

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 LEADERSHIP COMMUNICATION SKILL ON THE PROJECT

Introduction:

Leadership theories developed over time. Historically, leadership theory developed during the 1930s-1940s, by focusing on leaders' personal traits, such as physical appearance and personalities. The behavioral school of studies, which focused on leadership tasks, developed in the 1940s. The assumption was that leadership may be learned and was not a trait people were born with. The 1960s gave rise to the contingency school, which was concerned with the appropriateness of different leadership styles in different leadership situations by matching the personal characteristics of a leader to the leadership situation. The visionary and charismatic school originated in the 1980s and focused on organizational change, through the development of vision, charisma, respect, and trust.

In general, project manager's skills and roles, the project manager's communication skills, project management leadership communication, communication skills and leadership, the research project and the conclusions and recommendations. Communication, as part of leadership, is essential in executing and managing projects, as well as for communication between the construction project team and stakeholders. The construction project manager therefore needs leadership skills to manage a project effectively.

Leadership:

Studies on leadership styles show that the personality of a leader, the maturity of followers and the needs of the environment determine the leadership style to follow. An effective leader will be able to adapt a style or combination of styles of leadership to suit the circumstances. Any one of the styles might be effective in the right situation. The chosen style of communication will differ from leader to leader and from project to project, but communication with people remains an intrinsic part of leadership.

Leadership can be defined as a style of behavior designed to integrate both the organizational requirements and personal interests in the pursuit of some objectives. Managers have a leadership responsibility. Project managers are often selected or not selected because of their leadership styles.

Leadership styles:

The following leadership styles are selected as generally known styles of leadership in the business management arena. The study does not discuss leadership styles as such, but leadership styles influence the effectiveness of communication and therefore a review of leadership styles is important. The styles may be applied individually, selectively or in combination, depending on different situations.

- **Contingency or situational leadership style**

The contingency or situational leadership style is concerned with the appropriateness of different leadership styles in different leadership situations by matching the personal characteristics of a leader to the leadership situation.

- **Visionary leadership style**

The visionary leadership style is vision orientated and to be effective in respect of the management of a project, the project manager should be an analytical thinker as well as being achievement orientated. With the visionary leadership style, the leader uses the vision to give the life and work of the organization a sense of meaning and purpose but maintains the focus on the vision. This leader enlists others by involving them, listening to them, and clearly communicating with them.

- **Path goal leadership style**

The essence of this theory developed by Robert House is that it is the leader's duty to assist the members in attaining goals and to provide the necessary direction and support to ensure that the team's goals are compatible with the goals of the organization.

- **McGregor's theory X and theory Y style**

McGregor proposed two fundamental approaches to manage people, theory X and theory Y. Theory X assumes that the average person will do all to avoid work and responsibility, and therefore must be directed and forced to work. Theory X as employee-centered or people-orientated. Theory Y assumes that team members enjoy work and will take responsibility for applying and directing the aims of the project. Team members may manage and work independently.

- **Behavioral leadership style**

This style distinguishes between two basic styles of leadership, namely a task-orientated style and a people oriented or relationship style. Achievement, motivation, willingness, and ability to take responsibility, education and experience determine the mixture of the two elements. The success of this leadership style does not depend so much on the style, but rather on the situation in which it is used. The implication of the behavioral leadership style is that in a communication situation, for example where task issues are discussed, relationships must receive ample attention to bring the discussion to a successful conclusion.

- **Action centered leadership style**

This style suggests that the project leader should focus on three responsibilities, namely task, team and individual, acting on the demands of each. A project leader must attend to the task, team and individual responsibilities but should focus on each one at different times to deal with specific needs. In task orientation, the purpose of a team is to complete some work, so the leader needs to maintain focus on the achievement of objectives. Team orientation requires the leader to ensure that the team's collective needs are identified, and group cohesion is maintained. Individual orientation requires the leader to recognize that each member of the group or team will have individual personal needs. It is important that the project manager, through communication, enhance the balance between the needs of the project tasks, the needs of the project team and the needs of the individual.

Project Manager's Skills and Roles:

The project manager performs various roles but needs skills to attend to these roles. These skills include the following: communication skills; interpersonal skills; stress handling skills; problem solving skills; management skills; presentation skills and leadership skills include the ability to inspire or motivate the project team as well as the ability to develop people in such a way that the goals of the project are achieved.

The focuses are on the skills needed by project managers to communicate successfully. The project manager will not achieve anything without communication skills. The leader communication skills, assist the project manager to perform effectively.

Project Management Leadership Communication:

To manage a project effectively three types of communication occur: vertical communication, the up and down flow of communication based on hierarchical relationships; horizontal communication, based on communication with peers; and diagonal communication, the upward relationships with managers and diagonal communication with contractors and/or suppliers or team members of other departments.

Leaders lead through effective communication. Good communication skills enable, foster, and create the understanding and trust necessary to encourage others to follow a leader. Without effective communication, a manager accomplishes little. Without effective communication, a manager is not an effective leader. In fact, being able to communicate effectively is what allows a manager to move to a leadership position.

Communication therefore is a strong force that influences project success. The project leader needs to develop a leadership style that fosters effective and efficient communication with stakeholders.

Communication Skills and Leadership:

Leadership communication consists of layers, expanding skills from core strategy development and effective writing and speaking to using these skills in more complex

organizational situations. As a project develops, the project manager will need to improve the core communication skills to become more effective in communication.

As a manager progresses to higher levels in the organization, the more complex communication demands become. The explains of leadership communication as follows:

1. Core communication. All effective communication depends on the core skill at the center of the spiral. These are the more individual skills. Leaders in any organization must master the skills at the core.
2. Managerial communication. Managerial communication capabilities build on the core abilities. It is the capabilities more directly involved in managing others. It is the skills needed to interact with individuals and to manage groups.
3. Corporate communication. Corporate communication involves expansion from the managerial skills to those abilities needed to lead an organization and address a broader community. Communication becomes even more complex when managers move into a position where they need to think about the best way to communicate to all internal and external stakeholders.

Conclusion and Recommendations:

The project manager that is trusted by the team and gets the team to work together will communicate successfully. Project team members need to collaborate, share, collate and integrate information and knowledge to realize project objectives. A project manager does not communicate with language only, but also with character, which includes attitude, behavior, and personality.

Allowing team members to take responsibility for their work and sharing the vision with team members will enhance the formal flow of information in all directions, namely upward, downward, horizontal, diagonal, and lateral, resulting in successful feedback. Thus, project managers who allow the team to take responsibility for their work will attain more from team members and communication will be more effective. The results indicated a people-orientated approach towards the management of a project.

This implies that the project manager trusts the team. These characteristics of a construction project manager are the characteristics that will enhance effective communication and form the basis of a leadership style.

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