

Everyone's Smart University

Project (Spring 2021)

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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. (اختياري).

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

كل التوفيق لكم جميعاً.....

Dr. Sara Adel

Introduction

Leadership is the ability to inspire confidence and support among the people who are needed to achieve organizational goals. Also knowing a process in which an individual influences a group of individuals to achieve a common goal. Many roles that can be classified as part of the leadership function of management. Prioritization are a great leaders are highly focused, but they also focus resolutely on the right things. They're skilled at the art of triage; they can prioritize many demands, and always ensure they spend their limited time on those issues that are central to the enterprise's needs. Leadership manifests in organizational outcomes has posed challenges. Responsible leadership influences organizational processes and outcomes. Business leaders prioritize those stakeholders who have immediate needs or high urgency or great significance to the organization, and the identity of these groups may shift over time. Stakeholders can also be prioritized on the basis of their relationship to the organization using a matrix of their power and interest. I suppose leadership at one time meant muscles, but today it mean getting along with people. "Mahatma Gandhi".

Motivation plays a critical role in employee productivity, quality and speed of work. Leaders are typically held accountable to motivate their team, which is quite challenging. In fact, it is difficult for leaders to motivate their employees, because people are already motivated. For example of story about a fast food chain illustrates how important it is for leader to motivate employees in order to grow at an organization. Equally important, the story illustrates that the opportunity to help other and advance one's own leadership career and also earn a high income can be highly motivational. Effective leader are outstanding motivators and coaches. They influence other in many of the ways previously skills. These techniques are important because not all leader can influence other through formal authority or charisma and inspirational leadership alone. Face to face, day by day motivational skills are also important good coaching is a related essential feature of management because motivating workers is an important part of coaching them. During a coaching session, the leader will often attempt to

motivate the person being coached. Motivation will be on society including making a better society, building the community, or managing resources carefully. On the customer for example making life easier for customers and providing a superior service or product. On the workgroup or team for example, having a sense of belonging, a caring environment, or working collectively in an efficient and effective manner. On themselves including personal development, higher financial compensation and a sense of empowerment.

Expectancy theory of Motivation is based in the premise that the amount of effort people depend on how much reward they expect to get in return. There is Basic Components of Expectancy Theory. Valence the worth or attractiveness of an outcome is referred to as Valence. Instrumentality an individual's assessment of the probability that performance will lead to certain outcomes is referred to as instrumentality. Also instrumentality referred to as effort to performance to outcome expectancy because it relates to the outcome people expect from performing in a certain way. When people engage in a particular behavior, they do so with the intention of achieving a desired outcome or reward.

Expectancy an individual's assessment of the probability that effort will lead to correct performance of the task is referred to as expectancy. The same concept is also referred to as effort to performance expectancy. The important of having high expectancies for motivation with the contribution of self-efficacy, the confidence in your ability to carry out a specific task if you have high self-efficacy about the task, your motivation will be high. Low self-efficacy lead to low motivation. Expectancies thus influence whether a person will even strive to earn a reward. Self-confident people have higher expectancies than do less self-confident people. Being well trained increase a person's subjective sense that he or she can perform the task. Expectancy theory has many implications for leader and manager with respect to motivating other. Some of these implication also stem from other motivational theories and they fit good management practice in general. Reflect on how you might apply the skill or behavior during a leadership.

Goal theory is what a person is trying to accomplish. Our values create within us a desire to behave in a way that is consistent with them. For example, a leader who values

honesty will establish a goal of hiring only honesty employees, the leader would therefore have make extensive use of reference checks and honesty testing.

Methodology of Goals and motivation

Specific goals lead to higher performance than do generalized goals. Usually Motivation and Coaching skills Techniques. The leader and manager have varied aptitudes for coaching. One way to acquire coaching skill is to study basic principles and suggestions and they practice them.

- Communication clear expectations to group members.
- Build relationship
- Give feedback on area that require specific improvement
- Listen actively
- Help remove obstacles
- Give emotional support and empathy
- Reflect content or meaning
- Give some gentle advance and guidance
- Allow for modeling of desired performance and behavior
- Gain a commitment to change.
- Applaud good result

Results and Discussion of Motivation

1. Determine what level and kinds of performance are needed to achieve organizational goals.

Motivating other proceeds best them workers have clear understanding of what needs to be accomplished. At the same time, the leader should make sure that the desired levels of performance are possible. For example, sales quotas might

be set too high because the market is already saturated with a particular product or service.

2. Make the performance level attainable by the individuals being motivated.

If the group members believe that they are being asked to perform extraordinarily difficult tasks, most of them will suffer from low motivation. A task must generally be perceived as attainable to be motivational.

3. Train and encourage people. Leader should give group members the necessary training and encouragement to be confident they can perform the required task. Some group members who appear to be poorly motivated simply lack the right skills and self-confidence.

4. Make explicit the link between rewards and performance. Group members should be reassured that if they perform the job to standard, they will receive the promised reward.

5. Make sure the rewards are large enough. Some rewards that are the right kind fail to motivate people because they are not in the right amount. The promise of a larger salary increase might be motivational but a 1 percent increase will probably have little motivational thrust for most workers.

6. Analyze what factors work in opposition to the effectiveness of rewards. Conflict between the leader's package of rewards and other influences in the work group may require the leader to modify the reward. For example, if the work group favors the status quo, a large reward may be required to encourage innovative thinking.

7. Explain the meaning and implications of second level outcomes. It is helpful for employees to understand the value of certain outcomes such as receiving a favorable performance evaluation. For example, it could lead to a salary increase, assignment to a high status task force or promotion.

8. Understand individual differences in valences. To motivate group members effectively, leaders must recognize individual differences or preferences for rewards. An attempt should be made to offer workers rewards to which they

attach a high valence. One employee might value a high-adventure assignment; another might attach a high valence to a routine, tranquil assignment. Cross-cultural differences in valences may also occur. For example, many Asian workers not all prefer not to be singled out for recognition in front of the group. According to their cultural values. Receiving recognition in front of the group is insensitive and embarrassing.

9. **Recognize that when workers are in a positive mood high valences, instrumentalities, and expectancies are more likely to lead to good performance.** An experiment with college students indicated that participants in a positive mood performed better, were more persistent, tried harder and reported higher levels of motivation than those in a neutral mood. The positive affect made awards appear more attractive, higher balance. Being in a good mood also strengthened the link between performance and outcome instrumentality, as well as between effort and performance (expectancy). A note of caution is that the mood elevator in this experiment was a bag of candy. A manager might need more sustainable methods of increasing positive affect. Being able to keep employees in a good mood is an advanced application of emotional intelligence.

Literature Review and Conceptual framework:

Here is the following Conceptual Framework, collecting a data to understand the concept of leadership. Leadership Framework is a set of principles defining what managers must know and must do. It incorporates practices essential for managers at all levels, from frontline managers to middle management and executives. It simplifies leadership as something everyone can understand and contribute toward

[1] **Figurehead** leader is a particularly high-ranking managers spend some part of their

time engaging in ceremonial activities, or acting as a figurehead. Four specific behavior fit the figurehead role of a leader:-

- (a) Entertaining clients or customers as an official representative of organization.
- (b) Making oneself available to outsiders as a representative of the organization.
- (c) Serving as an official representative of the organization at gatherings outside the organization.
- (d) Escorting official visitors.

[2] **Spokesperson** when a manager act as a spokesperson, the emphasis is on the answering letter or inquiries and formally reporting to individuals and group outside the manager's direct organizational unit. As a spokesperson the managerial leader keeps five group of people informed about the units activities, plan, capabilities, and possibilities (vision):-

- (a) upper-level management.
- (b) Clients or customers.
- (c) Other important outsider such as labor union.
- (d) Professional colleagues.

[3] **Negotiator** is a part of almost any manager's job description is trying to make deals with other for needed resources, four illustrative negotiating activity are as follows:-

- (a) Bargaining with superiors for fund, facilities, equipment, or other forms of support.
- (b) Bargaining with other units in the organization for the use of staff, facilities, equipment or other forms of support.
- (c) Bargaining with suppliers and vendors for services, schedules and delivery times.
- (d) Bargaining with job candidates about starting compensation and benefits.

[4] **Coach and motivator**. An effective leader takes the time to coach and motivate team member, and sometimes to inspire large groups of people inside the organization. This

role includes five specific behaviors:-

- (a) Informally recognizing team member's achievements.
- (b) Providing team members with feedback concerning effective performance.
- (c) Ensuring that team members are informed of steps that can improve their performance.
- (d) Implementing rewards and punishments to encourage and sustain good performance.
- (e) Inspiring people through such means as being charismatic, creating visions, telling interesting stories and being highly ethical.

[5] **Team builder** is a key aspect of a leader's role is to build an effective team. Activities contributing to this role include:-

- (a) Ensuring that team members are recognized for their accomplishments, such as through letter of appreciation.
- (b) Initiating activities that contribute to group morale. Such as giving parties and sponsoring sports team.
- (c) Holding periodic staff meetings to encourage team members to talk about their accomplishments, problems, and concerns.

[6] **Team player**. Related to the team-builder role is that of the team player. Three behaviors of team player are:-

- (a) Displaying appropriate personal conduct.
- (b) Cooperating with other units in the organization.
- (c) Displaying loyalty to superiors by fully supporting their plans and decisions.

[7] **Technical problem solver.** It is particularly important for supervisors and middle managers to help team members solve technical problems. Two activities contributing to this role are:-

- (a) Serving as a technical expert or adviser, such as helping the group make optimum of social marketing to promote the company.
- (b) Performing individual contributor tasks on a regular basis, such as making sale calls or repairing machinery.

[8] **Entrepreneur.** Although not self-employed, managers who work in large organizations have some responsibility for suggesting innovative ideas or furthering the business aspects of the firm. Three entrepreneurial leadership role activities are:-

- (a) Reading trade publications and professional journals to keep up with what is happening in the industry and profession.
- (b) Talking with customers or others in the organization to keep aware of changing need and requirements.
- (c) Getting involved in situations outside the unit that could suggest ways of improving the unit's performance, such as visiting other firms, attending professional meetings or trade shows, and participating in educational programs.

[9] **Strategic planner** is a Top-level managers engage in strategic planning, usually assisted by input from others throughout the organization. Carrying out the strategic-planner role enables the manager to practice strategic leadership. The strategist role is concerned with shaping the future of the organization, or a unit within the larger organization. Specific activities involved in this role include:-

- (a) Setting a vision and direction for the organization and providing innovative ideas to pursue.
- (b) Helping the firm deal with the external environment.
- (c) Helping develop organizational policies.
- (d) Being a thought leader in the sense of the organization being widely respected for advancing a field or producing a superior product.

[10] **Executor** which is in carrying out the executor role, the leader makes things happen, often helping translate plans into action. Parts of this role include:-

- (a) Translating strategy into action such as helping develop action plan.
- (b) Making change happen.
- (c) Holding people accountable to ensure that productive work is accomplished.

Reference:-

www.cengagrbrain.com

Leadership, Research Finding, Practice, and Skills

Andrew J. DuBrin,

Eighth Edition