

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 ١٧-٠٥-٢٠٢١ في تمام الساعة ٩ مساءً.
- ☐ الإجابة متاحة باللغة الإنجليزية أو اللغة العربية مع مراعاة أن تكون المصطلحات العلمية باللغة الإنجليزية.
- ☐ 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 ١٢.
 - 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

The first section: Introduction to the study.

Introduction

Leadership skills are fundamental to all success equations, whether on a personal, professional, or academic level. Leadership skills express the skills that can be used in the process of organizing others and working with them to achieve a common goal, whether you are in a managerial position or in charge of a project.

Teamwork leads to cooperation between group members and this is the main benefit where members want to work together and support each other because they are united in a team and they want it to succeed, which reduces individual competition (nature) (2011) 42), the managerial leader must be aware of these dynamics. Represented by all the processes and interactions that occur between group members in the organization as a result of the necessity of their work. With each other to accomplish a specific task (Ecstasy 273, 2007.)

In light of the important factors surrounding the leader that affect the success of the project (in managing the urgent residential complex in Riyadh), including the use of the skill of managing the work team represented in the organizational structure, stages of development and the needs of the work team in order to ensure access to a successful and sound project delivery

A detailed statement of the problem under study

Team leadership skills must be practiced to solve work problems and advance the administrative process, and the lack of practicing these skills helps bureaucracy, focus power and individualism in decision-making, and as a result of this increased interest in the idea of teamwork as a modern management style that has a tangible effect. In enhancing work, keeping up with the spirit of the times and increasing achievement, the research problem is crystallized in that ,To what extent the leader exercises the skill of managing the team work to make the project successful by managing the urgent housing complex in Riyadh?

To answer this question, the following questions must be answered:

1. Has teamwork been practiced to achieve the general objective of managing the Riyadh emergency housing complex?
2. Is there a relationship between managing the work team and following up on the achievements of the team members as one unit and helping others?
3. Is there a relationship between managing the work team and coordinating the tasks of the team members so that they do not conflict with each other?

4. Is there a relationship between team management and communication between team members to learn lessons learned from success and failure?

What are the leadership styles for the leader's application of the skill of managing the work team in managing the urgent housing complex in Riyadh to deliver a successful project?

Objective of Research

The study seeks to determine the topic of the leader's use of the skill of teamwork management and its impact on the success of the project in managing the complex while identifying leadership styles in the framework of applying the teamwork skill that the leader needs to ensure the delivery of a successful project.

The second section: the literature of the study theoretical framework

Chapter One: Work Teams

The concept of the work team: Some define a team as a group of individuals who are distinguished by the presence of integrated skills between them and the members of the team who share common goals, in addition to having a common entrance to work between them.

The concept of building a team: The team building process is a combination of feedback and a procedural consulting approach that aims to improve the effectiveness of the group's productive and behavioral work by focusing on work methods and procedures and interpersonal relationships.

Team management: the team leader is a member and may not have any authority over other members and among his tasks (representing the team - making decisions in the absence of consensus - resolving conflict between members - coordinating team efforts) and Keplicz & Verbrugge indicated that there is a set of basic determinants of the work group, which are: communication between team members - following up on team members as one unit - helping others when needed - coordinating the tasks of team members - working with towards achieving the goal.

Chapter Two: Team Structures

Organizational structure is the way in which the human resources in the organization or institution are organized in the form of relatively stable relationships. Where the organizational structure represents the patterns of interaction, directed behavior and coordination in order to achieve the goals of the organization, and the distribution of tasks, coordination and supervision in order to achieve the goals of the organization.

Chapter Three: Stages of Team Development

The project team development process is based on improving the competencies of team members in order to enhance and improve project performance. The goals include improving the skills of team members in order to increase their capabilities and cohesion among team members in order to increase productivity. Psychologist Tuckman has divided the stages of team development into five:

Formation: Team members meet for the first time. Often a project manager focuses on members' skills and backgrounds

Storming: The Storm: The project manager often focuses on contributing to building trust and good relationships among team members, resolving conflicts quickly, explaining the stages of team development, coaching team members

Norming: The harmony stage does not mean a denial of difference. The difference exists because it is part of life, but the team overcame this challenge and the difference between its members is no longer a cause of conflict..

Performing: The teams that reach this stage form an organized and understanding unit where the team members depend on each other and rise together to solve the challenges they face

Adjourning: In 1977, Tuckman added the Final Phase in which all outputs are completed and work is completed, then layoffs as part of the project closing process or in the completion phase..

Chapter Four: Team Needs

Similar to Maslow's hierarchy of basic team needs

Building trust: The most important basis for teamwork, it takes time that requires continuous positive interaction

Conflict Management: Conflict is not bad. Healthy discussion means getting motivated team members involved and making better decisions - trust is the basis of healthy conflict and debate.

Fulfilling Commitment: Leaders give an example that a non-committed leader can destroy a project / team - the team must have a good structure that trusts each other and manages conflict properly

Embrace Accountability: Accountability is the willingness to take responsibility for action outcomes - it requires the ability to commit

Focus and Results: A results-oriented team that solves issues of trust, conflict and commitment, it is important that every team member knows what they are working on.

Chapter Five: Administrative Leadership Styles

Leadership style is defined as the type of approach adopted by the leader to achieve the goals of the organization. Among the most important leadership styles are the following:

- 1) Autocratic leadership: It is called authoritarian or authoritarian leadership, and this style of leadership revolves around one axis, which is subjecting enough matters in the organization to the authority of the leader who leads the organization
- 2) Democratic leadership: This leadership style rests on three pillars: human relations, participation, and delegation of authority. Democratic leadership depends mainly on healthy human relationships between the leader and his subordinates
- 3) Anarchic leadership, also called: "free leadership," "unguided," "free," and "permissive." This leadership style is based on giving the individual complete freedom to do whatever he pleases, whereby the leader surrenders to his subordinates and does not affect them.

Chapter Six: Previous Studies

We find that few studies have dealt with this topic, including the following: -

- 1) A study (Al-Fifi, Huda 2014 AD), which aimed to develop team leadership in secondary school principals in the Asir educational region and to identify the reality of high school principals' practice of collective leadership skills, conflict management and motivation. . The questionnaire was to collect data and information from the study community for all high school principals in the city of Abha and Khamis Mushait governorate, which numbered (38) principals and a random sample of (220) teachers, and the study showed that the results were moderate in the practice of high school principals of the skill of team leadership.
- 2) Study (Aziza - Noura Al-Otaibi - Educational Sciences / Second Issue / April 2016) to find out the skills of team leadership of department heads in the Department of Education in Al-Mudhit Governorate from the point of view of their supervisors and included objective limits for five skills (decision-making, communication, motivation, etc.) Conflict management, meeting management skill). The questionnaire was distributed to the members of the research sample, numbering (107) questionnaires. (100) questionnaires were used, and the degree of practicing the skill of decision-making, communication and motivation among the heads of departments was large.

The third section: study methodology and research method

The research was based on the descriptive and analytical approach of the study variables, and the questionnaire was used as a means of collecting data from administrators and engineers in the Riyadh Urgent Housing Complex, which amounted to 13 engineers and administrators, and the questionnaire included two parts.

The first part: includes demographic factors (gender - age - educational qualification - years of experience of the respondent).

Part Two: Concerning the questions related to the study's questions, and it includes (7) axes related to the extent to which the leader uses the skill of managing the work team.

Data sources used

Two types of data were adopted, the first type is a review of the study literature contained in the relevant books as well as previous studies, and the second type is the questionnaire to measure the study variables.

As the literature and studies related to the subject were reviewed, to make use of it in preparing the questionnaire, including (Al-Fifi study, Hoda 2014 AD)

Study (Aziza - Noura Al-Otaibi - Educational Sciences / Second Issue / April 2016)

Statistical treatment methods

The five-point gradient was relied on in converting the sample answers to all the paragraphs of the study tool. Each paragraph of the questionnaire was given a graded weight based on the Likert scale so that the answer takes very agree (5) degrees, and the answer is in agreement (4) degrees, and the answer is neutral. (3) degrees, disagree, take (2) degrees, and not very agree, take one degree.

Section Four: Discussion on the main findings of the research

In order to achieve the objectives of the research, this section deals with the most important findings of the research

Statement	1	2	3	4	5	The higher percentage	Ratings
Has teamwork ability	0	0	4	2	7	53.8%	Very good
He is characterized by taking responsibility for his work	0	1	4	5	3	38.5%	

Has the ability to solve emergency problems and manage disputes between employees	1	0	6	2	4	46.2%	neutral
He possesses the ability to make the right decision	1	1	1	2	8	61.5%	Very good
Motivates and encourages workers	0	0	1	3	9	69.23%	Very good
An initiative to improve and develop work	0	0	2	8	3	46.2%	
He cares about the human aspect in his dealings with others	0	0	0	3	10	76.9%	Very good
Follows up on the rights of subordinates	2	1	1	1	8	61.2%	Very good

From the above, and by analyzing what has been presented, some of the following results can be concluded:

1. Leadership contributes to the development of teamwork, the ability to make decisions, motivate and encourage workers, concern for the human side, and follow up on workers' rights. It takes the highest level (very agree)
2. The administration undertakes the initiative to improve and develop the work. The leadership also bears the responsibility towards the compound's employees, according to the questionnaire. Regarding conflict management, workers are divided between supporters and opponents, and in general, the democratic leadership style is practiced in the institution, which leads to the improvement of performance and raising productivity. In the future.

References:

- i. Project Management Knowledge Guide 6th Edition, Resource Opportunity website (Indeed, Forbes, Wrike).
- ii. Study d. Dear Abdullah Al-Tayyib and a. Norah Mahya and Sami (Skills of team leadership work for department heads in Al-Mithnab governorate).
- iii. Working paper submitted by Ahmed Abdo Abdel Ghani, Arab Forum for Human Resources Management 2007-2021.
- iv. Diagrams: Malachowsky-Samuel - project team leadership and communication lint wood press 2018
- v. Leadership styles and their role in developing the competence of employees: Case study of Algeria Telecom in Ouargla District, prepared by (Wahiba Zawani - Aqila Nazli)