

Everyone's Smart University

Project (Spring 2021)

Student Name	يزيد سليمان العنزي	اسم الطالب
Students I.D	2021200991	الرقم الجامعي

Section	Date	Course Code
Master	Thursday 18 / 03 / 2021.	(PMG511)

PROJECT LEADERSHIP

Instructions:

- ☐ آخر موعد للتسليم هو يوم الخميس ٢٠-٠٥-٢٠٢١ 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 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 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

Introduction

The process of leading a group and influencing that group to achieve its goals . Leadership is requires the development of specific and unique soft skills along with the more typical hard skills that were listed in your job description. (Soft skills are key traits that often apply to communication, decision making, leadership abilities, attitude, instincts, and work ethics.

Leadership and Leader

Leadership can be defined as one's ability to influence and motivate others to bring the best out in them. It focuses on encouraging individuals to add more to the overall effectiveness of an organization.

Leadership is often defined as a process wherein an individual, influences and encourages others to achieve the organizational objectives and directs the organization so that it becomes more coherent and cohesive to work.

Moreover, a person who can bring out the change is the one who possesses the ability to be a leader. A good leader is the one who always looks out after others before himself and is proactive. Proactive refers to a leader's tendency of being three steps ahead of others, thinking of all the possibilities of a scenario.

Leadership is all about developing people, in turn helping them to reach their maximum potential. In the simplest of terms, Leadership is an art of motivating the people to help achieve a common goal.

Talking of few Leadership qualities an effective leader should possess are: –

Commitment towards the tasks and duties allocated, Ability to communicate well, taking the ownership of the tasks; Honesty and Integrity, Ability to take the right decisions and that too at the right time; Creativity and Innovation and lastly but the most important one the ability to inspire others.

In the words of Mary Parker Follet “Leadership is not defined by the exercise of power but by the capacity to increase the sense of power among those led,”

Management and Manager

According to Mary Parker Follet “Management is defined as the art of getting things done through people.”

Management can be defined as a social process which includes the effective and appropriate planning for different operations in an organization for the fulfillment of organizational objectives.

A manager is an individual who is held in charge of a certain group of tasks or a particular subset within an organization wherein the targets are to be achieved within a stipulated timeframe.

Team management (Team structures – Team development stages – Team needs)

Teamwork is an effective method to address problems in the workplace. A team is a group of people that gathers together to achieve a common goal. The power of any one person is small, but if you are integrated into the team, you can maximize your personal value and you can achieve your own excellence. It is important to me. Those who always work alone or finish the projects

assigned by boss alone will benefit from my research because they will realize that if they work with others, they will finish tasks more effectively and rapidly.

Why teamwork ?

The process of working collaboratively with a group of people .
Teamwork is like photomosaic.

What is a team ?

A team is an organized group of people who work together to achieve a common goal, they are committed to work together to complete a well defined work.

Team structures

Once an organization has set its structure, it can represent that structure in an organization chart: a diagram delineating the interrelationships of positions within the organization. Having decided on a functional structure, a company might create the organization chart.



Team development stages

A team's internal processes usually change over time. Like individuals, teams develop their skills, the more they use them. Team functioning generally improves after the team has been together awhile.

When faced with a new team it is essential that they build rapport with one another and develop trust. When starting out, you cannot expect them to click and everything to fall in to place and get optimum performance. Forming as a team takes time, and team members often go through different stages of development before finally uniting as a team and achieving success.

Bruce Tuckman's forming, storming, norming, and performing model describes these stages and are a helpful tool when working with new teams. Once you understand this model, you can help your new team become effective more quickly.

	Forming	Storming	Norming	Performing
General Observations	Uncertainty about roles, looking outside for guidance.	Growing confidence in team, rejecting outside authority.	Concern about being different, wanting to be part of team.	Concern with getting the job done.
Content Issues	Some attempt to define the job to be done.	Team members resist the task demands.	There is an open exchange of views about the team's problems.	Resources are allocated efficiently; processes are in place to ensure that the final objective is achieved.
Process Issues	Team members look outside for guidance and direction.	Team members deny the task and look for the reasons not to do it.	The team starts to set up the procedures to deal with the task.	The team is able to solve problems.
Feelings Issues	People feel anxious and are unsure of their roles. Most look to a leader or coordinator for guidance.	People still feel uncertain and try to express their individuality. Concerns arise about the team hierarchy.	People ignore individual differences and team members are more accepting of one another.	People share a common focus, communicate effectively and become more efficient and flexible as a result.

Team needs



Similar to Maslow's hierarchy of needs, teams have basic needs
Needs at the bottom (such as trust) must be satisfied before those higher-up can be addressed

At the outset, I would like to talk about A person whom you have always considered a leader and inspiration at work, and he has gained this reputation and praise through his dealings with the employees as a whole.

This person was cultivating confidence in the employees by encouraging them and giving them great tasks that they are able to do, also he was not only attributing success to him, but the employees felt that it was their success and effort, with thanks to them and reward them for the simplest successes.

The personality that I spoke about followed the affiliative leadership style, and this was evident to us through his support to employees and cultivate their meeting with them (It Builds employee trust) and reduce work stress (It Reduces workplace stress).

These qualities and patterns of the leader (Leadership) and his style were evident through many situations that occur under the umbrella of work, for example one of the situations during the

Corona pandemic where the employees spread negative thoughts such as dismissal or exclusion from work, as this leader cultivated confidence in them (It Builds Employee). Trust) raises the positive side of the ideas of the employees when I feel that they are the basis and pillar of this company or establishment, and it is impossible to dispense with them or separate them in any way. There were many situations, but many of them that proved that he deserves the title of leader, he was not just a leader, but he was the father and the elder brother of all employees so that he cared about all their details and even their personal lives and stood with them and helped them in situations outside the work umbrella, and he used to give advice and provide it to them to complete Their career and successes to the fullest.

Everyone used to trust this leader and consider him an older brother. The style of this leader made the work environment a better place through his dealings. The affiliative leadership style was successful with the employees and with me personally, and beneficial to the interest of work and employees.

Goal of the research :

Make the work environment a better place through his dealings. Affiliative leadership style was successful.

LITERATURE REVIEW:

If the coercive leader demands, "Do what I say," and the authoritative urges, "Come with me," the affiliative leader says, "People come first." This leadership style revolves around people its proponents value individuals and their emotions more than tasks and goals. The affiliative leader strives to keep employees happy and to create harmony among them. He manages by building strong emotional bonds and then reaping the benefits of such an approach, namely fierce loyalty. The style also has a markedly positive effect on communication. People who like one another a lot talk a lot. They share ideas; they share inspiration. And the style drives up flexibility; friends trust one another, allowing habitual innovation and risk taking. Flexibility also rises because the affiliative leader, like a parent who adjusts household rules for a maturing adolescent, doesn't impose unnecessary

strictures on how employees get their work done. They give people the freedom to do their job in the way they think is most effective. As for a sense of recognition and reward for work well done, the affiliative leader offers ample positive feedback. Such feedback has special potency in the workplace because it is all too rare: outside of an annual review, most people usually get no feedback on their day-to-day efforts-or only negative feedback. That makes the affiliative leader's positive words all the more motivating. Finally,

affiliative leaders are masters at building a sense of belonging. They are, for instance, likely to take their direct reports out for a meal or a drink, one-on-one, to see how they're doing. They will bring in a cake to celebrate a group accomplishment. They are natural relationship builders. Joe Torre, the heart and soul of the New York Yankees, is a classic affiliative leader. During the 1999 World Series, Torre tended ably to the psyches of his players as they endured the emotional pressure cooker of a pennant race. All season long, he made a special point to praise Scott Brosius, whose father had died during the season, for staying committed even as he mourned. At the celebration party after the team's final game, Torre specifically sought out right fielder Paul O'Neill. Although he had received the news of his father's death that morning, O'Neill chose to play in the decisive game-and he burst into tears the moment it ended.

Book : affiliative leadership styles authoritative

Team Management and Mutual Funds

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[Michaela Baer](#)

University of Cologne, Centre for Financial Research (CFR)

[Alexander Kempf](#)

University of Cologne - Department of Finance & Centre for Financial Research (CFR)

[Stefan Ruenzi](#)

University of Mannheim - Department of International Finance

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In recent years, team management has become increasingly popular in the mutual fund industry. In this paper, we analyze team management along three broad dimensions. First, we examine potential determinants explaining a fund's management structure. Second, we analyze potential effects of fund management structure on managerial behavior. Third, we address the consequences of team management on fund performance, performance persistence, and fund inflows. Findings show that the management choice is a strategic decision, made usually uniformly for all funds at the fund family level. In particular the extent and complexity of the tasks fund managers face determine management structure, with more teams in segments that require expertise in different fields. Regarding the effects of team management, we find that the management behavior of teams and individual managers differ systematically. Funds managed by teams exhibit significantly lower (unsystematic) risk than single manager funds and adjust their risk to a lesser extent as response to prior performance. In their investment style teams are less extreme and more consistent over time. Looking at fund performance, we find some, albeit only weak, evidence that team management has a negative impact on fund performance. However, team-managed funds are more persistent in their performance over time. Fund investors seem to care about fund management structure. Our findings show that team-managed funds experience significantly higher inflows.