

## Everyone's Smart University

### Project (Spring 2021)

|              |                                       |               |
|--------------|---------------------------------------|---------------|
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|---------|-----------------------------|-------------|
| Section | Date                        | Course Code |
| Master  | Thursday<br>18 / 03 / 2021. | (PMG511)    |

## PROJECT LEADERSHIP

### Instructions:

- ☐ آخر موعد للتسليم هو يوم الخميس 2021-05-20 في تمام الساعة 9 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-Kilman 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**

## **LEADERSHIP**

### **INTRODUCTION**

Today, organizations are facing increasingly fierce competition and various other pressures from the business environment. Under these fast-paced challenges, managers and employees need to be more responsive so that their organizations can

Have a competitive advantage (Pause and Mathieu, 2015). In order to do this, effective leadership is essential, because the success of every organization depends on the thinking and behavior of its leaders. The purpose of this study is to explore whether coaching leadership style affects the relationship between managers and their direct reports. In addition, it aims to determine the typical leadership behavior displayed by the manager, whether these behaviors are consistent with the coach's leadership style, and whether these behaviors affect the relationship between the manager and the direct report.

The managers included in the sample are managers working in various organizations in the public and private sectors in the middle east region. Qualitative data describes how "coach-like managers" successfully manage relationships through direct reports

#### **Significant of this study**

Coaching is a relatively new concept in middle east, and given our multiculturalism, this research can help organizations gain a deeper understanding of the leadership styles of managers in large organizations and the impact of these on the manager-manager relationship. Direct reporting and how these relationships lead to a healthy workforce and ultimately affect the performance of the organization. This research contributes to existing research and literature on coaching leadership styles, the relationship between managers and direct reports, and employee coaching. Following the importance of the title of the study to what contributes to the success of the organizations by choosing the method of incentives and relying on the motivational leadership personalities and applying it to their

employees, so that in return for that, a great effort is made by individuals, which is positive for the organization's activity and achieving its desired goals.

### **Variable definitions**

1. Material incentives: refers to meeting the needs of workers economically and stimulating their financial, monetary or economic incentives, and is represented by the material benefits of workers and the rights such as salary, financial bonus, pension and remuneration.
2. -Moral incentives: Motivate individuals to work does not depend on material, whether it is cash or other means, but rely on means and strategies to stimulate the morality and purpose of workers, respect for emotional, emotional human factors and his pursuit of realization Social ambition.
3. -Performance: Workers perform various activities and tasks that constitute their work.
4. -Positive incentive measures: differentiated treatment given to reward individuals or groups of workers. These incentive measures can be moral, economic or material incentives. Usable

The opportunity to participate in decision-making, public appreciation and thank you letters.

### **The importance of incentives**

The interest in the term incentives appeared since the interest of industrial psychologists in conducting studies and experiments that resulted in the individual being unable to work and provide service in self-efficacy and effectiveness unless there is an incentive (Motives, 1999: p. 22) Accordingly, good plans and proper organization of work do not mean assumption. Individuals themselves will automatically carry out work to the fullest, efficiently, and with high effort, but they work willingly and enthusiastically through the entrance of motivation. It can be said that the performance of companies and institutions depends on the multiple efforts exerted by workers and therefore the performance of the individual worker and his motivation to perform what requires Some of his actions are of utmost importance to all organizations.

**Objectives of moral incentives can be identified:**

1. Distinguish between working individuals, where the best performance is among working individuals.
2. Encouraging competition between individuals working in the institution.
3. Explain the forms of discrimination in performance and behavior.
4. Raise the actual level of working individuals with average performance.
5. Show the nature of the institution and its image to the surrounding environment
6. Increasing relations of cooperation and solidarity between working individuals.

## **LITERATURE REVIEW**

This part contains a literature review related to research topics, focusing on how coaching influences the relationship between managers and direct reporting. It further examines the behavior of the coach's leadership style and how this affects the relationship between the manager and direct reporting. The literature provides many different definitions of the term "coaching", which is mainly due to the fact that there is no universal definition that leads to various definitions used in various practices. According to Cox et al. (2014), coaching is a human development process that involves structured, targeted interaction and the use of appropriate strategies, tools and techniques to promote ideal and sustainable change, thereby enabling trainees and potential other stakeholders (Cox et al., 2014).

In the context of leadership, Bianco-Mathis et al. (2000) believes that the most effective leaders regard coaching as an existence, and align their coaching beliefs and actions, honest communication, and foresight, and establish contact with others in an open and true manner (Bianco-Mathis, Nabors and Roman, 2002). They designate these leaders as "coaching leaders" and claim that despite the direction, guidance, and coercion imposed by traditional leaders, coaching leaders rely on their ability to influence, teach, and question.

Over the years, leadership styles have evolved through various theoretical streams. As a result, many different types of leadership styles have emerged, which makes it difficult for

leaders to manage and use appropriate styles in today's business environment. Although leadership is considered to be a way of influencing others by controlling the behavior of groups or individuals, leadership styles have evolved and expanded beyond influence, including motivation, to achieve organizational goals. In contemporary research, the focus is on behaviors that lead to leadership effectiveness (Jogulu, 2010).

## CONCLUSION

The purpose of this study is to explore how the coaching leadership style adopted by managers in different organizations affects the relationship between them and their direct reports.

This research contributes to research and literature on coaching leadership styles and employee coaching. When an employee works one-on-one with his/her direct manager to improve his/her job performance and other areas that require attention, this kind of research will happen. It has been widely studied and refers to when the senior management of an organization is coached by an external coach. The external coach is usually selected by the senior management and paid by the organization. However, in "employee coaching", coaching is conducted by the direct manager, and the employee does not choose who the manager is. Therefore, the relationship between the manager and the direct report is crucial, and these relationships may be affected by the manager's leadership style.

## REFERENCES

- [1] Bianco-Mathis, V. E., Nabors, L. K., & Roman, C. H. (2002). Leading from the inside out: A coaching model. California: Sage.
- [2] Boyce, L. A., Jackson, R. J., & Neal, L. J. (2010). Building successful leadership coaching relationships. The Journal of Management Development, 29(10), 914-931.
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