

Everyone's Smart University

Project (Spring 2021)

Student Name	Atallah عطاالله بن عبدالله الدخيل Aldakhil	اسم الطالب
Students I.D	2021201680	الرقم الجامعي

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

PROJECT LEADERSHIP

Instructions:

- ☐ آخر موعد للتسليم هو يوم الخميس 2021-05-20 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 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:

Successful leaders are often credited with having high social intelligence, the ability to embrace change, inner resources such as self-awareness and self-mastery, and above all, the capacity to focus on the things that truly merit their attention. These are desirable skills for everyone else, too.

"Leadership is the capacity to translate vision into reality," said Warren Bennis, a pioneer in leadership research, and it is generally a leader's responsibility to develop a vision for the people and institutions they direct. They also need to effectively communicate their priorities to others and inspire them to commit to those goals as well. Leadership does not depend on one's title. Leaders can emerge at any level if they can motivate those with whom they collaborate to strive toward a common goal.

Transformational leadership is a leadership theory where a leader works with followers to identify the changes needed, create a vision through inspiration, and execute the change with a group of highly committed followers. Transformational leadership is the new leadership paradigm as it focuses on charismatic and affective leadership elements (PSU WC, 2016, L.10). As the name suggests, the leadership theory seeks to create a new approach to leadership. Over time, the leadership model has become popular following its focus on intrinsic motivation as well as follower development which is in line with the needs of most workgroups that may require inspiration and empowerment to succeed in difficult times (Northouse, 2016).

Leadership in our organization is focused on setting strategic goals for the organization while also motivating individuals within it to meet their own goals in order to successfully carry out a greater mission.

People often view organizational leadership as a skill set within business management, but it is essential in virtually all organizations and professionals in any field can use these skills to become more effective in their roles. In fact, having a strong background in organizational leadership can even help advance the career.

This research to study the leadership behaviours and organizational culture which affects knowledge management (KM) practices within leading projects in Qassim

University. The key objective of this research is to explore the connection between transformational and transactional leadership behaviours and KM practices in Qassim University culture.

Literature Review and Conceptual framework:

The idea of transformation was further developed by Bass who pioneered the term transformational, which is found throughout academic literature (Kuhnert & Lewis, 1987; Breevaart et al., 2014). Burns (1978) stated that great leaders could transform employees by tapping into their needs to increase motivation. In contrast, transactional leadership focuses on a framework of appealing to the interests of employees. Both approaches appeal to the follower's needs, but transformational leadership moves beyond transaction by incorporating a degree of role modeling that benefits the organization (Bass & Bass, 2009).

Methodology:

There are two types of knowledge in any organisation: explicit knowledge and tacit knowledge.

Explicit knowledge is defined as structured and codified knowledge. It is formal and systematic and is easily expressed in production specifications, scientific formulas, or computer programs (Nonaka & Konno, 1998); thus it can be easily communicated and shared. Tacit knowledge, by contrast, is unconsciously understood and applied, difficult to articulate, and developed directly from experience and action. Tacit knowledge is highly personal, hard to formalize, and difficult to communicate or share with others.

As a contractor with the University is to provide Project Management and establishing a project management office PMO one of the stages is to transfer knowledge to the project managers in the department of project management.

The first step was assigning a project manager from our company to lead the project And to make the infrastructure of the procedures and processes.

Then to consult the department manager for choosing young and passionate engineers to be a project managers.

Getting started with the new PMs to training them for a project management course and a Microsoft Project course to learn how to make a schedule for each project.

After that, meeting with the leadership and project managers to conduct procedures and processes for managing projects and the approved and proposed templates for each of the projects management department and contractors.

Meanwhile, workers have been trained, the basic system of the Project Management Office PMO has been made, the necessary forms are made, and a timetable has been established from which schedules are branched out for each project.

Seven engineers were selected for a professional course and sat for the PMI exams, and five engineers passed the exam and became a professional project manager PMP.

In this way, tacit knowledge and explicit knowledge is transformed using the Transformational leadership model.

Results and Discussion:

- PMO office initiated.
- 5 of 7 engineers become PMP.
- Processes and templates made.
- With the end of the project 21% project improvement.
- Transferring knowledge to contractors and directing them to establish PMO units in their companies.
- Transforming project management in the university from traditional work to adopting best practices.

References:

Northouse, P.G. (2016). Leadership: Theory and Practice. 7th Edition. Los Angeles: Sage Publications

Kuhnert, K. W., & Lewis, P. (1987). Transactional and transformational leadership: A constructive/developmental analysis. *Academy of Management review*, 12(4), 648-657.

Breevaart, K., Bakker, A., Hetland, J., Demerouti, E., Olsen, O. K., & Espevik, R. (2014). Daily transactional and transformational leadership and daily employee engagement. *Journal of occupational and organizational psychology*, 87(1), 138-157.

Bass, B. M., & Bass, R. (2009). *The Bass handbook of leadership: Theory, research, and managerial applications*. Simon and Schuster.

Nonaka, I., & Konno, N. (1998). The concept of 'Ba': building a foundation for Knowledge creation. *California Management Review*, 40(3), 40-54.

(J-B Warren Bennis Series) Paperback – August 10, 2015.