

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 ٢٠-٠٥-٢٠٢١ في تمام الساعة ٩ مساءً.
- ☐ الإجابة متاحة باللغة الإنجليزية أو اللغة العربية مع مراعاة أن تكون المصطلحات العلمية باللغة الإنجليزية.
- ☐ 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 ١٢.
 - 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 المشروع. 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 المجالات 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

The first section: Introduction to the study

Introduction

The topic of leadership is receiving great attention at the present time and the important role that the organization plays in achieving its goals is related to how the leader manages the organization and the successful leadership qualities represented by the personality of the leader and his ability to employ his capabilities towards constructive work in order to build positive relationships between employees and improve their work performance and motivate them to continuous giving.

Team work leads to cooperation between group members, and this is the main benefit, as members want to work together and support each other because they are united in a team and they want it to succeed, which reduces individual competition (Al-Natour 42, 2011).

Working in a team spirit is one of the secrets of the success of organizations and the ability to consolidate this trust within the organization, spreading this culture, emphasizing it and practicing it effectively with the conviction of all members of the organization and the consensus within the organization.

There are many factors that affect the success of the project (managing the public housing complex in Riyadh - Al Kharj Road) through the application of the skill of managing the work team, the stages of development and the needs of the work team in order to ensure this. A successful and sound project is delivered.

A detailed statement of the problem under study

The practice of team leadership skills to solve work problems and to advance the administrative process in the administration of the Public Housing Complex in Riyadh - Al Kharj Road, and that the deficiency in practicing these skills helps the bureaucracy and the concentration of power and unilateralism in the decision-making process, the achievement and the current research problem crystallizes through the identification of

What are the leadership styles that the leader uses in the group to deliver a successful project?

- Is there a statistically significant relationship to leadership skills, especially the skill of managing the project team working in the management of the public housing complex in Riyadh - Al-Kharj Road?

In order to answer this question, the following questions must be answered: -

- 1) What is the relationship between management and teamwork to achieve the general goal in managing the complex?
- 2) What is the relationship between management and the work team and following up on the achievements of the team members and helping others?
- 3) What is the relationship between management and the work team and coordinating the tasks of team members?
- 4) What is the relationship between management and team work and communication between team members to learn the lessons learned from success and failure?

Objective of Research

The purpose of the study is to define the subject of the leader's use of the skill of managing the work team (team structures - the stages of team development - the team's needs) and its impact on the success of the project in the management of the public housing complex in Riyadh - Al-Kharj Road Identify the leadership styles within the framework of the application of the team management skill that the leader needs to ensure the delivery successful project.

The second section: the literature of the study theoretical framework

Chapter One: Work Teams

The concept of the work team: Some define a team as a group of individuals who are distinguished by the presence of integrated skills between them and the members of the team who share common goals, in addition to having a common entrance to work between them.

The concept of building a team: The team building process is a combination of feedback and a procedural consulting approach that aims to improve the effectiveness of the group's productive and behavioral work by focusing on work methods and procedures and interpersonal relationships.

Team management: the team leader is a member and may not have any authority over other members and among his tasks (representing the team - making decisions in the absence of consensus - resolving conflict between members - coordinating team efforts) and Keplicz & Verbrugge indicated that there is a set of basic determinants of the work group, which are: communication between team members - following up on team members as one unit - helping others when needed - coordinating the tasks of team members - working with towards achieving the goal.

Chapter Two: Team Structures

Organizational structure is the way in which the human resources in the organization or institution are organized in the form of relatively stable relationships. Where the organizational structure represents the patterns of interaction, directed behavior and coordination in order to achieve the goals of the organization, and the distribution of tasks, coordination and supervision in order to achieve the goals of the organization.

Chapter Three: Stages of Team Development

The project team development process is based on improving the competencies of team members in order to enhance and improve project performance. Psychologist Tuckman has divided the work team development stages into five stages as follows: -

Forming: During the formation phase, team members meet for the first time and each other is defined - clarification of project objectives - basic rules and work procedures - individual roles.

Storming: The project manager often focuses: setting rules and ground rules - contributing to building trust and good relationships among team members - resolving conflicts quickly and as soon as they arise and providing support

Norming: In the harmony stage, team members learn from each other and work together in an atmosphere of trust and harmony.

Performing: The teams that reach this stage form an organized and understanding unit where the team members depend on each other and rise together to solve the challenges they face.

Completion (Adjourning): In 1977, Tecuman added the final and final stage in which all deliveries are completed and work is completed and then the employees are laid off.

Chapter Four: Team Needs

Similar to Maslow's hierarchy of basic team needs

Building trust: The most important basis for teamwork, it takes time that requires continuous positive interaction

Conflict Management: Conflict is not bad. Healthy discussion means getting motivated team members involved and making better decisions - trust is the basis of healthy conflict and debate.

Fulfilling Commitment: Leaders give an example that a non-committed leader can destroy a project / team - the team must have a good structure that trusts each other and manages conflict properly

Embrace Accountability: Accountability is the willingness to take responsibility for action outcomes - it requires the ability to commit

Focus and Results: A results-oriented team that solves issues of trust, conflict and commitment, it is important that every team member knows what they are working on.

Chapter Five: Administrative Leadership Styles

Leadership style is defined as the type of approach adopted by the leader to achieve the goals of the organization. Among the most important leadership styles are the following:

- 1) Autocratic leadership: It is called authoritarian or authoritarian leadership, and this style of leadership revolves around one axis, which is subjecting enough matters in the organization to the authority of the leader who leads the organization
- 2) Democratic leadership: This leadership style rests on three pillars: human relations, participation, and delegation of authority. Democratic leadership depends mainly on healthy human relationships between the leader and his subordinates
- 3) Anarchic leadership, also called: "free leadership," "unguided," "free," and "permissive." This leadership style is based on giving the individual complete freedom to do whatever he pleases, whereby the leader surrenders to his subordinates and does not affect them.

Chapter Six: Previous Studies

2) Study (Aziza - Noura Al-Otaibi - Educational Sciences / 2nd Issue / April 2016) Team Leadership Skills for Heads of Departments in the Department of Education in Al-Mudait Governorate from the point of view of their supervisors, including objective limits for five skills (decision-making, communication, motivation, etc.) Conflict, meeting management skills). Distribute the questionnaire to the 107 individuals of the research sample. (100) questionnaires were used, and the degree of practicing decision-making skills, communication and motivation among department heads was great.

1) A study (Al-Fafi, Hoda 2014 AD) aimed at developing team leadership in secondary school principals in the Asir educational region and identifying the reality of high school principals' practice of collective leadership skills, conflict management and motivation. . The questionnaire was to collect data and information from the study community for all high school principals in the city of Abha and Khamis Mushait governorate, who numbered (38) managers and a random sample of (220) teachers, and the study showed that the results were moderate in the practice of high school principals in the **skill of team leadership**.

The third topic: study method and research method .The research relied on the descriptive and analytical approach of the study variables, and used the questionnaire as a means to collect data from administrators and engineers in the Public Housing Complex in Riyadh - Al Kharj Road, which numbered 20 engineers and administrators, and the questionnaire included demographic factors (gender - age - academic qualification - years of experience of the researcher). And the study questions and includes (7) axes related to the extent of using the skill of managing the work team.

Data sources used

Two types of data were adopted, the first type is a review of the study literature contained in the relevant books as well as previous studies, and the second type is a questionnaire measuring study variables.

The literature and studies related to the subject were also reviewed for use in preparing the questionnaire, including the study (Aziza - Noura Al-Otaibi - Educational Sciences / Second Issue / April 2016) (Al-Fifi Study, Hoda 2014).

Statistical treatment methods

We relied on the gradient consisting of five points in converting the sample answers to all the items of the study tool. Each paragraph of the questionnaire was given a graded weight based on Likert scale so that the answer gets strong agreement (5) scores, the answer is in agreement (4) scores, and the answer is neutral. (3) degrees, disagree, take (2) degrees, completely disagree, take one score.

Section Four: Discussion of the main findings of the research

In order to achieve the objectives of the research, this section deals with the most important results of the research

Section Four: Discussion on the main findings of the research

In order to achieve the objectives of the research, this section deals with the most important findings of the research

Statement	1	2	3	4	5	The higher percentage	Ratings
Managing the work team and coordination between members	0	0	10	4	6	50%	neutral
Has teamwork ability	0	2	8	1	9	45%	Very good

He cares about the human aspect in his dealings with others	0	0	4	4	12	60%	Very good
Has the ability to solve emergency problems and manage disputes between employees	1	0	6	6	7	35%	Very good
Follows up on the rights of subordinates	0	1	1	4	14	70%	Very good
Motivates and encourages workers	0	0	0	5	15	75%	Very good
He possesses the ability to make the right decision	0	0	1	16	3	80%	good
He is characterized by taking responsibility for his work	0	1	0	10	9	50%	good

Accordingly, by analyzing what has been presented, the following conclusions can be drawn:

1. The leadership in the complex is characterized by the human aspects of teamwork and the ability to solve problems, manage conflicts, follow their rights and motivate them. This is a positive result that leads to higher productivity and the success of the project.
2. Management takes the initiative to take responsibility and make the right decisions. This comes in second place, which suggests that there is a weakness between management and officials in higher departments,
3. As for the aspect related to team management and coordination among members, it comes to the third level (neutral), meaning that the workers are divided equally.
- 4- Accordingly, the results showed that the free leadership style (permissive) is practiced in the complex, which affects performance and reduces productivity, and this must be addressed in the future with the democratic style.

References:

- 1) Project Management Knowledge Guide 6th Edition, Resource Opportunity website (Indeed, Forbes, Wrike),
- 2) Working paper submitted by Ahmed Abdo Abdel Ghani, Arab Forum for Human Resources Management 2007-2021
- 3) Study d. Dear Abdullah Al-Tayyib and a. Norah Mahya and Sami (Skills of team leadership work for department heads in Al-Mithnab governorate.
- 4) Leadership styles and their role in developing the competence of employees: Case study of Algeria Telecom in Ouargla District, prepared by (Wahiba Zawani - Aqila Nazli)