

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.....

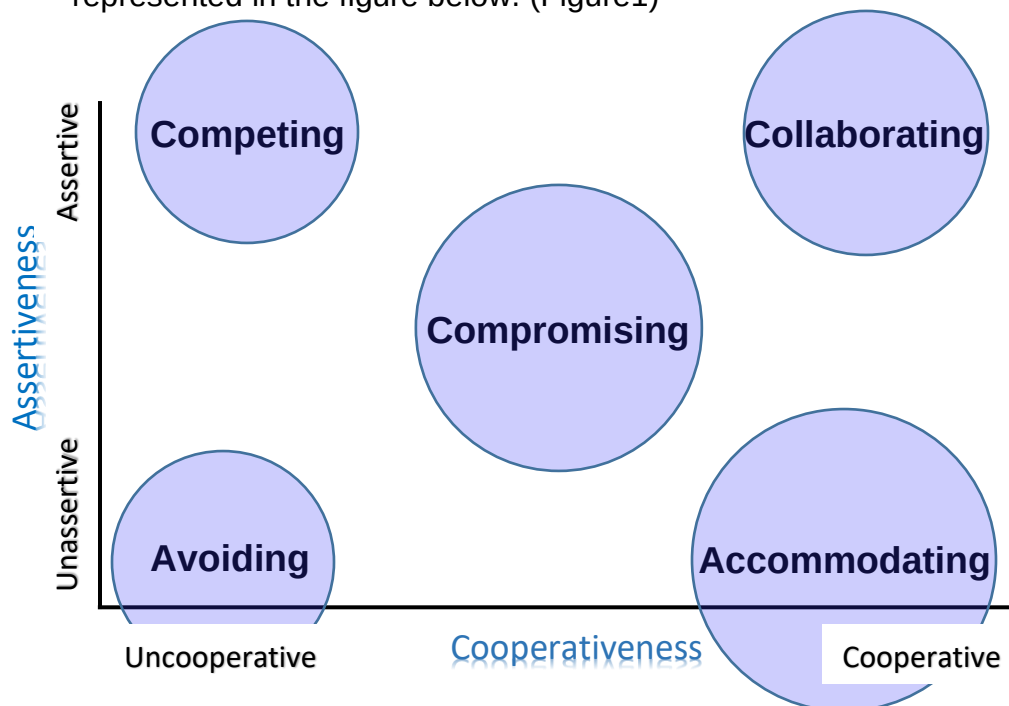
Dr. Sara Adel

1- Introduction:

Working on a project means there will be a team to manage and lead to deliver the project successfully. Leading a team will require paying full attention to all issues and mistakes happens, including small things like conflict. In some cases, conflicts could grow and multiply in a way that affects the project delivery by affecting the atmosphere in the work place and tasks must be worked on by conflicting individuals. Fortunately, there are ways and solutions to resolve conflicts and I'm going to discuss The Thomas-Kilmann conflict mode instrument. The five conflict-handling modes to ease the working atmosphere by eliminate or alleviate conflicts.

2- Literature Review and Conceptual framework:

(Jane Sample 1/May/2008) States that The Thomas-Kilmann Conflict Mode Instrument (TKI) is assessing the behavior of individuals in each side on the conflict which can be described using two dimensions Assertiveness & Cooperativeness. Those dimensions represents where the individual behavior is in the range between self-satisfying and thinking of own concerns and between satisfying the other side (the other person in the conflict) needs. Now those two dimensions are going to be used to show five methods to handle conflicts⁽¹⁾. Those methods are represented in the figure below. (Figure1)



2.1 Competing: It's obvious that competing is considered assertive not cooperative. In this method the individual only focuses on his/her own needs even if that will be on the other person expense. He/she will try to win the conflict no matter what and use all possible ways to do so.⁽²⁾

2.2 Collaborating: Sets in both ranges assertive & cooperative. Here the individual works with the other person to resolve the conflict in a way satisfying both of them fully. That will happen by identifying both sides concerns then find alternatives meets those concerns.⁽²⁾

2.3 Compromising: This is another assertive and cooperative method. It's based on finding a solution that partially satisfy both sides and. This method sets in the middle of (TKI) (Figure1). Using this method is based on giving up more than competing but less than accommodating. it addresses an issue more directly than avoiding but doesn't explore it in as much depth as collaborating.⁽²⁾

2.4 Avoiding: Avoiding is unassertive and uncooperative. When avoiding, an individual does not immediately pursue his or her own concerns or those of the other person. Here we don't address the conflict. This might take the form of diplomatically sidestepping an issue, postponing an issue until a better time, or simply withdrawing from a threatening situation.⁽²⁾

2.5 Accommodating: considered unassertive and cooperative (the opposite of competing). When accommodating, an individual ignores his/her own concerns to satisfy the concerns of the other person. This method is selfless generosity or charity, obeying another person's order even if this is not what you want, or yielding to another's point of view.⁽²⁾

3- Methodology:

For this research I used Google Scholar website to find previous studies about The Thomas-Kilmann Conflict Mode Instrument to assist me writing this research paper. Everything is passed on the study I found by (Jane Sample) under the title

of Thomas-Kilmann Conflict Mode Instrument PROFILE AND INTERPRETIVE REPORT. Only this previous study used as it covers all aspects required for the research. I also used two-dimensional diagram to represent the five behavioral methods of conflict handling (Avoiding, Accommodating, Compromising, Competing and Collaborating) based on how each one in the conflict be cooperative and/or assertive.

4- Results and Discussion:

Now let's discuss each of the methods one by one.

4.1 Collaborating: This method is the best when both sides have important reasons to win the conflict and can't be ignored.⁽³⁾ To me this is the best method to use for multiple reasons. Mostly, because it satisfies each party 100% without any type of neglecting from any of them. This is Win – Win method.

4.2 Competing: Maybe it's not preferred to use this method but in some cases like when we are limited in resources or need to deliver the project faster. It's necessary to use this method.⁽⁴⁾ This method is least preferred to me as it keeps one of the sides unsatisfied which may cause more conflicts later or in any coming projects. This is Win – Lose method.

4.3 Accommodating: Sometimes we think we only defend our rights and think we are doing the right thing. But later when we realize we aren't this is when we should use this method. Also, when the other individual needs are more important as a leader, I should make the first individual stop being selfish and think of other individual.⁽⁵⁾ We must use this method as sometimes some concerns are more important than other. This is Lose – Win method.

4.4 Avoiding: Using this method is a must when we have more important issues or when this conflict it's-self doesn't affect the project work. Also, somethings aren't seeming to change and making a conflict about it will be useless.⁽⁶⁾ I think that yes, some issues doesn't really need our attention and we need to focus on more important tasks. Our high priority task is to

deliver project and if something less important happens and cause more stress we should ignore/postpone it as long as it doesn't affect the project. This is Lose – Lose method.

4.5 Compromising: Used when we have kind of important concerns but doesn't really should take that effort for using more complicated method. It's also used when both sides have serious needs in equal importance.⁽⁷⁾ I prefer using a method that will fully satisfy both sides like collaborating. But, in case there's no solution to satisfy all parties fully, this is the second-best method for conflict resolving it satisfies each parti by 50% percent usually but it's still Lose – Lose method as both should give up some of their needs.

5- References:

<http://www.lig360.com/assessments/tki/smp248248.pdf>

- 1-) Thomas-Kilmann Conflict Mode Instrument PROFILE AND INTERPRETIVE REPORT (Page 2).
- 2-) Thomas-Kilmann Conflict Mode Instrument PROFILE AND INTERPRETIVE REPORT (Page 3).
- 3-) Thomas-Kilmann Conflict Mode Instrument PROFILE AND INTERPRETIVE REPORT (Page 6).
- 4-) Thomas-Kilmann Conflict Mode Instrument PROFILE AND INTERPRETIVE REPORT (Page 8).
- 5-) Thomas-Kilmann Conflict Mode Instrument PROFILE AND INTERPRETIVE REPORT (Page 9).
- 6-) Thomas-Kilmann Conflict Mode Instrument PROFILE AND INTERPRETIVE REPORT (Page 10).
- 7-) Thomas-Kilmann Conflict Mode Instrument PROFILE AND INTERPRETIVE REPORT (Page 11).