

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:
 - o حجم الخط 12.
 - o نوع الخط Arial.
 - o لون الخط أسود.
 - o المسافة بين الأسطر 1.5 line spacing.
 - o 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.

- o Prioritization (Using tools for Estimation – Scheduling – Tracking – prioritizing stakeholders).
- o Team management (Using Team structures – Team development stages – Team needs).
- o Embracing Accountability (Using RASCI)
- o Conflict resolution (Using the Thomas-Kilmann conflict mode instrument).
- o Motivation (Using one theory of motivation – Types of motivators).
- o Communication in the project.
- o 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

In this research project assignment will talk about the Conflict resolution (Using the Thomas-Kilmann conflict mode instrument).

The more people we communicate with, the more different opinions will arise. This may lead to tensions and lower working ability – a situation called conflict. Conflict is not a temporary situation and it will not disappear when stress at work decreases (Nugent, 2002; Withers and Winski, 2007; Littlejohn and Domenici, 2007; Runde and Flanagan, 2007). Putnam and Poole (1987) define conflict as:

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Thomas-
Kilmann's CMM
and Fiedler's LS

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Received 19 September 2009

Revised 29 October 2010

14 April 2011

Accepted 3 December 2011

Baltic Journal of Management

Vol. 8 No. 1, 2013

pp. 45-65

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1746-5265

DOI 10.1108/17465261311291650

Introduction

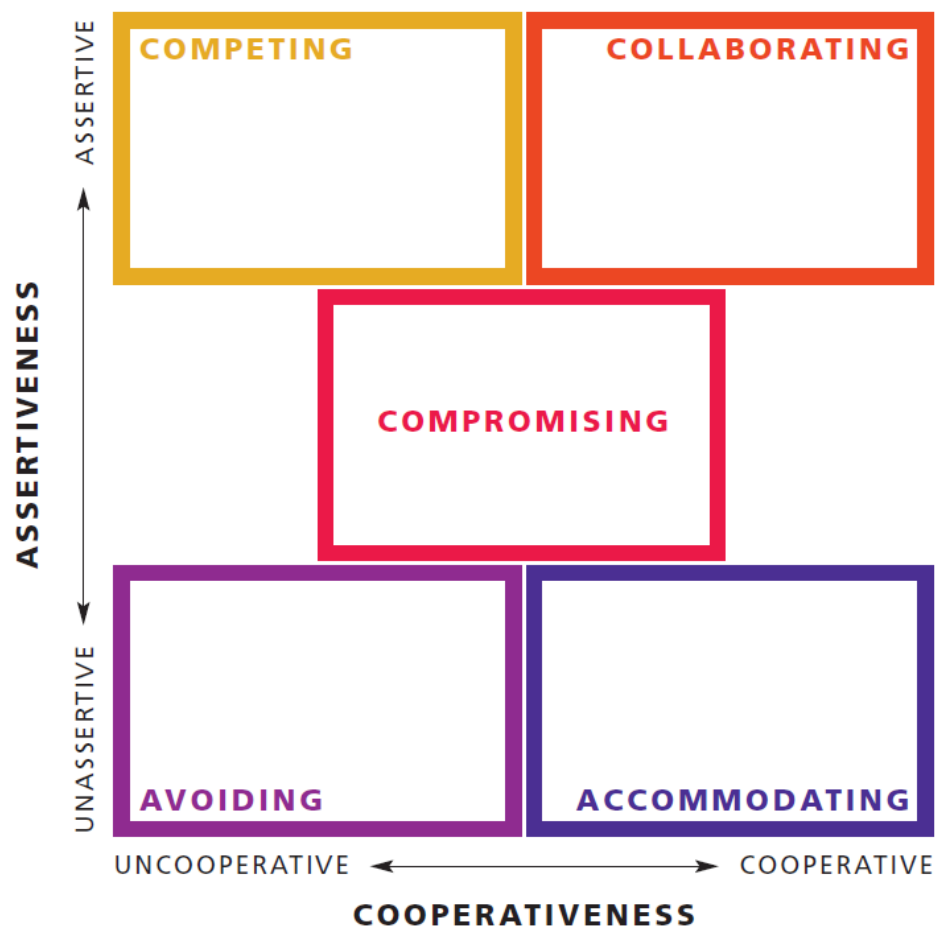
In this paper we will talk about using Thomas-Kilmann conflict mode instrument and how to use with team management in my workplace in Servicing Medical equipment in Biomedical department maintenance management.

During research and studying about conflict I was comparing the conflict happened in Biomedical organizations and how to solve it for that reason I will apply Thomas-Kilmann conflict mode resolution and see how it would help in Biomedical structure to solve conflict happen in future.

Let first define a conflict, **Conflict is defined as a clash between individuals arising out of a difference in thought process, attitudes, understanding, interests, requirements and even sometimes perceptions. [1]**

Conflict resolution: Conflict resolution can be defined as the informal or formal process that two or more parties use to find a peaceful solution to their dispute. [2]

In figure below Thomas-Kilmann resolution mode for conflict resolution, as we see we have 2 dimensions Assertiveness and cooperativeness, in Assertiveness its mean that the person which and he is trying to satisfy their concerns. And in Cooperativeness mean how much the person want to satisfy other person concerns. The 5 TKI is COMPETING which means that the person want to win, COLLABORATING means that we want to work together to find a solution for each other, COMPROMISING means that we can find a middle around, avoiding means that hiding from the conflict and withdrawal, and Accommodating means that you can make other to win and solve the conflict.



* This two-dimensional model of conflict-handling behavior is adapted from "Conflict and Conflict Management" by Kenneth Thomas in *The Handbook of Industrial and Organizational Psychology*, edited by Marvin Dunnette (Chicago: Rand McNally, 1976). Another valuable contribution in this field is the work by Robert Blake and Jane Mouton in *The Managerial Grid* (Houston: Gulf Publishing, 1964, 1994).

Literature Review and Conceptual framework

1- The Study of Rafeek Salamah (2002)

The Goal for this study is to know what is the deferent styles used of resolving conflict in Education Management department supervisors in Palestine for around 176 department , and the result was Compromising then Collaborating then Avoiding was the most and commonly used between the education department supervisors , but the Accommodating and Competing was the lowest use in conflict resolutions. And the study recommends the followings

- Ø Use all 5 styles of conflict resolutions depend on what is the status and the kind of conflict.
- Ø Use a clear way in how to work with the conflict and make trainings for all supervisors in education department.
- Ø Use a new way to find out the best way to keep the conflict happen is positive and good for the organization.
- Ø Make the ability of conflict resolution one of the competences in Education supervisors in the Education department around Palestine.

Methodology and tools for this research

Using Thomas-Kilmann mode of conflict resolution we will focus on how we can use it in medical equipment service management to resolve conflict.

Results and Discussion

From my experience In daily work of servicing the medical equipment many conflict is happening between service team and manager, service team with each other , service team and call center and applying the Thomas-Killmann theory to resolve the conflict is very useful. In this research I will talk about deferent scenarios and see how to resolve it by using Thomas-Kilmann theory.

Scenario : Conflict Between Service Manager and one of the Medical Equipment service team Engineer.

At 09:30 AM customer calling service manager and he complain about one of the imaging systems in radiology department Computer Tomography system has image quality issue and need the Engineer to come within 2 hours to hospital and solve the issue because they have critical operation for patient In ICU department.

Service Manager called the Engineer but the Engineer is away working in another Hospital and he could finish his job at 4:00 PM.

Hospital not satisfy for service manager because he didn't send the Engineer onetime and Engineer will visit of second day.

Conflict was occurred between the Service Manager and Service Engineer because the Engineer he didn't visit at 11:30 AM , Operation manager he tried to solve the conflict between service manager and service engineer .

Now we will use all 5 styles for this scenario and select the best one.

- 1- COMPETING: Service Manager he decides that the Engineer he should leave the other Hospital and go directly to the Hospital got a call from him to solve the issue so next time the Engineer should do what his line Manger say.
- 2- COLLABORATING: Next Time Service Manager advice to send another Engineer on same day if its not possible will send the Engineer on second day as the contract between the company and Hospital response to the systems problem within 24 hours so the Hospital should have plan B for his issue right now and we will collaborate to keep the Engineer work smoothly now.

- 3- COMPROMISING: next time Engineer he can go after 4:00 PM in same day but the service manager should approve on overtime expense for Engineer.
- 4- AVOIDING: next time Service Manager should ask Customer Care Center Department and solve the issue with the customer and will not call the Engineer.
- 5- ACCOMEDATING: Next Time both of each other find a solution to serve the customer and that will be good for customer satisfaction and also can we reach to our organization target.

Best conflict resolution for this scenario is COLLABORATING then COMPROMISING then ACCOMEDATING then AVOIDING then COMPETING.

This is the result of learning the Thomas-Kilmann and conflict resolution methods to get the work easy and more flexible and solving the conflict will make the organization convert the conflict to positive and learn from mistakes.

References

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- 4- Thomas-Kilmann's Conflict Management Modes and their relationship to Fiedler's Leadership Styles (basing on Estonian organizations) Sigrít Altma'e and Kulno Tu'rk Institute of Business Administration, University of Tartu, Tartu, Estonia, and Ott-Siim Toomet Institute of Economics, University of Tartu, Tartu, Estonia . 2011