

Everyone's Smart University

Project (Spring 2021)

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

PROJECT LEADERSHIP

Instructions:

- ☐ اخر 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 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

Effect of Different Leadership Styles on a Mega Project

The Hoover Dam of Black Canyon Study Case

Introduction

project management and project leadership are two sides of a coin. They are inter-linked, and wish to be if a project is to be delivered on time, to budget and of the specified quality. Many project managers pay an excessive amount of attention to managing and spend insufficient time leading. As with everything in life, finding the proper balance is vital.

The right balance between managing and leading comes with experience, and sometimes a painful experience thanks to lack of awareness or desire to seek out the proper balance. For sure, both are necessary, but alone each isn't sufficient.

Project management and Construction management was developed within the construction and engineering fields so as to enhance planning and price controls. Moreover, history shows that the development industry mainly operated during a context of management being managers rather than leaders and there's an unbroken controversy about the difference between leadership and management.

In this research, a famous civil engineering landmark in the world last century will be the study case. The Hoover Dam. Through studying the effect of varying the leadership style hypothetically and comparing with the original one of the project.

Literature Review

Leadership is one of the most important and essential factors in project and construction management. Leadership can be seen as the art of influencing others to achieve desired results. According to Walker, leadership is defined as the manner in which the project managers and construction managers conduct themselves in their role, in order to obtain the best performance from the people they are managing. (Murendeni, & Clinton, & Wellington, 2014).

The success of the project has different meanings for different people. Each industry, project group or individual has a successful definition. (Pariff and Sanvido, 1993) view success as a sense of intangible photosensitivity, A measurement standard changes according to the expectations of management and change between people and the stages of the project. (Silva, & Warnakulasuriya, 2016).

Golden Triangle refers to time, cost and quality as a traditional success criterion, and this is not enough (Bakhsheshi and Nejad, 2011). Ling et al. (2009) identified six measures for project implementation including budget performance, performance schedule, quality, owner satisfaction, profitability, public satisfaction. (Thi Phuong, & Manh Dung, 2018).

Methodology

Preface

The Hoover Dam is a concrete dam in the Black Canyon of the Colorado River. The Boulder Canyon Project act was approved in June 1929, in the Great Depression. In the early 1930s thousands of people travelled to the region in the hope of obtaining employment. Construction began in 1931 and was completed in 1935 two years ahead of schedule. The leadership styles for this project were pushing workers on output (pacesetting) and taking a non-negotiation stance with unions (Autocratic/Authoritarian).

Boundary Conditions

As many people travelled into the region in the hope of getting a job, there was a probability that those people had not adequate skills, experience nor qualifications. And also, this was a mega project and to be done for the first time at that period. As a result, Laissez-Faire, Affiliative, Democratic and Transformational leadership styles are neglected in this research.

Tools

In this research, the leadership styles matrix will be the tool used to compare the leadership styles that been elicited out from the Hoover Dam with the coaching/Laissez-Faire (conditioned) which will be hypothetically replaced to measure how these styles would affect the progress of the project.

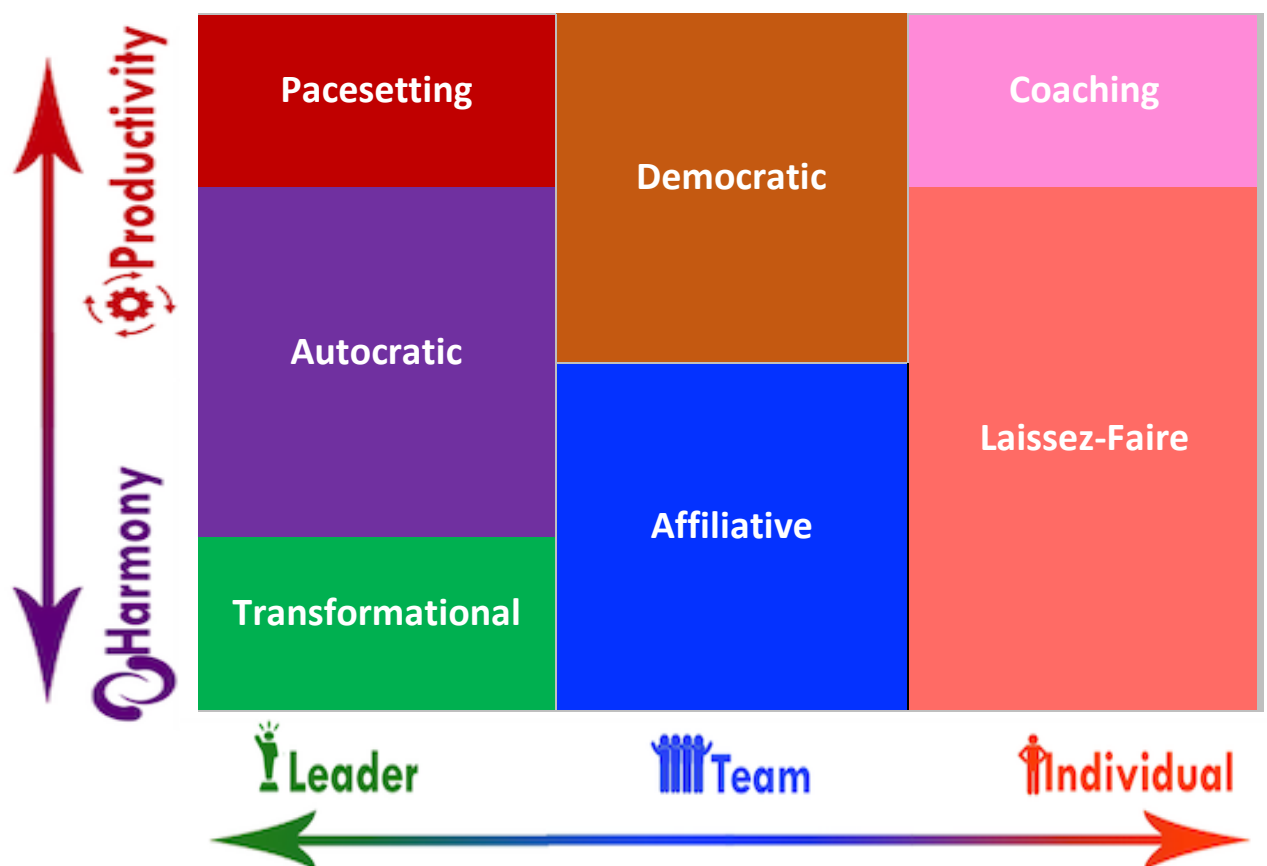
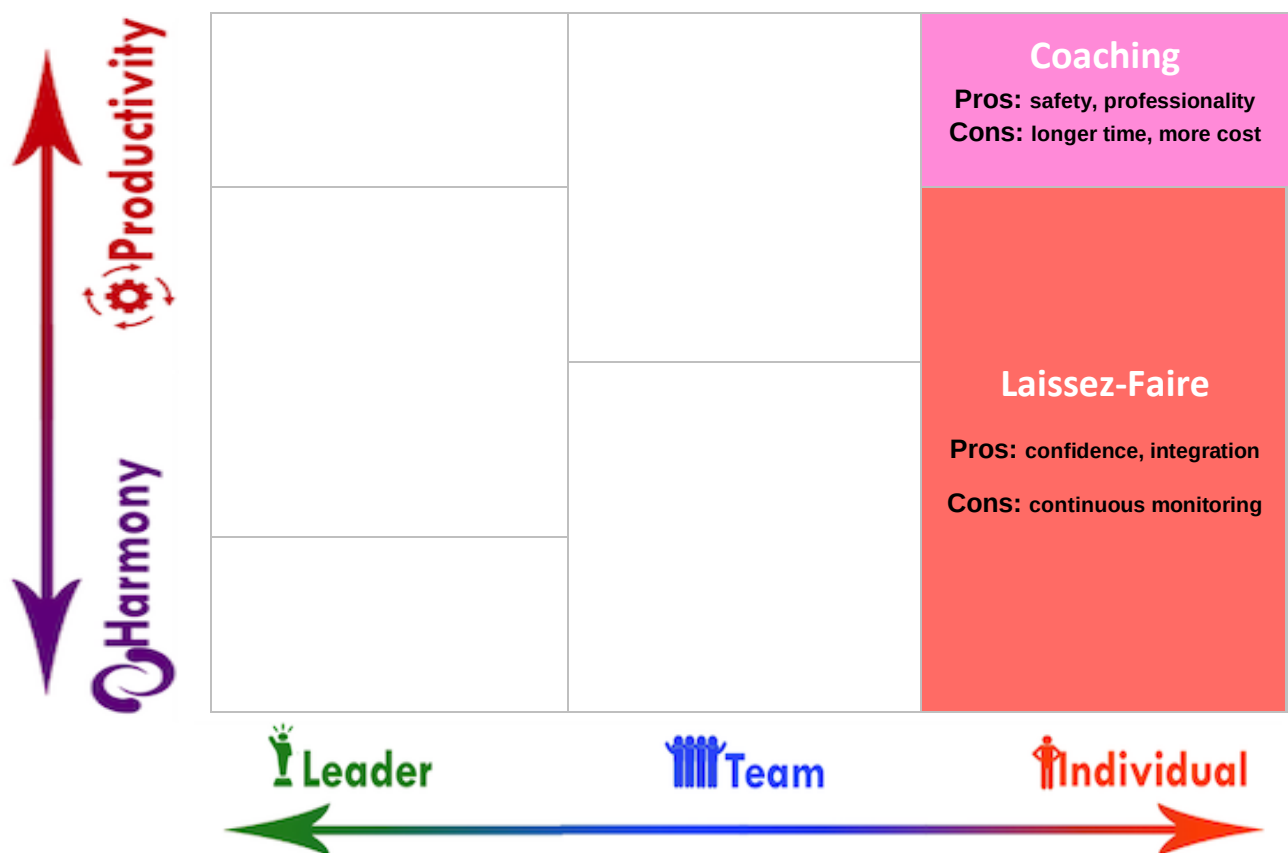
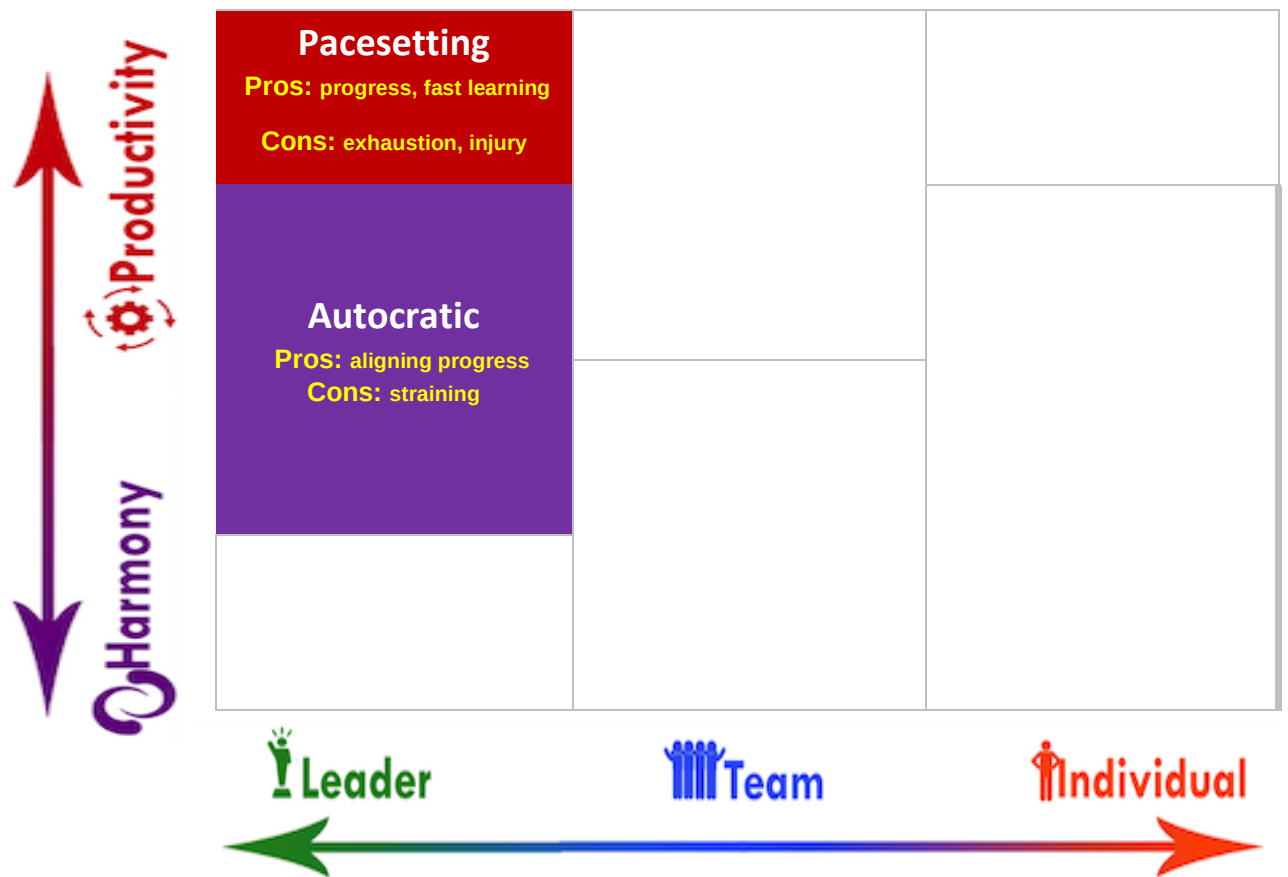


Figure 1: Main seven leadership styles in management



Results and Discussion

The total mortality was 112 workers. This is not because of the leadership style, which was pacesetting/Authoritarian, only, but also because of the lack of the safety programs at that time as well. However, the project had been completed two years ahead out from the estimated/planned schedule. Nevertheless, those mortality could be avoided reduced or reduced at least if a coach/laissez-faire leadership styles were adopted. In this case, there would be an effect on the total and free float of the project as this means to have special programs, demonstrations, practices, etc. in order to get the most of these leadership styles. This can be addressed in new research to figure out what aspects of the project will be affected and to what extend it will be affected.

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