

Everyone's Smart University

Project (Spring 2021)

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Master	Thursday 18 / 03 / 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**

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

Motivation can inspire, encourage, and stimulate individuals and project teams to achieve great accomplishments. Motivation can also create an environment that fosters teamwork and collective initiatives to reach common goals or objectives. The level of motivation an individual and/or team applies to project efforts can affect all aspects of project results, including a direct impact to the triple constraint project success factors (i.e. on time, within budget, high quality, met scope / customer expectations). Knowing this, it is in the project manager's best interest to understand the demotivation cause in order to drive toward project success through the creation and maintenance of a motivating environment for all members of the team.

The book, *Essentials of Supervision*, defines management as “achieving results through others” (Simpson, Gould, Hardy & Lindahl, 1991, p. 5). Stimulating team member performance requires a project manager to harness many different interpersonal skills, including good communication, the ability to train others, make decisions, led by example, and create a positive, motivational environment by understanding and associating with the key components of motivation. Unlike most tangible project management functions, motivation is not designated by the project manager to a team member, instead motivation is internal to each team member and derived from a team member's desire to achieve a goal, accomplish a task, or work toward expectations. Motivation can be considered the conduit of ambition applied to the desired accomplishment.

Just as some teams are stimulated to achieve great success throughout all project efforts and assignments, other project teams may remain uninspired and shuffle meekly, quietly, unpretentious toward project completion. With this in mind, there are two opposing questions that have often been raised when reviewing drivers and motivators of individual and team performance. These resounding questions are “Can a project manager motivate others to perform?” or is it more accurate to ask “How does the project manager create an environment conducive to outstanding team synergy and peak individual

performance?" (Scholtes, 1998). The subsequent research provides the answer to these questions as well as a further exploration of motivational approaches a project manager can apply to the project team environment.

Literature review

In a complex and dynamic environment, leader of the organization used to create the environment in which employee feel trusted and are empowered to take decisions in the organization which leads to enhance motivation level of employee and ultimately organizational performance are enhanced. Smith and Rupp (2003) stated that performance is a role of individual motivation; organizational strategy, and structure and resistance to change, is an empirical role relating motivation in the organization. Likewise, Luthans and Stajkovic (1999) concluded that advancement of human resources through rewards, monetary incentives, and organizational behavior modification has generated a large volume of debate in the human resource and sales performance field. According to Orpen (1997) better the relationship between mentors and mentees in the formal mentoring program, the more mentees are motivated to work hard and committed to their organization. Likewise, Malina and Selto (2001) conducted a case study in one corporate setting by using balance score card (BSC) method and found out that organizational outcomes would be greater if employees are provided with positive motivation. The establishment of operations-based targets will help the provision of strategic feedback by allowing the evaluation of actual performance against the operations-based targets. Goal-directed behavior and strategic feedback are expected to enhance organizational performance (Chenhall 2005). Kunz and Pfaff (2002) stated no substantive reason to fear an undermining effect of extrinsic rewards on intrinsic motivation. Decoene and Bruggeman (2006) in their study developed and illustrated a model of the relationship between strategic alignment, motivation and organizational performance in a BSC context and find that effective strategic alignment empowers and motivates working executives. Leaders motivate people to follow a participative design of work in which they are responsible and get it together, which make them responsible for their performance. Aguinis et al.

Methodology:

McGregor's Theory X and Theory Y

McGregor's Theory X and Theory Y motivational approach identifies polar differences in subordinates. Theory X team members are classified as individuals who require constant attention, do not want to work, need punishment to achieve desired effort, and avoid added responsibilities. In contrast, Theory Y individuals are classified as team members who want to work, find the job satisfying, are willing to participate, do not require a controlling environment, and seek constant improvement or opportunity (Kerzner, 2003, p. 194 – 195). An additional suggestion for managers who implement the use of Theory X and Theory Y must apply flexibility when assigning an individual to one of these two categories as each person has the potential to change mannerisms, work habits, and enthusiasm toward work throughout years of service, within each project, and for various positions, assignments, or responsibilities.

Roles and responsibilities

A project manager using a Theory X motivational approach will naturally create an authoritative and controlling work environment. Within the project manager role of a Theory X environment, the project manager will dictate decisions. The role assumed by the project team members within a Theory X environment is to evade added responsibility and do as minimal amount of work as possible to achieve the project goals without punishment. On the other hand, Theory Y motivation naturally creates a participative environment with strong manager-employee relations. Within the project manager role of a Theory Y environment, the project manager will seek input and assistance from the project team to obtain the best possible alternative for project implementation. The camaraderie exhibited between the project manager and the project team is one of teamwork, agreed upon separation of duties and responsibilities that will collectively be achieved through the competence of the individual team members involved as well as the desire for the team to ultimately obtain project success (Kerzner, 2003, p. 194 - 195).

Applying Motivation to the Team Environment

Throughout the study and application of motivation, the project manager must realize the importance of individuality. Knowing what motivates each team member will provide the project manager the ability to connect team members to environments, assignments, responsibilities, and objectives that foster personal motivation. The encouraging impact of a human needs analysis provides the project manager an ability to understand what teams and individuals desire most from their work and allows an ability to track personal work drivers to uncover the variety of basic human needs and motivators that exist within your project team.

As a project manager, the focus of motivational efforts should be applied to motivating others by ensuring a goal is attainable while breaking down any obstacles that may be preventing goal attainment. Another component of project manager focus should be the need to understand the individual motives of the project team members in order to assist in the alignment of rewards to personal preferences. Refer to Appendix A – Motivational Approaches for Project Team Members, which can be used as a tool to assist in creating a motivating environment for each individual to work in while personalizing team member rewards.

Result and Discussions:

An empowered team environment can assist in fostering greater motivation within the project team, department, and organization. Empowerment provides a key ingredient to building a self-directed work team or a high-performing team. Empowerment consists of four key components, including team member authority, capable resources, accurate information, and accountability for completed work. The collection, balance, and application of the empowerment components can associate a project teams' performance to a mixed stage of adherence within the People Capability Maturity Model (P-CMM) (Fisher, 2000). The P-CMM defines the levels of high-performing team maturity as 1) Initial, 2) Managed, 3) Defined, 4) Predictable/Empowered, and 5) Optimizing (SEI_CMU, 2007). Some of the benefits of applying a People CMM focus within an organization or a

team is the ability to create consistent practices, a means to implement process improvement, promote higher quality, and provide a motivational project environment (SEI_CMU, 2007). Refer to Appendix B – People CMM Process Areas for a guide on how to assess the company, department, project team, and individual level.

Rolling out a new project with clearly defined expectations and required processes for the project team to adhere to promotes a consistent knowledge of performance objectives and project goals. The project team plays an important role in planning the project efforts from requirements, risk review, and quality plans to tasks, estimates, and order of task completion. The involvement of the project team within these critical project planning efforts provides two obvious benefits to the project manager; 1) the project manager with gain insights into the components, arrangement, and complexities of the project efforts for a more accurate overall project plan, and 2) project team members will feel greater ownership and acceptance of the project efforts. The result of the team's involvement with the staged approach to project planning efforts provides a more realistic plan that the entire project team could agree to support (SEI_CMU, 2007).

Even with all the needed planning, well-defined processes and clear, known expectations, employee performance problems may still occur. To overcome potential performance problems, the project manager must continue to work with the team leads to monitor and measure employee performance according to defined expectations. When variance occurs, the project manager and/or team lead should mentor the employee by providing details regarding the agreed upon expectations and performance exhibited to identify where performance or knowledge gaps exist and what changes need to be implemented to achieve performance objectives. This cycle of performance measurement, as referenced in Exhibit 1 below, includes variance identification, mentoring, and monitoring to continue to improve operations and eliminate performance problems.

Conclusion:

Throughout the study and application of motivation, the project manager must understand the importance of individuality. To foster motivation within each team member on a

project, the project manager must take the time to understand how every individual is motivated. Knowing what motivates each team member will provide the project manager the ability to connect team members to environments, assignments, responsibilities, and objectives that foster personal motivation. In other words, the project manager should avoid applying a broad application of motivation to all team members based solely on the manager's perception. Taking the time to work with each team member to understand personal work drivers will allow the project manager to uncover basic human needs and individual motivators. Refer to Appendix D – Motivation Checklist, for a guide to assist with this key interpersonal project management skill.

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