

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 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 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. (خيارية).

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

كل التوفيق لكم جميعاً.....

Dr. Sara Adel

Motivation impact on project success

1. INTRODUCTION.

Good salespeople are a critical element of every small business. Keeping a positive energy through the ups and downs of the sales cycle can be challenging, especially in difficult economic times, and discouragement can cause lower sales activities and decreased sales. Sales job is one of the most competitive jobs styles, it has a nature of a competition between team members, despite the pressure of selling rate and reaching the target, keeping your sales team on track with open communication, acknowledging individual differences, and modeling and rewarding behavior and activities are techniques to make a higher rate of sales.

Motivated sales team members are more likely to fulfill or exceed target but keeping team motivation levels high is often a challenge for leaders. While the promise of a paycheck is usually an excellent motivator, over time you would possibly find your team needs extra incentives to perform better. Identifying factors that are important to your team can guide you to find ways to motivate them and increase sales.

In this research an overview of a real-life case of applying the motivation theory on salespeople and the types of motivators that can be applicable to help on project/organization success.

2. LITRITURE REVIEW.

2.1 Why to motivate employees?

The success of any organization and its continuity depends on their key assets, employees, it's a challenge for the managers keep their people and employees motivated and satisfied. thereby why every manager has got to remember about the need and requirements their employee and what want.

It was stated by Urichuck (2002) that motivated employee will increase the capability of the organization to achieve its mission, goals and objectives. It will also engage all to build a strong organizational culture. Also, motivated employees will feel as having a strategic partnership with the organization and their commitments and loyalty will increase from day to day (Anne, 1994).

Furthermore, Buttner and Moore (1997), based on their research about “Happy Employees Make Productive Employees” stated that when employee attitudes improved by 5%, customer satisfaction jumped by 1.3%, and the revenue increased by 5%. As a result, motivated employees usually produce more than others and hence the customer satisfaction increases.

2.2 Motivation Theories

There are a number of different motivational theories. one of the most widely known theories of motivation is the theory of Maslow who was a psychologist, which focused on the psychological needs of employees. Maslow put forward a theory says that within every person is a hierarchy of five needs to be fulfilled at work (Mary & Ann, 2011).

The employee must be satisfied with every level of the hierarchy before moving to the next level of the needs.

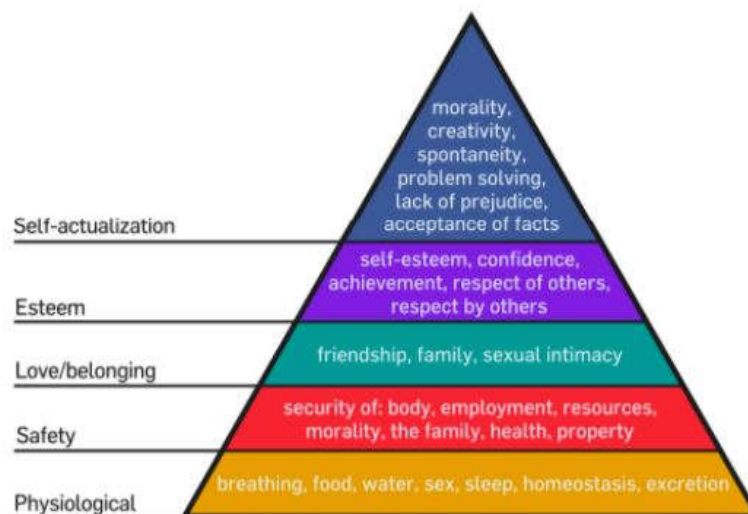


Figure-1: HIERARCHY NEEDS OF ABRAHAM MASLOW'S

2.3 Management styles

Researches shows that in order to motivate employees, you have to act as a leader, not manager in order to get the desired outcome from your employee. (Yongsun, Barbara, and Christy, 2002).

A basic role of leaders is that they have to understand their employee's needs and rank the importance of them and be aware of what their employees enjoy most about the work in order to adopt motivation (Kuratko, Hornsby, and Naffziger, 1997).

Sales compensation plans which take under consideration the various needs of various salespeople and that are supported with real evidence instead of assumptions will assure that your sales division gets a significantly higher return on its investments.

As stated by Thomas Steenburgh¹ and Michael Ahearne² on Motivating Salespeople: What Really Works, there are some motivators to salespeople:

2.3.1 Pace-setting bonuses:

A current study of Tom's looks at the most common motivations: the bonus. This study, based on field data from a Fortune 500 company that sells durable office goods, separately models the behavior of stars, core performers, and laggards within a number of different compensation plans.

The study found that removing quarterly bonuses from laggards' incentives—and keeping only an annual bonus—would decrease their overall performance (as measured by the revenues they generate) by approximately 10%. The same change would decrease the overall performance of core and star salespeople by 4% and 2%, respectively. There is no downside to including quarterly bonuses. They help laggards contribute to the bottom line without detracting from the performance of other groups.

2.3.3 No ceiling on commissions:

A recent study by Sanjog Misra and Harikesh Nair examines the impact of capping salespeople's pay. They checked out the compensation plan of an outsized U.S. contact-lens manufacturer. This company stopped paying commissions once salespeople's performance reached a quota ceiling. In response, the salespeople always held sales under the ceiling. By eliminating it and making other changes to the compensation plan, the corporate kept its salespeople motivated and increased revenue by about 9%.

¹ Thomas Steenburgh is the Richard S. Reynolds Professor and senior associate dean for faculty development at the University of Virginia's Darden School of Business.

² Michael Ahearne is a professor and the C.T. Bauer Chair in Marketing at the University of Houston and the research director of the Sales Excellence Institute.

3. METHODOLOGY.

In this research, a qualitative method - Secondary data - was used from previous studies and experiences, it entails extracting relevant experiences. By its nature, qualitative research is way more experiential and focused on capturing people's feeling and views. This undoubtedly has value, but it also can bring more challenges than those simply capturing quantitative data.

Then a qualitative analysis will be used to understand and to interpret data the was collected. This data will be compared to a case from real life experience to examine information listed above.

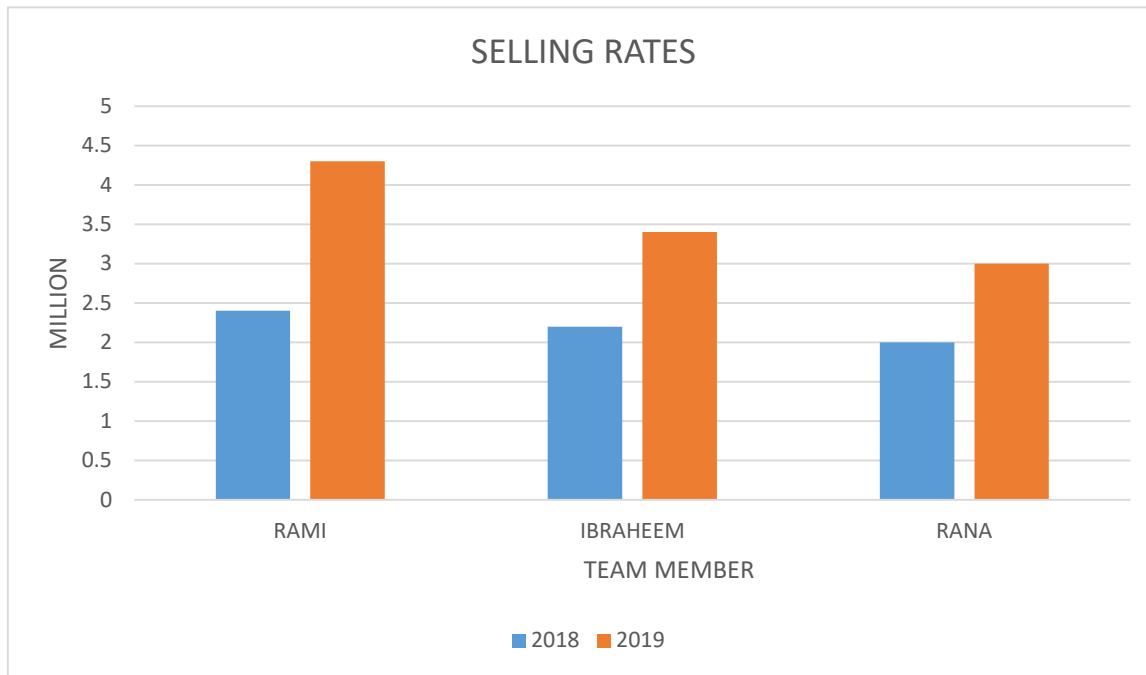
4. Results and discussion

A case from real life will be presented here in comparing to the collected data, a sales team in my organization the group made up of three sales representatives, Rami is the oldest member, he is working in the organization for seven years, His job requires him to pass by site engineers to sell the product to them. He is married and have two children. Ibraheem is the second member of the team, he joined the organization three years after Rami. He is single and lives with his parents. Rana is the third member of the team. She is a fresh graduate; she joined the organization for less than a year.

As a sales manager, I had to choose motivational methods for each member of the team. Method was assigned as following.

Team member	Motivators
Rami – the oldest member – 7 years	Increments and bounces
Ibraheem – 4 years	Relationship appreciation – he was assigned to educate and train the new trainees.
Rana 7 months	Appreciation

The following chart showing the increasing in selling rate of each team member in 2018 year comparing to their achievement in 2019.



Result shows that motivators for each team member not only create a good vibes between the team members but also helps in increasing the selling rates and helps achieving the target in less than a year.

Salespeople motivation may be a critical thing about achieving objectives. Many sales managers/companies lean an excessive amount of on external factors and obtain themselves into an unsustainable situation. External factors have an area and impact on short term performance. Sales managers who understand the facility of internal motivators and may tap into each salespeople.

Our leaders took into account the different needs of different sales team.

5. References.

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