

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 IMPACT OF CONFLICT RESOLUTION ON PROJECT SUCCESS IN XYZ ORGANIZATION.

- **Introduction:**

In the beginning, after studying the leadership course, its types, and its effects, it became clear the importance of leadership and a leader in influencing organizations and projects in a magnificent way if they were not essential. Leadership is the art of how to inspire and motivate people to do their best. Competence to manage conflict is one of the hard skills for a leader but if a leader uses it well, it affects deeply for team productivity, motivation, and concentration. Leaders have a large impact on response to improve organizations via their leadership and conflict styles. In my research/project, I would like to shed light on the two managers in my organization and their leadership style (Pacesetter and laissez-faire) and the conflict resolution approach they deal with all conflict in our organization during project delays and large debts and their way of resolving conflict through it and turning it into a successful opportunity for the organization. As we know earlier in the laissez-faire style, the employee chose, work and made the decision with full and complete freedom, definitely trust us and support us, but in my organization, people begin to exploit it for their own benefit, absence does not work properly and many pitfalls. In contrast to the pacesetter style, focus on work and team, and follow-up of the employee, the result appears and performance is high. In this case, conflict arises between the employees in the organization and immediately need to manage this conflict well

- **Literature Review and Conceptual framework:**

The leader anticipates conflict and relies on the appropriate resolution mode for each type of conflict. He frequently indicates to the conflict and has the ability and performance to solve it effectively and efficiently before it arises widely, and he must know the seven major causes of conflicts and be able to prevent or mitigate as well as manage all impact of conflict in the project [1].

Employees don't do jobs if they are sad or stress because of conflicts and employees' satisfaction is related to the achievement of organizational goals and outcomes as expected. Leadership is paramount on the organization to solve all conflict that may impact negative for their job, the effective leaders knowing conflict resolution well which start with identifying what conflict is, how they will manage it, and when they should do. Leaders should be a good model for employees during solving any conflict in the organization [2].

Conflict resolution involves feelings, individual and group communication make feelings together, it is including collaborative culture. Forgiveness after a conflict is substantial to encourage collaboration inside the workplace, Moreover, let them move forward, keep a relationship and foundress a future between them, and move forward to reconciliation [2].

Conflict is inevitable and defines the relationships between employees in the organization. Leaders see conflict as an indication that needs to be resolved. Leaders are masters in conflict management and resolution in the organization through leadership skills, for the success of an organization that depends on its employees. The conflict is expensive and time-wasting for the organization [2].

There are three types of conflict in organizations.

- 1- Task conflict from the procedure and objectives of the organization.
- 2- Relationship conflict is related to interpersonal relationships within the workplace.
- 3- Process conflict identify the way of job to done [3].

Some leaders are distinguished by changing their leadership style according to the situation in which they are, so we find many leaders carry more than one type of leadership, and some of them use direction and control, and some of them can use participation in leadership and expressing an opinion, and this is due to the required situation and according to the project life cycle and in any A stage where this is reflected in the behavior of the team greatly because the team often follows its leader and harmonizes with him in an appropriate and desirable manner as required, and the leader with a clear vision knows well how to choose his team according to his requirements [4].

Conflict resolution is an important part of the central role of leaders, resolution is effective when sides of conflict explanation their common needs. Problems may cause confusion between employees, which can rise of the conflict, for that leader must sharing a common goal includes employee needs to reduce conflict, and allow subordinates to skip their individual goals and gather to achieve the common vision. creating a common vision is leadership skills needed to prevent and manage conflicts, mitigate the risk of conflict inside the organization. leaders create an environmental of respect that eliminates relational conflict. (5)

- **Methodology:**

In order to study the impact of conflict resolution on project success in organizations, the leadership style that motivates the productivity and efficiency of the company have been studying through qualitative research methods and descriptive case study to studying the leadership skills of the two managers, observation of reaction in addition to the previous conflict register, the research and observation touched of what was happening, how each one knows the suitable solution to the conflict, how they conflict resolution to satisfy all sides, behaviors of each one during conflict resolution and how to affect to improve the productivity and efficiency of the work.

- **Results and Discussion:**

The study findings revealed that from observations and questionnaire, there is disparate how dealing with resolving conflicts between managers in the same organization, which existed in the original due to the laxity of one manager and the performance of the other (Pacesetting leader) who came up with Thamhain and Wilemon theory and actually began to solve the problems related to the schedule and this was reflected in the timelines of the projects. permanently met projects department to priorities the project according to the deadline for each project, in addition, to meet several subcontractors to negotiate with them and maintain a sustainable pace of their performance. he met with the bank repeatedly, negotiated with them, and update reports that reflect our performance, which

allowed us to extend the repayment period. In contrast (laissez-faire leader) left everything to the employees, and this is a problem that occurred by exploiting some of them using trust wrongly, at the end, he lost his project, which summoned the higher management to transfer of project to another manager.

Finally, and from my personal observation, the leader should follow up periodically, face all conflict, read more to know what is the proper way to negotiate and resolve them, present what is possible for success, give your trust to whoever deserves it and not leave matters to employees without follow-up for avoiding unfortunate consequences.

• References:

- [1] Thamhain, Hans J; Wilemon, David L.Sloan Management Review (pre-1986); Cambridge Vol. 16, Iss. 3, (Spring 1975) 31.
- [2] Patricia I. Fusch , Gene E. Fusch , 2015, Volume 14, Issue 1, Pages 21–39
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- [3] Guangdong Wu , Cong Liu , Xianbo Zhao , Jian Zuo , International Journal of Project Management 35 (2017) 1466–1482
- [4] J. RODNEY TURNER, Lille Graduate School of Management ESC Lille, France , RALF MÜLLER, School of Business and Economics Umeå University, Sweden , JUNE 2005 Project Management Journal , ©2005 by the Project Management Institute , Vol. 36, No. 1, 49-61, ISSN 8756-9728/03
- [5] Olivier Doucet, Jean Poitras and Denis Che^nevert Service d'enseignement de la GRH, HEC Montr al, Montr al, Canada , International Journal of Conflict Management Vol. 20 No. 4, 2009 pp. 340-354 q Emerald Group Publishing Limited .

• Appendices:

