

Everyone's Smart University

Project(Spring 2021)

Student Name	Hanan Saud ALqahtani	اسم الطالب
Students I.D	2021202665	الرقم الجامعي

Section
Master

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PROJECT LEADERSHIP

Instructions:

- ☐ اخر موعد للتسليم هو يوم الخميس 2021-05-20 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-Kilman 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

Impact of leadership skills on project success

Introduction:

The best leader is the one people hardly imagine. If the people obey and praise him, the leader will not be distinguished; When people hate it, it's the worst. And when people are leaders, someone who speaks only a little when he speaks, then he is the best leader. The work is complete, and its goal achieved, they will all say that we did it ourselves. Leadership is a personality with the required enthusiasm and a strong desire to achieve objective, and the leader is one of those people who can gather people and direct them to achieve these objectives; or it is the art of treating human nature or influencing human behavior. Art can guarantee their obedience, trust, respect, and cooperation, which means art Management is not the art of management.

Research problem:

Officials are divided about the feasibility of practical application of leadership styles, and it is known that when the organization becomes high performing, the organization will negotiate the level of performance until it reaches the level of excellence, because some believe that there is a waste of time, energy and useless leadership styles because it is basically based on complete freedom of action. Subordinates, like chaotic leadership, because the leader is entrusted with the responsibility of completing the work of subordinates. On this basis, the current research aims to solve two-dimensional problems, the first being theoretical and the last practical, and the characteristics of the problem are reflected in the following questions:

- What is the best leadership style that contributes to the success of the project?
- What is the relationship between leadership style and the use of motivation theory?

Research objectives:

- Understand the nature of leadership styles that contribute to project success.
- Understand the nature of the capabilities present in the organization that help leaders manage successfully.
- Diagnose the differences in leadership styles and the negative effects of each leadership style to follow the less harmful model.
- Define the role of leadership style in all aspects of the organization.

✚ **Research importance:**

- Provide a theoretical framework to help clarify knowledge trends and future research frameworks related to the topic.
- Changes in the role of leadership styles in developing the capabilities of employees and motivating them within the work organization.

✚ **Previous studies**

Boufras Abdelrahman 2008 study: Entitled Psychological Characteristics and Leadership Skills for Secondary Directors - Studying difficulties and obstacles and diagnosing training needs, Master's letter, Department of Psychology and Education Sciences, University of Oran, her problem was: Are the criteria adopted in selecting and selecting secondary school principals appropriate to the nature of the leadership position? So that the method of the study was the descriptive and analytical method, Among the most important results of the study: The criteria adopted in selecting and selecting managers are not appropriate to the nature of the leadership position of directors of secondary education institutions, managers of secondary education institutions do not possess the sufficient psychological characteristics necessary for educational leadership. The current training programs do not respond to the needs of managers and their leadership requirements.

Styles of administrative leadership and the use of motivation theory

Style It is the leader's repeated behavior during his daily administrative and other activities. A leader can take a certain Style in his leadership style because of his experience, hence, the Style that defines him can be seen as his behavior as seen by others with whom he works.

Leadership Style: Method adopted by the leader in achieving the objectives of the organization and directing all its activities.

The leadership style, like any form of human behavior, has two optional administrative dimensions that depend on the individual's vision, convictions, and personal capacity in dealing with different situations, on the one hand, and after representing a set of personal characteristics, characteristics, attitudes, values and abilities, which are an important determinant in dealing with these situations on the other hand, indeed, it can

be said that this Style is determined by the leader's biological genetic factors as well as environmental and situational factors⁽¹⁾.

Most important leadership styles are:

- **Autocratic leadership style**

It is authoritarian or authoritarian leadership, and this style of leadership revolves around one axis, which is the subjection of all matters in the organization to the authority of the leader who leads the organization in the concept of presidency, thus monopolizing the authority to make decisions and identify problems, submits solutions to it on his own, informs the subordinates of his orders and they have to listen and obey without giving any opportunity for discussion, and he uses the method of negative motivation based on intimidation and threats.

This mode of leadership is used to assume that the person is lazy by nature tends to the top of the work and evading responsibility for submission and dependence on others and make him work for fear of punishment and punishment and not out of love for responsibility, so he needs careful follow-up and direct supervision from his boss to make sure that the requirements are fulfilled. His job. **Management scholars have developed such as: MacrYogor, Likert has many justifications for using this method of management:**

- Some people only benefit with the assertiveness method that harmonizes between the objectives of the individual and the objectives of the organization.
- Achieving objectives requires a management leader who is strict and assertive at the same time.
- It is not possible to accept all opinions that the intensity method cannot be rejected nor can it be rejected as well as regarding the soft method, and thus they are combined forms tripping the leader of his authority and making it a form without content.

Forms of Autocratic Leadership

(¹) Dina Manaf Mohamed, Leadership Styles and Their Role in Development, Workers' Skills, An Exploratory Study of Opinions, A Sample of Department Leaders and Workers in Nineveh Electricity Network Directorate, Higher Diploma, University of Mosul, Iraq, 2012, p. 5.

- **Hardline Autocratic Leader:** Who singles out the affairs of organization, and gives strict orders to subordinates, and it always tries to expand his powers and powers to get everything under control.
- **Benevolent autocratic leader:** Which tries to use many techniques associated with positive leadership it uses good technique and a little punishment to ensure the loyalty of subordinates to implement his decisions and achieve the negative reactions that may appear between them.
- **Rare or tactful autocratic leader:** One whose subordinates think that they can participate in decision-making in the meetings and meetings it holds with them, and that parts of working with him allow them freedom to compete. And express opinion, but afterwards he is alone in making decisions.

Negative effects of using this pattern include:

- Workers resort to permanent dependence on the leader.
- Destruction of the morale of subordinates.
- Ending the initiative and creativity of subordinates, issuing instructions and orders in detail, and demanding that they be implemented with their fullness, does not allow subordinates the opportunity to practice their creativity and innovation skills, and the display of talents, which creates a state of anxiety and psychological distress for them, which negatively affects their performance.
- Loss of ways of understanding between the leader and subordinates.
- State of tension and psychological turmoil among subordinates who fear punishment for them. Finally, the result of this pattern is the creation of a state of frustration and psychological burnout among the subordinates, which entails serious risks threatening the individual and the organization together.

- **Democratic leadership style**

This leadership style is based on three pillars: Human relations, participation and delegation of authority, Democratic leadership depends mainly on healthy human relations between the leader and his subordinates, which is based on satisfying their needs, creating cooperation among them, and solving their problems. Democratic leadership produces methods of persuasion and considering the feelings, and dignities of individuals.

Democratic leadership is based on trust in subordinates and benefiting from their opinions, their ideas of supporting their business planning and providing an atmosphere of openness and free response with workers and democratic leadership are based on supporting the policies in which the organization operates, and providing the opportunity for their initiative in planning their work and democratic leadership leads to raising the morale of workers, doubling the productive capacity, encouraging initiative, creativity and innovation, and achieving harmony and integration. Between employees and the democratic leader who is not bossy in his work but interacts through holding meetings and conducting dialogue and discussions, informs his subordinates of the problems facing the organization and allows them to exchange ideas and suggestions to solve those problems and participates in his subordinates in decision-making. The democratic leader enjoys the satisfaction of the subordinates of his leadership in his endeavor to co-opt them to share the responsibility in making decisions as a member of the group he leads.

Management scholars such as: "Mayo, Maslow, Macrijos" have put forth some justifications and assumptions that led to

Emergence of this style of leadership is:

A - Human needs are what motivate individuals to work, and not the style of distress.

B - Industrial Revolution stripped labor of its value and meaning, neglect of the human element followed, which necessitated being flexible in dealing with it.

D - Individual's response to social pressures is more than that imposed by the militant leader.

Forms of Democratic Leadership

There are five models of democratic leader behavior:

- A leader who allows a minimal amount of freedom for subordinates to participate in decision-making by presenting the problem facing him in front of the subordinates to participate in finding solutions to it, then he chooses the solution that he deems appropriate.
- Leader who identifies the problem and delineates the boundaries of decision making, it delegates to his subordinates decision-making authority within those limits.

- Leader who makes the decision himself, but he is keen to discuss the decision that he will implement, and if he faces the dissatisfaction of his subordinates, he works to amend it.
- Leader who leaves to his subordinates the decision-making process that they agree to it, in turn, approves of any decision made by the subordinates.
- leader who gives his subordinates a greater opportunity to participate in decision-making and in the methods of implementing it.

Researcher does not see any negative aspects of this type of management although it was one of the best types of administrations that were applied in the private enterprise it was the reason for its success and overcoming many obstacles and working in an atmosphere of participation among all the employees of the institution.

Chaotic leadership style

It is also called "free leadership", "undirected", "loose" and "permissive" this style of leadership is based on giving the individual complete freedom to do whatever he wants and in it, the commander concedes to his subordinates and does not affect them, the use of this style of leadership goes back to the period in which the free curriculum prevailed, a method for directing the efforts and activities of individuals. That the use of this method did not reach the point of making it a constant method.

Forms of chaotic leadership:

- Leader's tendency to give the greatest amount of freedom to his subordinates to practice their activities. Issue decisions and follow the procedures they deem appropriate to accomplish the work.
- Leader's tendency to delegate authority to his subordinates and assign duties to them in a general, non-specific manner, and to develop solutions to problems.
- leader who follows the free style believes that general instructions allow subordinates the opportunity to rely on himself, it gains him experience in taking responsibility by making the right decisions and evaluating results.
- Leader's adherence to an open-door policy in communications leader who follows the free leadership style believes that the freedom style of management will not be feasible unless he makes his door open to his subordinate for them to

facilitate their contact with him to clarify the opinions and ideas that they must understand or are difficult for them to solve. The leader here leaves the subordinates the freedom to act considering their practice and experience at work.

Leadership styles and their role in employee competencies development

Leadership is a very important topic in the life of organizations.

Wherever these groups are found, they look to the leader therefore, the leadership enjoys the interest of all societies that work to develop the competencies of workers that need human resources with intellectual competence, as well as adopting strategies and methods to develop support for these competencies and capabilities.

Motivation theories

First - Classical theory:

Classic theory of Frederick Taylor: Taylor focused on the importance of material incentives and that money is the basic motivation of the individual in institutions and that the individual by his nature always seeks to increase his wages, and in implementation of this trend, the wage must be linked to the productivity of work, meaning that the more a person increases in his productivity, the more his wage increases. Taylor suggested that the work be broken down into small parts and then study these parts to find the best way and implement it.

Finally, these parts merge again effectively. This process was called "Study of motion to do and time".

Motivation theories:

Douglas McGregor: This theory focuses less on the needs of workers. More on the nature of managerial behavior, theory y and X, these two theories assume that the boss's views of his employees will strongly influence the way he seeks to motivate them, MacGregor developed two theories based on his studies and called them Theory X and Theory Y.

Table illustrating the theory x and y by Douglas MacGregor.

Theory X	Theory Y
1 / Individual hates work.	1 / Individual likes to work
2 / There is a need for direct control of the close.	2 / Exercising self-censorship.
3 / Individual avoids responsibility.	3/ Individual seeks to assume responsibility.
4 / It is preferred to go through others.	4 / Self-guidance is preferred.
5 / Has little ambition.	5 / High ambitions and sign for innovation.
6 / It is driven to work because of material or economic incentives.	6 / It is mainly driven by work because of moral incentives.
7 / Exact job specialization is preferred.	7 / Desire's job enrichment.

Human Relations Systems Theory: This theory came as a reaction to the classical theory that focused on production and largely neglected aspects of relations, where the theory directed its attention to the human element and the relationships of individuals with their superiors and workers within the institution.

This theory explains that the worker has needs and motives that are not limited to only the physical needs and the safety needs.

But there are psychological and social needs of workers, the most important of which is self-respect, and the influence of the self and respect for others, so the incentives provided by the management should not be limited to the material incentives but go beyond 'to the moral incentives.

Elton Mayo's theory: Elton Mayo was considered one of the first pioneers of this school, and he and others conducted several experiments called Hawthorne Experiments, which is the name of the factory in which the experiments were conducted, researchers concluded from these experiments that the reason for the increase in productivity is not changes in the work environment, but rather in the way

workers are managed, greater the social spirit among the workers, the greater their production.

Maslow's theory: It divides human needs according to their importance into five basic needs:

- 1) **Physiological needs:** It relates to the basic needs necessary for living such as food and shelter.
- 2) **Security needs:** It includes the individual's need for safety, protection, and security in the events of his daily and physical life associated with relationships.
- 3) **Social needs:** It is related to social behaviors that it is based on the individual's desire to be accepted as a member of the institution, and it includes the desire for love and affection.
- 4) **Self-esteem needs:** It is related to the individual's need for respect, appreciation and social standing and includes a sense of self-efficacy.
- 5) **Self-realization needs:** Linked to the individual's desire to realize himself and reach the role of his potential by developing and using his capabilities and making use of them with the utmost creativity. And where this theory says, the manager or leader must be able to identify and understand the needs of his employees to understand the appropriate way to motivate them and then be able to guide them behaviorally.

Herzberg factors: Frederick Herzberg built his theory on the results of empirical research and identified two groups of factors:

Motivating factors specific to the work itself "motivational factors "and the associated growth opportunities, progress, upgrading, responsibility.

Factors related to safety of the work environment "protective factors "It is the one that has a positive effect as it is saturated with the level of satisfaction, and it is related to the environment in which the worker works more than focusing on the work itself. It includes the institution's policies, salaries, job security, working conditions, interpersonal relations

Herzberg believes that his theory fits all job levels calls for managers 'attention to the need to pay attention to the factors related to the work itself, given that what motivates

the employee's enthusiasm is his performance of serious work that matches his abilities and achieves his ambitions and raises interests and challenges.

Results and discussion description

Through our study of the application of more than one type of management style within our own organization, we have concluded that administrative leadership in general constitutes the main focus of activities and business in organizations of all kinds, to find out the foundations on which administrative leaders rely to positively influence the behavior of individuals and coordinate their efforts and direct them to achieve the objectives of the organization, and that is through personal persuasion instead of authority. However, studies differed in determining the sources of leadership influence, as some attributed them to traits that some individuals possess or to the behaviors and behaviors of administrative leaders to influence others. While there are those who attributed it to the extent of the leaders' ability to adapt to the situations they face while leading the situations, also, the results that we concluded in this research gave us a comprehensive picture of managerial leadership in terms of its concept, elements and interpretation in addition to the features that must be available in administrative leaders to influence their subordinates towards achieving the objective of the institution, and the influence of leadership styles on the success of the organization in different ways, which can be illustrated in the following table.

Comparisons between leadership styles

Autocracy (directed)	Democrat (participant)	Free Leadership (easygoing)
All policies are decided by the principal	It was decided by the leader's approval	Total freedom of the individual group to make decision with limited participation of the leader
Stages of events, their methods are limited every time or for each issue by the manager, so the future stages are not	In the discussions, the main stages of the university's goals and the methods it needs are determined, and the leader suggests more	The leader equips various tools, making it clear that he is providing information when requested and not taking any other role in business

very clear	than one alternative	discussions
Manager usually defines an individual's work, tasks, and teamwork	Members are free to choose whom to work with, and the division of labor is left to the group	Leader does not interfere in deciding assignments and work buddies
Leader is self-inclined to compliment or criticize members' work and reserve when the group shows an active willingness to participate	Leader is objective or rational, realistic in praise and criticism, and tries to be an organized member of his spirit without doing much at work.	Rare participation in activities unless he asks for it and does not try to compliment or organize during events

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