



Everyone's Smart University

Project (Spring 2021)

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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. (اختياري).

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

كل التوفيق لكم جميعاً.....

Dr. Sara Adel

The Impact of Leadership Motivation Skill, Pacesetting & Participative Leadership Style on Project Success in OTCE: A Case of Osama Touman.

1. Introduction:

Leadership is one of the most since, art and process that take a place from ancient times and a continuous development done to the leadership. Several researchers and scholars have introduced many concepts and definitions about leadership and leadership styles. Leadership definitions took a place from the begging of 20th century based on the leadership theories such as Great Man theories, which developed in 1900. "According to that theory leadership is an innate ability that is who is born to lead" [1]. Then the definition of leadership improved to reach to the new "developed" definition which define the leadership as "the process of inspiring others to work together to achieve a common goal in a given entity, it is an inevitable elements of group dynamics" [2].

This research will study the impact of participative leadership style on the organization and the effect of this style on motivation skills. In addition, it will study the impact of pacesetting leadership style with motivation and it will discuss the difference between participative and pacesetting leadership style in the organization in general and especially with motivation skill.

Motivation is one of the most skill that the leader should have and it make the work in an organization or a project going smoothly and effectively. Motivation is encouraging people to achieve organizational, group, and individual goals, which are interwoven, so often the realization of one indirectly but simultaneously means the achievement of others [4].

In addition, leadership have many different styles, these styles differs from one leader to another, and sometimes it depends on the situation. The leader that our research is about him has different styles depends on the situation and the most common styles for him is participative and pacesetting leadership styles. Democratic or Participative leader is that leader participate equally in the process with their followers and let the group make decisions [1]. The pacesetting style has the primary objective of accomplishing tasks to a high standard of excellence [5]. The leader in our research is Osama Touman.

2. Literation review and conceptual framework:

• 2.3: Leadership:

Leadership is a common word and it has many definitions and concepts, and many people and researches are concern about this art. The topic of leadership has been of interest for many hundreds

of years, from the early Greek philosophers such as Plato and Socrates to the plethora of management and leadership gurus, whose books fill airport bookshops [3]. The recent focus on leadership is an international phenomenon, as is increased investment in leadership and management development [3]. Leadership is not just a person or group of people in a high position [1]. Leadership is a process in which leader is indulged in various activities to achieve any goal [1]. There are scholars who believe leadership is a psychological phenomenon, that is, a leader is one who has specific personality and demographic traits [2]. On the other hand, there are scholars who see leadership as a sociological phenomenon, meaning a leader is the outcome of a combination of people, groups, and the needs of a situation [2].

- Warrens Bennis said in his book "On Becoming a Leader" that the leader has a clear idea of what he or she wants to do—professionally and personally—and the strength to persist in the face of setbacks, even failures [6]. Leaders never lie to themselves, especially about themselves, know their faults as well as their assets, and deal with them directly [6]. The other definition of leader is the one who exercised intentional authority over one or more other individuals, in an effort to guide actions toward the accomplishment of some mutual goal which requires mutually supporting actions among members of a the group [2].

- **2.2: Theoretical Concepts of Leadership:**

Since along time the leadership and leader concepts developed to reach and cover the general concept in every era. Richard Bolden said in his research report in 2004, The topic of leadership has been of interest for many hundreds of years, from the early Greek philosophers such as Plato and Socrates to the plethora of management and leadership gurus, whose books fill airport bookshops [3]. In addition, Anees Ullah Karamat mentioned in his case study about the development if leadership theories, At the very first the theories were developed in 1900, which are known as Great Man theories. According to that theory leadership is an innate ability that is who is born to lead [1]. After such theories in 1930, Group theory was proposed which stated that how leadership emerges and develops in small groups [1]. The trait theory was one of the first theories developed and believed leaders were people who exhibited specific personality traits [2].

These theories during this long time discussed and explained how the leadership and the leaders was in each era and how the leaders deals with their followers and how effect these theories in each stage. We found that each theory developed exactly to lead smoothly based on the behavior of

people. Many terms are common in all leadership theories with different degree that they concern about people, production, emotion, task orientation and other concern.

- **2.3: Leadership Styles:**

- **2.3.1: Participative Leadership style:**

This leadership style consider in general the group decision making. It usually allow the subordinates to set with the leader and share their ideas with him and the leader take the final decision and responsibility. Many research and literation are taking about participative leadership style, and we found that Mr.Karamat in his case study he defined the democratic leaders whose participate equally in the process with their followers and let the group make decisions [\[1\]](#). In another literation that said about participative leadership " Positively, participative leadership leads to quality decisions, consensus and acceptance, understanding of the decision by those responsible for implementing it, development of decision-making skills throughout the organization, enhanced motivation, job satisfaction, resolution of conflict, and team development [\[7\]](#). The researchers Markus Kraus said in his research that the democratic style have positive effect on the climate and results and create a resonance that boosts performance. In addition to all the previous positives, this style still has many drawbacks and Mr. Markus said "It is not useful when subordinates have no training in consensus-building and democratic decision-making" [\[7\]](#).

- **2.3.2: Pacesetting Leadership Style:**

The pacesetting style has the primary objective of accomplishing tasks to a high standard of excellence [\[7\]](#). This leadership style is some researches and studies is not preferable leadership style. It put the team members in the pressure due to achieve a higher results and it sometimes create a negative climate, but Markus find some situation that we can use this leadership style. This style is most effective for obtaining high quality results from motivated individuals in crises [\[7\]](#). In addition, this leadership style can't use in team that perform a lower level. It is least effective with subordinates who want feedback and development plans to improve their performance [\[7\]](#).

- **2.3.3: Motivation Skill:**

Motivation one of the most subject that many researches consider it and how the leaders are dealing with. Motivation skills differs from one style to another style and many factors

are effecting this skill such as; the behavior of the leader and the followers, type of project and rules of organization. The term motivation is inherent in the definition of leading, leadership and leadership style [4]. Namely, motivation in the most general sense is defined as an establishment of goal-oriented behavior (Cleveland & Murphy, 1992) [9]. The other part to create a good and helpful motivation is to choose the correct motivators and study the needs of the followers. Maslow (1943) initially stated that individuals must satisfy lower level deficit needs before progressing on to meet higher-level growth needs [10]. Maslow divide and categories in his book "Motivation & Personality" the needs of people as shown in Figure_01 [11]:

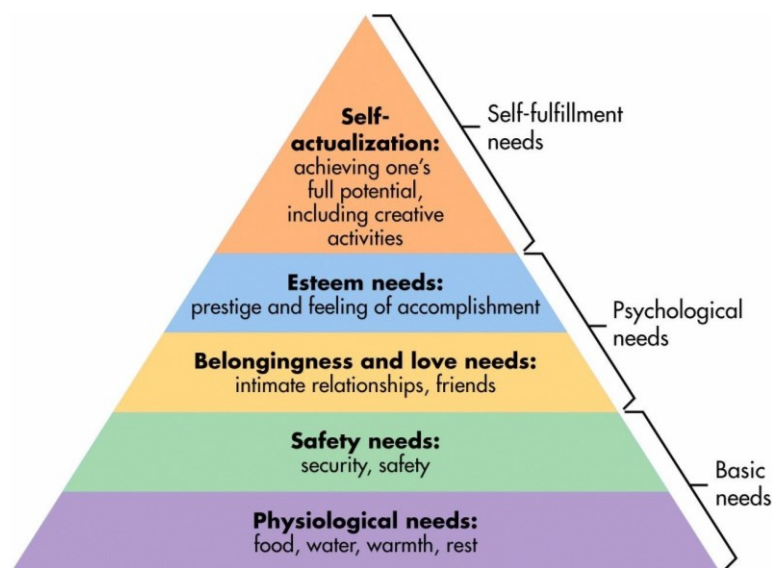


Figure 01: Maslow's hierarchy of needs

After knowing the needs of the different followers, the best way to have a good motivation is to know the right motivators. The motivators as we said is different from one to one and Samuel Malachowsky said about motivator is what makes us want to come to work [12]. Motivators are highly personal; the leader must consider each team member individually [12]. The motivators usually divided into extrinsic and intrinsic. Extrinsic such as; power, money, recognition and interpersonal relationship. Intrinsic such as; autonomy, purpose and exploration.

• 2.3.4: Leadership style and motivation:

Most of the research confirmed that the leadership style affect the motivation process which will affect directly to the performance of the organization or project. Regarding to the participative leadership style and the authority that this leader give to the subordinates, this

style will create an intrinsic motivators to the followers. The engagement of the leader with his/her follower will give them the purpose to work, and especially when the leader take their idea and work with it. Participative leader is the most preferable style that many research found that. In addition, the extrinsic and intrinsic motivators differs between the employees regarding to their position. It is interesting that the higher we climb up the management ladder the importance of extrinsic motivation factors increases more than the intrinsic ones [\[4\]](#).

3. Methodology:

The methodology used in this research is qualitative research. In this case study I used many techniques and tools to get a suitable results. This method is suitable when the number of people involved is not big and it give good results. The tools used in this research are interviews and survey. Team member asked to determine the characteristics of the leader in different situation in our project. In addition, they asked about these characteristics and the affecting of the project and performance of the organization. The interview done after they finished the survey to discuss the different leadership styles to be aware of it and to determine the leadership style related to the leader that the case study is about him. The participant involved in this study are team member, supplier and contractors. The interview by using face-to-face meeting and conference meeting.

4. Results and discussion:

In this research, we found that the team members define or choose different leadership style for this leader. The styles that they choose autocratic, pacesetting, democratic and affiliative leadership style. These results shows that different leadership styles appears and this is mostly because two factors business relationship and nature of project. Before we discuss the results, we will discuss something more important which is what is the leadership and its styles. This point effect the results of this research because most of people are confusing between affiliative and participative styles and between pacesetting and autocratic leadership styles. This confusing affect a little the results but we explained to the participative the difference between these styles. However, this research found that the leader has different leadership styles depending on the situation. Contractors and suppliers think that the leadership styles for the leader in is research is a participative style when setting together in problem solving and in the situation that the project is running out from the specifications or performance in the project the leadership style is turning to autocratic. The suitable motivator for these members is recognition as extrinsic motivators and for intrinsic motivators the good motivator is autonomy. The team member within my organization found that the styles of the leader are

pacesetting when the performance of project going down or in rush project and the other style which is the common one is democratic leadership style. The suitable motivators are recognition and money as extrinsic and for intrinsic the purpose and mastery. For the higher level such as owners and sponsors they think that the leadership styles are pacesetting when the performance going down and in the normal situations they think that the affiliative leadership when the leader work in the normal situation with team members. These results are correct depending on the situation and we can say that there is no one leadership styles can used in all situation and with all stakeholders.

5. Conclusion :

In the end of this research we can found that, every leadership style have an advantages and disadvantages. Every leader has his own style and the styles can be different depending on the situation and the business relationship. The most preferable leadership style is the participative leadership style.

6. References:

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