

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 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

THE IMPACT OF LEADERSHIP SKILLS ON PROJECT SUCCESS IN ORGANIZATION

1- INTRODUCTION:

The project leader plays a critical role in the leadership of a project team in order to achieve the project's objectives. So being a leader is a huge responsibility that takes a lot of effort and skills. In this research we will identify and assess the impact of leadership skills on project success while concurrently assessing the impact of team work as moderating variable on association between project leaders soft leadership skills and project success.

In general, effective project leader requires a balance of ethical, interpersonal, and conceptual skills that help analyzing situation and interact appropriately. The most important is the Leadership, which is the knowledge, skills, and behaviors needed to guide, motivate, and direct a team, to help an organization achieve its business goals. (Project Management Institute, 2017).

Since the dawn of 21st century, researchers like Kirsch (2000) have strongly advocated requirement of both hard and soft skills as key project management arsenal. Kirsch (2000), not undermining the traditional project management methodologies, tools and techniques, has drawn world's attention towards project leader's leadership skills, which he refers to as human side or soft skills of any leader. Contemporary writers have also recognized these soft skills as cardinal aspects of success in any project (Shi & Chen, 2006).

It is in this domain, that leader gets the best out of his team, which delicately lies between leader and success of project. No project can be executed to perfection if leader fails to unite the efforts of his team towards the outcome. Being at the execution and implementing end, leaders are dependent on their teams for successful implementation of their orders, directives and instructions. Hence, there must be an association amongst project leader's leadership, project team member's teamwork and project outcome; however, very little research has been done on identification of this impact and resultant benefits (Yang, Huang & Wu, 2010).

As mentioned in first assignment my previous project leader in current company **Mr. Shahid Bashir**, he is very humble, good listener, intelligent, alert and honest. His leadership style was mainly laissez-faire style.

Mr. Shahid has other style of leadership which is democratic as he was taking the final responsibility in front of our management and client as well.

2- LITERATURE REVIEW AND CONCEPTUAL

Prior research (e.g., Byrd & Turner, 2001) identified requirement of both hard and soft skills as key aspects for success of project leaders.

2.1 Leadership

Leadership is as old a phenomenon as human civilization; and perhaps that is why there are so many definitions of leadership. However, while reaming cognizant of the focus of this study; that is impact of leadership skills of the project leader for successful execution of the project, only relevant definitions will be discussed.

Leadership according to Hemphill and Coons (1957), is defined as the conduct of an individual which aims at guiding the activities of a group for achievement of a shared goal” (Gregoire & Arendt, 2004, p.396).

The role of leadership in an organization is crucial in terms of creating a vision, mission, determination and establishment of objectives, designing strategies, policies, and methods to achieve the organizational objectives effectively and efficiently along with directing and coordinating the efforts and organizational activities (Xu & Wang, 2008). (Khajeh, 2018)

Leadership skills involve the ability to guide, motivate, and direct a team. These skills may include demonstrating essential capabilities such as negotiation, resilience, communication, problem solving, critical thinking, and interpersonal skills. (Project Management Institute, 2017).

Project leaders may lead their teams in many ways. The style a project leader selects may be a personal preference, or the result of the combination of multiple factors associated with the project. The style a project leader uses may change over time based on the factors in play.

2.2 Theories of Leadership

The interest in leadership increased during the early part of 1900's. and since that there have been many theories and each one gives different classification of leadership, means each theory were having a different approach. The table below summarize these theories.

Table 1: Leadership theory – A different conceptual approach

1900's	1940's- 1950's	1950's – 1960's	1960's – 1970's	Modern Views of Leadership
Great man Theory	Trait Theory	Behavioral Theories: 1) University of IOWA 2) Ohio State 3) University of Michigan 4) Managerial Grid	Contingency Theories: 1) The Fiedler Model 2) Situational Leadership Theory 3) Leader- Participation Model 4) Path Goal Theory.	1) Leader-member exchange (LMX) 2) Transformational- Transactional leadership 3) Charismatic- Visionary leadership 4) Team Leadership

2.3 Leadership Styles

Research describes numerous leadership styles that a project leader can adopt. Some of the most common examples of these styles include but are not limited to:

- **Authoritarian Leadership Style:** This style called also as Autocratic style, where the leaders are distant from their employees. This type of leadership is gained through demands, punishments, regulations, rules and orders. Followers of authoritarian leaders must adhere to all the instructions without comment or question.

- **Democratic Leadership Style:** This is also known as participative leadership style. For this style, unlike the authoritarian style, is characterized by cooperation, active participation, accountability and delegation of responsibilities and tasks. Followers are held accountable for their decisions, actions, and willingness to maintain the group's freedom and autonomy. Mr. Shahid embraced this style as he was taking all the responsibility in front of management.
- **Laissez-faire leadership Style:** (e.g., allowing the team to make their own decisions and establish their own goals, also referred to as taking a hands-off style), Laissez-faire is often used to describe a laissez-faire economics or political policy but is also used regularly in the business world to describe a leadership style. Laissez-faire leaders have an attitude of trust and reliance on their employees. They do not micromanage or get too involved; they do not give too much instruction or guidance. This leadership style is suitable for organizations that have long-term employees. It is, however, not suitable for environments that require direction, quick feedback and praise (Uhl-Bien & Marion, 2009). Mr. Shahid was allowing the team to work as they want freely and with minimal interference, he was trusting us with less interference from him. It was successful, because as a team we were self-motivated and well experienced, on the other hand this style of leadership was making the newly joined team member somehow demotivated as the leader provides minimal guidance as said above, they didn't know their roles and responsibilities. Somehow, they were lost!

2.4 Leadership Skills:

Successful projects require leaders with strong leadership skills. Leadership is the ability to lead a team and inspire them to do their jobs well. the below are the skills Mr. Shahid was familiar with:

2.4.1 Leadership skills: Communication in the project.

Any leader in this world regardless how small or huge his organization needs special skills in order to take control of the steering wheel and

win in his mission. As a leader, you need to be able to clearly and succinctly explain to your employees everything from organizational goals to specific tasks, but since Mr. Shahid was using the laissez-faire style, there was a gap between him, and the team members and he was depending on the key personals of the team to convey the goals and to clear anything to them.

Leaders should establish a steady flow of communication between themselves and their staff or team members, either through an open-door policy or regular conversations with workers.

A large part of communication involves listening which Mr. Shahid successfully being utilized, he was regularly available to discuss issues and concerns with employees.

2.4.2 Leadership skills: Problem solving.

Problem solving is the essence of what leaders exist to do. As leaders, the goal is to minimize the occurrence of problems – which means we must be courageous enough to tackle them head-on before circumstances force our hand. But the reality of the workplace finds us dealing with people that complicate matters with their corporate politicking, self-promotion, power-plays, lack of budgets and resources, and many other random acts or circumstances also make it harder for people to be productive.

Mr. Shahid as a leader he never views a problem as a distraction, but rather as a strategic enabler for continuous improvement and opportunities previously unseen.

He was following a wise approach with any problem and never seen the problem as an obstacle, on the contrary he saw the possibilities that lie within the problem. His approach in solving the problems was inspiring the whole team.

3- RESEARCH METHODOLOGIES:

This report is aimed investigating impact of soft leadership skills (communication, interpersonal, coordination, team building and delegation, problem finding, analyzing, solving) on project success.

This study was conducted on my organization, wherein an easy access for data collection was available and I know the leader personally, there was no criteria or standard used to judge the results in section 4 were given based on actual cases.

3.1 Unit of Analysis: the selected leader in my organization was my ex-leader, I worked with him in one project, and he was the unit of analysis for this study.

4- RESULTS AND DISCUSSION:

This report was conducted to identify the project managers' soft leadership skills that must be applied effectively to ensure successful completion of the projects and to find out the impact of the team work on association between project managers' soft leadership skills and project success.

I can confirm that the project manager's communication skills positively affect the project success, also the skill of solving problems. There are other skills such as the motivation, building trust, focusing on the important things (prioritizing). The all have positive impact on the project success.

5- CONCLUSION

The study amply highlights the importance of project managers' communication skills and problem finding, analyzing and solving. It is hoped that results of this study will provide organizations and individual's related to projects with key skills especially soft leadership skills to focus and successfully execute the projects.

6- REFERENCES

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