

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 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-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

Project Leadership Research

1. Introduction

70-90 percent [1] of leaders' time is spent on communications, and interactions. Moreover, a significant amount of project management team time is spent also on communication. Continuous communication, and different expression capability, and background between the project management team (PMT) will lead to conflicts. Conflict is the disagreement between parties due to a variety of reasons. Conflict if managed poorly can affect the project progress greatly preventing achieving the objectives, and requirement. A good leader is a good conflict resolutionist. A good managed conflict will smoothen the relationship among PMT, and can also give birth to new idea, and opportunity. In this research I am going to study the leadership style being used to identify conflicts sources, types, resolution styles, share a case study for discussion, and finally draw our conclusion.

1.1 Case Study Project Brief

My case study revolves around a project in which I was assigned as a deputy project manager. My Project Title is “**Installation and Maintenance of Broadband Wireless Data Link System**”. The Scope of my project covers the installation and maintenance of offshore broadband wireless data link system. The intent of the project is the deployment of offshore and onshore data link by installing a fully integrated, redundant and secured broadband data radio networks with suitable antenna system for Oil and Gas facilities, Rigs and marine vessels. Contractor will be responsible for Design, Supply, Installation, Testing & Commissioning, Training, Support/Service. Moreover, Operations and Maintenance support will be provided by the Contractor who has well experienced workmanship.

Contract period is 45 months, which includes 9 months for design and implementation, and 36 months for the operation and maintenance support of the installed equipment.

Equipment to be installed include Access Point/Base Station (AP/BS) and UTs.

2. Literature Review

Many studies indicated that conflicts can arise from different sources, and reasons. Each should have a set of possible techniques to solve. Jaffar et al. (2011) grouped the causes of conflict in the construction industry in three groups: behavioral, contractual, and technical problems [2]. Evidence shows that unbalanced power and interests of these stakeholders can promote conflicts [3]. Whereas in my project sources of conflicts were identified as PMT unclear responsibility demarcation, and Project team structure.

3. Methodology

In this part, I will explain the method used to identify conflicts sources, and tools to evaluate the effectiveness of the used conflict resolution styles. Effective communication during project update meetings, was used to identify conflicts if any since verbally, or paralingual individuals express their dissatisfaction, and one to one meeting can identify the source. Conflicts can if managed poorly disrupt the project. Therefore, good team performance upon applying the resolution style is a measure of its effectiveness, and success.

4. Results and Discussion

During various project meetings, especially the project update meetings, some project activities were lagging the schedule. Moreover, new scope was identified which was not accounted for in the planning stage. Above was unacceptable and in-charge engineer showed dissatisfaction when blamed, and discussions among PMT started to create a negative atmosphere. A follow-up one to one meeting was held with the PM, and it was discovered that his role description was general and vague, and he felt that schedule delay was other members responsibility. The project team structure played a role as well, since the blamed engineer was dedicated to the project and under direct supervision of the PM, whereas the other members were from different departments, and assigned to the project as a supporting role. Therefore, firstly, we started by creating the RACI matrix, in which each PMT member has a clear responsibility level to each milestone/work package. RACI is an acronym for responsible, accountable, consulted, and informed.

Moreover, a session was held between the disagreeing engineers and resulted in a collaborative solution, in which they were requested by the PM to work on identifying the responsible parties for future works and request for additional manpower if needed.

Work package	Project sponsor	Business analyst	Project manager	Technical Engineer	Application Engineer
Package A	I	C	A	C	R
Package B	I	I	A	C	R
Package C	I	I	A	R	C
Package D	I	C	A	R	C

Secondly, a change to the organizational chart was applied in which we added core team members as dedicated to the project during its Lifecycle. Moreover, a proposal for the same was suggested to company management to adopt for all projects. The leader displayed a participative leadership style, in which he encouraged PMT to discuss and reach an acceptable solution rather than imposing one. This was found to be effective, appropriate, and resulted in compensating for the schedule delay and team productivity and share of information also increased.

5. Conclusion

Conflicts are a natural part of every project. Conflict resolution is a key skill for successful project managers (Leaders). The method utilized to identify conflicts was project update meetings, in which members show dissatisfaction verbally or paralingually. sources of conflicts were identified as PMT unclear responsibility demarcation, and Project team structure. Resolution style used was a collaboration solution emerged from the disagreeing members meeting, and the development of RACI matrix to identify responsible member per work package. Moreover, a proposal was submitted to company

management to change project organizational chart to add more dedicated members. The leader displayed a participative leadership style, in which he encouraged PMT to discuss and reach an acceptable solution rather than imposing one. This was found to be effective, appropriate, and resulted in compensating for the schedule delay and team productivity and share of information also increased.

6. References

- [1] (Mintzberg, 1973; Eccles & Nohria, 1991)
- [2] Jaffar et al. (2011)
- [3] Leung et al., 2013