

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

The Effectiveness of Transformational Leadership Styles on Team Motivation and Performance in School: A Case of Primary School in Kuwait

1. Introduction

Googling the word leadership results in a variety of theories, definitions in addition to thousands of books about leadership. Hence, what is leadership? Many sentences may come after the word “leadership is...”. Regardless of the variety of ways that conceptualize leadership, the following ingredients can be seen as the heart of the phenomenon that leadership is a process, involves influence, occur in groups, and involve common goals. Therefore, Northhouse (2016) defines leadership as a “ process whereby an individual influences a group of individuals to achieve a common goal”.

Leadership nowadays plays a major role in leading processes within an organization. A theory such as transformational leadership can be considered as a powerful tool to motivate a group of individuals and enhance the performance of a team (Dionne et al., 2004). The broad formation of teams in different types of organizations and the education industry currently is the time to incorporate the team performance theory with the transformational leadership theory. Therefore, this paper explores the influence of transformational leadership on team performance and how leadership is important for sustainable team management in schools.

2. Literature Review

Educational institutions such as schools or colleges are places where people get their education where the next generation is sophisticated. The leadership role is considered a significant tool in educational institutions. Leaders are mainly meant to guide, influence, lead individuals in the right direction to satisfactorily perform their job duties. Further, to beat arisen challenges between time to time and overcome problems that prevent them from performing their duties. The educational institution principals have the authority to make sure that leadership is applied in the right way. Besides, the educationalists are responsible for guiding students in the right direction and helping them to achieve academic goals. Moreover, students are required need to ensure that apart

from making provision of academic concepts to the students, they make provision of opportunities to sharpen their leadership skills (Kapur, 2019). Lynch (2020) stated that four significant leadership styles may fit well in educational institutions. Although each style has its own advantages, there is huge variation among different leadership styles. Examples of leadership styles that fit in educational settings include transformational, transactional, servant, and emotional leadership. However, Lynch (2020) emphasized that transformational leadership is the integration of the best aspects of the other three.

2.1 Leaderships Role

Leaders in educational institutions accept a substantial weight of responsibility for their associations. Northouse (2016) stated that teachers are equivalent to those leaders working in various organizations where they are anticipated to face different challenges to maintain institutions' goals. School leadership according to Northouse (2016) is defined as “a process of promoting and serving teachers and learners to work passionately toward the realization of educational objectives”. Leadership style on job satisfaction appears to run parallel to fulfill. Teachers within the classroom setting are expected to assume an effective leadership role to guide students. Furthermore, one essential part of a leader is to generate awareness regarding various aspects in addition to upgrading competencies and bring about improvement over time. Therefore, leaders should have the authority to bring about changes and ensure to be an advantage to the team members (Kapur, 2019).

2.2 Leadership theory

Adizes (2004) contended that leadership plays a key role in creating a complementary team. Therefore, the question about which leadership style is best in forming a complementary team that enhances the performance of the team may arise. Tracy (2014) claimed transactional and transformational leaders could have the ability to achieve a high-performance level of productivity. Robbins and Judge (2016) argued that transformational leadership leads to several anticipated organizational outcomes. Further, Tyssen et al. (2014) compared transformational leadership with transactional leadership and concluded that transformational leadership is highly correlated with fewer turnover rates, higher productivity, lower employee anxiety and burnout, and greater employee satisfaction, than transactional leadership.

2.3 Transformational leadership

The concept of transformational leadership was originated by Buren in 1978 (Islami & Mulolli, 2020). Bass (1978) defined transformational leadership as a process where "leaders and followers gain higher levels of morality and motivation." After, Bass (1985) defined transformational leadership in relation to a leader's influence on followers: "they feel trust, admiration, loyalty, respect toward the leader, and they are motivated to do more than they initially expected to do". Consequently, scholars such as Bass (1999) have focused on the term transformational leadership until it becomes a concept that universally recognized which needs higher moral development.

3. Methodology

Over decades, the formation of teams has become a prevalent approach to organize and coordinate work. Such a trend creates new challenges for teachers since their role is to motivate individuals and to improve team performance at the same time. The purpose of the paper is to investigate the influence of transformational leadership on motivating and increasing performance among team members within institutional education such as schools. The research methodology was carried out through a survey distributed to all teachers in the school and luckily all participate in the survey. The research sample is 50 teachers. The survey contains different characteristics, behaviors, and traits from transformational, transactional, servant, and emotional leadership. The participants were asked to choose to select which characteristics they own.

4. Discussion and Results

The study's findings propose that a leadership style such as transformational leadership has a major influence on team performance. However, some researchers believe that charisma can be replaced by stronger skills and behaviors that school leaders can use to motivate others. Teachers who feel part of the organization will be more willing to support their leaders, and school leaders who can be involved in the learning process and develop an understanding of instructional leadership will be more capable of enhancing the educational process by implementing transformational leadership. This

research provides an understanding of motivation and supports extended to individual teachers which would influence team performance. Also, includes psychological empowerment and support motivation in the effect of transformational leadership on team performance. Two dimensions of psychological empowerment such as meaning and self-determination have a partial mediation effect in the relationship between transformational leadership and team performance.

5. Conclusion

This study contributes to the research that identifies team mechanisms influenced by transformational leadership that can influence team success and performance, mainly in the context of Kuwait-based organizations. Scholars suggest that transformational leadership can be used as a powerful tool in improving leadership practice. Although the uniqueness of transformational leadership is that it necessitates certain behaviors and characteristics, transformational school leadership requires the same things further to a skillset that is well-suited for instructional leadership so that apply reforms in schools. Also, scholars and researchers have determined that school leaders require a great level of understanding of leadership. Moreover, school principals have to be aware of teachers' needs in order to adapt behaviors and skills that can influence and motivate others. Building strong relationships with individuals within the team will lead to establishing a baseline inspired by shared goals that prioritize student success and preparation for future endeavors.

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