introduction

There are many demanding situations that these days's company face with a purpose to justify their existence. Some of these demanding situations consist of staying aggressive; growing shareholder value, and sustainability. These establishments take part and put in force a magnitude of tasks to attain their objective, whatever the ones targets may be. In order to attain these targets, agencies are regularly confronted with the assignment of locating the proper abilities and management to supply the favored results. For example, in these days's cell telecommunications company, South Africa gives contemporary-day and green centers to urban areas, along with mobile and net services. 20 years ago, the telecommunications community in South Africa brought the sector of mobile communications and these days the mobile industry keeps to develop from strength, to strength offering advanced generation each day. The effect of communication on project success becomes obvious through the various communication forums utilized by a project manager for dispersal of vital information. A proper communication plan needs to be in place from the very start of a project. Project plans represent the detailed thinking and distilled experience of the various stakeholders. But unless plans are communicated to all concerned people, they remain something that would be just on paper. Solid communication and collaboration methods ensure that all project staff work toward common laid-down goals with this collective effort ensuring success for the project.

With everybody on the same page, responses from the team members at various stages will be based on the same set of references. This in turn ensures that there are no misunderstandings or assumptions that could derail the progress on the project. Any changes made to the project plan have also to be properly communicated to the same people so that this cooperation continues. Status reports are another aspect of project communication that brings all concerned personnel to a common level of awareness of a project's progress. This facilitates collective thinking that can ensure the success on a project. Status reports also help to focus on problem areas by making everyone aware of them. The resulting collective thinking will ultimately lead to a consensus on solutions for the problem areas.

Literature review:

A basic model of communication, shown in Figure 1, demonstrates how information is sent and received between two parties, defined as the sender and the receiver. The key components of the model include:

- Encode. To translate thoughts or ideas into a language that is understood by others.
- Message and feedback-message. The output of encoding.
- Medium. The method used to convey the message.
- Noise. Anything that interferes with the transmission and understanding of the message (e.g., distance, unfamiliar technology, lack of background information).
- Decode. To translate the message back into meaningful thoughts or ideas. Figure 1 is a basic communication model. Inherent in the model is an action to acknowledge a message. Acknowledgement means that the receiver signals receipt of the message, but not necessarily agreement with the message. Another action is the response to a message, which means that the receiver has decoded, understands, and is replying to the message. (Ksenija Čulo, 2010)

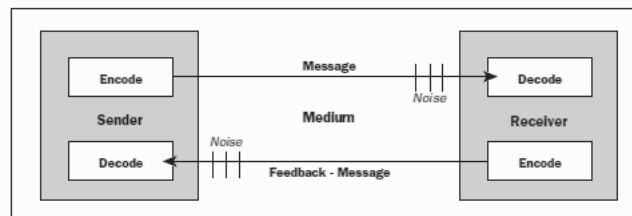


Figure 1

Differentiation between managers and leaders

One of the challenges that organizations face daily is trying to distinguish the difference between leaders versus a manager's attributes. Too often people lose focus of the vision and mission of an organization, and whether the organization fundamentally has the correct resources to manage the mission through to project delivery. As stated by Taylor (2004:1), management skills without leadership skills are likely to lead to poor results or

failure of a project. Van Zyl (2010:1) differentiates between a leader and a manager in terms of their characteristics (Table 1).

MANAGER	LEADER
Focuses on the implementation of the vision.	Focuses on the vision on the organization.
Orientated to adapting to change, not taking the initiative.	Orientated towards driving change, and anticipating environmental changes.
Concerned more with techniques; sometimes with maintaining order and the status quo. Adapting to the culture.	Concerned with dynamics of a situation, on how to leverage or shape; concerned with setting or changing the culture.
Concerned with being empowered.	Empowering people.
Sees a more limited web in terms of relationships in terms of immediately adjacent areas.	Sees relationships as opportunities for growth; personal goals are in alignment with organizational goals.
Tends to avoid risk for self-protection; and hence growth is more limited.	Understands personal strengths and weaknesses, and is willing to learn from mistakes and grow.

Table 1

Table 1 above shows that there are huge variances between a manager and a leader. As a manager, the focus is on implementation compared to a leader, where the organization's vision is the main focus. A manager will adapt change as opposed to a leader who will drive change. As a manager you are concerned with being empowered versus a leader who will empower people.

Methodology:

According to Barrett (2006:4) leadership communication consists of layers, expanding skills from core strategy development and effective writing and speaking to using these skills in more complex organizational situations. As a project develops, the project manager will need to improve the core communication skills to become more effective in communication. Barrett (2006:4) emphasizes that as a manager progresses to higher levels in the organization, the more complex communication demands become. Further, that the framework is not meant to suggest a hierarchy, which is why it is depicted as a spiral. Barrett (2006:4) explains leadership communication as follows (Figure 2):

- Core communication. All effective communication depends on the core skill at the centre of the spiral. These are the more individual skills. Leaders in any organisation must master the skills at the core.

- Managerial communication. Managerial communication capabilities build on the core abilities. It is the capabilities more directly involved in managing others. It is the skills needed to interact with individuals and to manage groups.
- Corporate communication. Corporate communication involves expansion from the managerial skills to those abilities needed to lead an organisation and address a broader community. Communication becomes even more complex when managers move into a position where they need to think about the best way to communicate to all internal and external stakeholders.

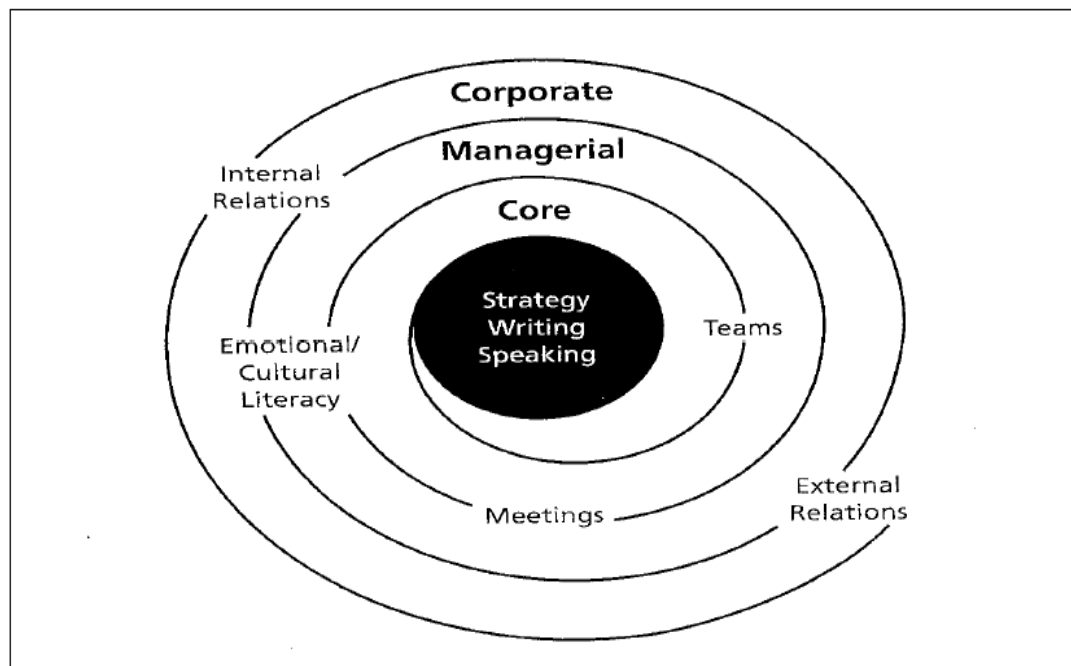


Figure 2

The core skills that project managers need in order to be able to communicate effectively might be for example the skills of writing and speaking. Managers need to be able to structure and write effective and complex correspondence and documents, from emails and memos to proposals and reports. Managers need to be able to write and speak in using a level of language expected of leaders. They need to be able to create and deliver oral presentations. These are the core skills needed in communication. Managerial communication skills that project managers need to be able to communicate effectively, might be for example listening. To listen is an essential skill in any situation, but is

applicable within the managerial ring because managing others effectively requires attention to hearing what others are saying. The managerial ring might also include leading meetings as well as team development and team building. The corporate communication skills that project managers need to be able to communicate effectively might be for example to be a leader. Effective communication depends on a style of leading the team and the external stakeholders. Leaders will find that, as they move into higher levels of an organization, they become the project's face to the public.

Conclusion

The project manager that is trusted by the team and gets the team to work together will communicate successfully. Project team members need to collaborate, share, collate and integrate information and knowledge to realise project objectives. A project manager does not communicate with language only, but also with character, which includes attitude, behaviour and personality. Allowing team members to take responsibility for their work and sharing the vision with team members will enhance the formal flow of information in all directions, namely upward, downward, horizontal, diagonal and lateral, resulting in successful feedback. Thus, project managers who allow the team to take responsibility for their work will attain more from team members and communication will be more effective. The results indicated a people-orientated approach towards the management of a project.

References:

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2. <https://www.brighthubpm.com/monitoring-projects>
3. Ksenija Čulo, Vladimir Skendrović. 2010 COMMUNICATION MANAGEMENT IS CRITICAL FOR PROJECT SUCCESS.
4. Benita Zulch. 2014. Leadership communication in project management