

Everyone's Smart University

Project (Spring 2021)

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Master	Thursday 18 / 03 / 2021.	(PMG511)

PROJECT LEADERSHIP

Instructions:

- ☐ اخر 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

Authoritative Leadership

Introduction

Project managers play a critical role in the implementation and success of any project. While planning and execution are considered principal elements of the project management profession, the evolution of management science has shifted focus to subjective and soft skills, such as leadership, team dynamics, decision power, ethic, and interpersonal skills. Although intangible, soft skills are expressive to define a manager's ability to foster intra and inter-organizational interactions amongst all project stakeholders.

Project managers with team development skills help organizations attain the optimal output from their team, which is intricately positioned between the leader and the project's success. Besides, a project cannot thrive when managers fail to unite their teams' efforts and contributions towards the objective (Lategan & Fore, 2015). In the execution and implementation of project management roles, leaders rely on their teams to achieve organizational objectives. Therefore, for successful implementation and success, a productive association amongst the project manager's leadership, project stakeholders, and project outcomes must exist.

Project managers with team development attributes play various roles during the different activities of organizational projects implementation. Managers with essential leadership and managerial skills, knowledge, characteristics, and competencies facilitate successful completion of projects through appropriate decision-making and involving the right people at the right places (Lategan & Fore, 2015). In the process, leaders create changes and uncertainties in the organization by developing the vision, supporting and communicating with followers to motivate them to achieve goals through staff empowerment and providing the essential requirements.

Project managers with good and effective team building skills enhance the productivity and potential of participants to improve project success. Developing an integrated team plays a vital role in the successful completion of any project. The

integration of a project team within the agency implores the project team to bear responsibility for delivering the project across the project life cycle (Lategan & Fore, 2015). Further, project teams provide a vital resource for insights when making organizational and project decisions. Consequently, effective teams help propel organizational pursuit for missions and visions through collaborative participation and insights for decision-making.

The goal of this research is to evaluate the role of leadership in project management, which has largely been neglected in existing literature. This research is inspired by the complexity to distinguish between project leadership and management to ascertain the impact of project leadership performance on the success or failure of an organization. It will be a momentous achievement to determine the significance of project success by appreciating the differences between management and leadership roles of project managers.

Literature Review and Conceptual framework

Leadership can be described as a phenomenon of human civilization defined as the application of non-coercive influences to guide the activities of an organization's members towards attaining their visions and missions. Although often used interchangeably with management, leadership is a distinct concept of persuading others to achieve pre-defined goals with willingness, enthusiasm, and zeal (José Sousa, Dias, Moço, Saldanha, & Caracol, 2017). On the other hand, management entails administration activities, such as planning, decision-making, and organizing, activated by a leader through their influence of motivation. A majority of the existing literature on leadership focus on the role of project leaders and team members from a traditional cost-driven approach. However, contemporary research integrates more intangible concepts of leadership, which are vital from the perspective of an individual's success and contribution to the work environment. According to Levasseur (2013), project managers should possess various leadership styles to successfully deliver organizational goals. The leadership styles include communication skills, negotiation skills, planning and budgeting skills, and leadership and motivating skills.

The people management element is essential for project managers. The failure to develop a motivated team driven by empathetic and caring project managers results in inability to attain organizational goals (Rogo, Rarasati, & Gumuruh, 2020). While leadership skills are viewed as soft skills that are not part of project management, they are vital for project delivery within stipulated timelines and estimated costs to ensure quality and achieve a high level of customer and staff satisfaction, which define a successful project. Successful project management implores project managers to exercise leadership to influence project outcomes positively. According to Blaskovics (2014), project managers with higher soft leadership skills levels are likely to produce better project results through more significant influence on the team. Hence, this form of leadership is of greater significance than technology or hard leadership.

Leadership Style

Leadership styles refer to the patterns of leadership behaviors that facilitate interaction with followers. Leadership scholars have identified various leadership styles, although not all are appropriate in every situation. In the organizational setting, the most applicable leadership approach is authoritative leadership. This approach is highly adaptive and relies on the ability of leaders to select their behavior depending on situational factors, including the readiness and flexibility of followers.

Authoritative Leadership

Authoritative leaders are also called visionary leaders due to their approach that involves mentoring and helping followers overcome challenges and attain organizational and personal goals. This leadership style is predictive of confident leaders who show their followers the way besides setting expectations. In situations of uncertainty, authoritative leaders help their staff to make crucial decisions and visualize the company's goals (Kohut & Luchko, 2019). Unlike autocratic leaders, authoritative leaders provide space for deliberation and often consider external input in decision-making. In addition, authoritative leaders allow people to contribute towards achieving common goals. At its core, authoritative leadership relies on a keenly established sense of emotional intelligence whereby a leader must demonstrate self-confidence, empathy,

and adaptability. While authoritarian leadership might be considered a commanding leadership and a negative approach, it can be highly effective in the appropriate case, especially when organizations require firm guidance to overcome crises. Although not applicable on all business scenarios, a skilled authoritarian leader can tailor their leadership approach to fit different scenarios affecting the agency.

Authoritarian leadership can be an effective way of attaining organization project success, particularly in tight time stipulations. When followers are experienced and used to working collaboratively in effective ways, authoritarian leadership is one way to get tasks completed in a deadline-oriented way. Nonetheless, when mismanaged, this approach can alienate employees who feel that their contribution and value are going unnoticed (Alloubani & Akhu-Zaheya, 2018). However, authoritarian leadership still proves effective in situations in which followers are respectful of their chosen project manager, well trained, and goal-oriented. Further, this approach can be particularly suited for organizations undergoing change or periods of stress. Some of the most suitable situations for applying authoritative approach include when organizations fail to meet their goals for a specified period, a change in leadership, ownership, structure, or desire to innovate and change organizationally.

Methodology

This research pertains to a cross-sectional study investigating the impacts of soft leadership skills, such as communication, team building, interpersonal, problem solving, and coordination towards realizing organizational success on projects. Due to the time and resource constraints to achieve set objectives, this study will occur in a selected organization. This option will facilitate relatively easy access for data collection was favorable. The projects under review are random reviews, while the project size was not a significant consideration. The units of analysis include the individuals related to the tasks of the selected organization, including senior managers and project team members. For objective data needs, the study will apply a non-probability convenience sampling to identify participants in the research. The researcher will distribute questionnaires to research participants to collect information, which will be analyzed using descriptive statistics, correlation, and linear regression.

Results and Discussion

Leadership entails enhancing the human resource, systems, and equipment to attain organizational objectives and improve satisfaction levels among staff and stakeholders. Further, leaders should be influential, hold a sense of power, portray persistence, and participate in an effective human resource organization. This review sought to identify the role of project managers' soft skills in successful implementation to ensure fruitful completion of a project and higher satisfaction levels among consumers and staff to determine the impacts of teamwork on the association of project managers' soft skills and project success.

Expert project managers know how to integrate a range of approaches that include political and interpersonal skills, such as communication, team building, negotiating, and creating ownership. In addition, leaders must be innovative, respectful to others, courteous, sensitive, and explore beyond their capacities for higher efficiency while pursuing organizational projects. Besides, project managers must demonstrate confidence, integrity, responsiveness, unmatched persistence, and humility in the organizational setting to inspire their followers towards enhanced productivity. Across the different variables, leaders play a critical role in the organization to foster change and attain success on organizational projects. This study concludes that if various soft leadership skills, such as team building, conflict resolution, communication skills, coordination, and interpersonal skills, are adequately implemented, they can translate to successful completion of projects, and the ultimate beneficiaries are the organizations. The ultimate goal of effective project management in an organizational setting is fostering a culture influenced by soft and hard leadership skills to complete projects successfully.

Change is inevitable in this world although people often resist change because of apprehensions. In this context, soft leadership emphasizes developing personal links with employees and persuasion while hard leadership emphasizes pressure to push staff towards organizational goals. Soft leadership often adopt transformational, servant, democratic, and authentic styles compared to hard leaders who often practice transactional and autocratic leadership, which is often a self-centered approach.

Further, hard leadership style fits within an organizational culture as soft leaders strive to change organizational culture. Hard leader are known to think within the box to pursue competitive, data-driven, and short-term goals. On the other hand, soft leaders think outside the box and are often creative organic, and collaborative to pursue long-term goals. Besides, they do not force people to adopt their strategies on certain processes. The hard leadership skill are suitable for simple and clear-cut projects through a transactional model to attain specific goals. In contrast, soft leaders suit complex tasks that often require patience and perseverance as it implores on the values of empathy and authenticity. Soft leadership is built on the tenets of care, appreciation, negotiation, persuasion, and empowerment. While hard leaders tend to encourage competition within the organization, soft leaders focus on collaboration to enhance organizational performance and productivity besides providing employees satisfaction.

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