

Everyone's Smart University

Project (Spring 2021)

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Section	Date	Course Code
Master	Thursday 18 / 03 / 2021.	(PMG511)

PROJECT LEADERSHIP

Instructions:

- ☐ اخر موعد للتسليم هو يوم الخميس 2021-05-20 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 المشروع. 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 المجالات 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

Autocratic Leadership Style

Interdiction

The literature review is on autocratic leadership style as obstacle to success in academic libraries. And other institutions where it is practiced. Leaders in institutions of higher education have been observed to be exhibiting autocratic leadership style. This review is geared towards reminding Chief Librarians that autocratic leadership style, no matter the color it is painted remains a leadership style that is greatly not wanted by the led in the libraries. Most times, positive work attitude is not exhibited by staff. Leaders have been for the most part ignoring staff by following outmoded set of principles about them for the reason that it adhered to Theory X when actually. Most staff could be closer to the Theory Y set of principles. In this review, the many definitions put forward by researchers were highlighted and discussed. The pros and cons of using autocratic leadership style were also noted. It was concluded that autocratic leadership style prevents the use of creative ideas to problem solving; therefore, leaders should learn to exercise restraint in the use of the style in the running of their institutions. Chief librarians are the pivots around which all major and important academic library functions revolve. This means that the approach they adopt in directing, guiding and controlling the staff under them, could determine the pace of progress in their libraries. As leaders, they place themselves before the group as they facilitate progress and inspire staff to accomplish library goals. Northouse (2015) quoted Harry S. Truman, 33rd President of the United States who once said, "A leader is a man who can persuade people to do what they do not want to do, or do what they are too lazy to do". Leadership process involves influencing of staff and directed towards goal attainment. It is the influencing of the actions, attitude, feelings and goals of a subordinate in a social system by a leader with the willing and ready cooperation of the subordinate being influenced. While influencing staff, certain leadership styles are exhibited. Eze (2011) defined leadership styles as the total pattern of a leader's actions, as

perceived by the leader's staff. Adeyemi and Adu (2011) on their part further asserted that leadership style is the characteristic way in which a leader relates with his staff and handles the tasks before the group. A Theory X leader typically exhibits autocratic leadership style and permits little, if any, staff involvement in decisions (Shahzad, Rehman & Abbas, 2010). They over and over again require staff to discuss in addition to involving them in resolution making when in actual fact, commitment have been made for a line of action. Leaders in this category call for staff meetings with a view to answering questions and making announcements. Under this atmosphere, staff may likely not be committed, resulting to poor motivation, low morale and resistance to set goals. The library, whether public, private, or academic, usually has defined objectives for optimal information delivery. An integral, yet often invisible part of this information delivery, could be the guiding models of leadership. Allner (2008) and Ifidon (2006) noted that leadership in libraries had been bedeviled with the challenge of micromanagement and inadequate use of delegation of authority. The inability of leaders to effectively delegate responsibility and overindulgence on autocratic leadership style or pattern may lead to organizational failure. This may also be as a result of management's inability to effectively plan, organize and control.

Literature Review

According to Ardichvili and Kuchenke (2010) and Egwunyenga (2010), an autocratic leader never allows staff decisions, and the leader is usually very far from staff. It is a leadership that is imposed on an organization and it is sometimes referred to as coercive leadership (Baughman, 2008). Decision making is done by autocratic leaders; however, inputs from staff may be sought in the process, but hardly taken into consideration. This is because they are benevolent autocrats. Autocratic leadership style opined Maqsood, Bilal and Baig (2013) is known for individual control over all decisions and little input from staff. Typically, autocratic leaderships make choices based on their own ideas and judgments and rarely accept advice from followers. Autocratic leadership employs absolute, authoritarian control over staff. Some features of autocratic

leadership as observed by Leadership Styles (2015) include little or no input from group members; leaders make the decisions; group leaders dictate all the work methods; group members are rarely trusted with decisions or important tasks. Autocratic leadership could be beneficial in some instances, such as when decisions need to be made quickly without consulting with a large group of people. Nothing meaningful can be effectively achieved when a certain type of leadership style is used. However, Maqsood, Bilal and Baig (2013) argued that during military conflicts, group members may actually prefer an autocratic style. This style allows staff to focus on performing specific tasks without worrying about making complex decisions and to become highly skilled at performing certain duties, which can be beneficial to the organization.

(Cherry, 2015). In the literature, there are reported cases that autocratic leaders rely on threats and punishment to influence staff; do not trust staff or allow for their input in decision making. The autocratic style of leadership according to Gosnos and Gallo (2013) is characterized by staff not participating in decision-making process; all decisions are made without the agreement of the staff and they as well control “with iron hand”. In addition, they are uncompromising, and most times refuse to explain their behavior. Leaders often disregard previous agreement with staff. They define tasks and methods and do not care about staff's decisions and initiative. This informed Ovarhe's (2016) assertion that leadership position is supposed to be a shared responsibility which no one should lay claim to within an organization. The autocratic style is also characterized by implementing the will of a leader, without taking into consideration the opinion of staff. Autocratic leaders decide alone, give orders to staff and expect them to carry them out, based on unilateral, top-down communication. In order to motivate, leaders use their position to decide on the appropriate remuneration. Some people tend to think of this style as a sort of command and control thing, using demeaning language, leading by threats and abusing their influence or authority. This is not the authoritarian style, rather it is an abusive, unprofessional style called “bossing people around Clark (2015).” It

has no place in a leader's repertoire. The authoritarian style should normally only be used on rare occasions. Eze (2011) and Maqsood, Bilal and Baig (2013) indicated that if you do not want to gain more commitment and motivation from your staff, then you should use autocratic style. Not a single leader wants it that way! Authoritarian leadership is best applied to situations where there is little time for group decision making or where the leader is the most knowledgeable member of the group. An autocratic leader dictates tasks and timelines to staff and imparts a strong focus on an objective hence Leadership for Communities (2015) acknowledged that the style could be especially functional for a team with inexperienced and/or unskilled members. A satisfied worker shows positive work attitude and an unsatisfied worker arising from the use of autocratic leadership style is an unnecessary addition to his or her institution's problems (Allner, 2008; Azuh, 2015, Egwenyenga, 2010; Long, 2008). Egwenyenga and Long asserted that although autocratic leaders' emphasis is on high productivity, it often breeds counterforces of antagonism and restriction of output. Frequently, it could result in hostile attitudes, a suppression of conflict, distorted and guarded communications, high labor turnover and absenteeism, low productivity and work quality. This leadership tends to produce dependent and uncreative staff that are afraid to seek responsibility. The reverse is the case when a leader concern and do the accepted thing with respect to staff priority, they completely win staff over. When that happens, according to Godfrey and Uwaje (2016), there is no limit to what the staff can do to ensure the leader's success. In certain situation, autocratic style could be the best approach but Leadership Styles (2015) asserted that autocratic leadership style should not be used when staff becomes tense, fearful, or resentful; expect to have their opinions heard; there is low staff morale, high turnover and absenteeism and work stoppage. Also, some of the appropriate conditions to use it are when you have all the information to solve the problem, you are short on time, and your staff are well motivated. The situations upon which the style could be used opined Cherry (2018) could include new, untrained staff who don't know which tasks to perform or which procedures to follow and effective supervision can be provided only through

detailed instructions. Others are when staff do not respond to any other leadership style, there are high-volume production needs on a daily basis and there is limited time in which to make a decision.

Research problem and justification:

- For organizations that include business entities to attain effectively and efficiently their
- formulated goals, gaining competitive advantages, sustainability, efficiency, consumer
- satisfaction, and enhancing their bottom line, the fundamental elements is leadership approach
- and employee motivations. Failure in any of these concepts for instance low employee's
- motivation will ultimately lead to low input (effort and time) and consequently poor services and
- product quality and efficiency in resource usage. As such, holds that leadership style integrate by
- a given organization have significantly implication on respective employee outcome has it .
- influenced their driving forces at workplace. Therefore, this research is based on impacts of leadership style on employee's motivation

Implication of the Review

This review is based on Douglas McGregor (1957) Theory X and Theory Y reasoning. McGregor (1957) noted that a leader's belief system influences organizational decisions. What leaders do or do not do, either in decision making or in using other management principles, all are linked to the leader's belief system. Theory X according to McGregor states that.

- An average worker does not want to work
- And will avoid work if he can
- so, must be forced to work using threat and punishment. While Theory Y on the other

hand states that:

- for the most part, staff are not lazy
- staff enjoy working and to seek responsibility
- a good number of staff are creative and imaginative
- the majority of staff not showing interest in their workplace is as a result of managements' inability to provide suitable and enabling working environment. The relationship of the theory to this review is that Theory Y implies a more human and supportive approach to managing staff. McGregor's argument was that management has been for the most part ignoring staff by sticking to outmoded set of assumptions about them because it adhered to theory X when actually most staff could be closer to the theory Y set of assumptions. A number of staff may have theory Y potential for growth; therefore, management's role is to provide an enabling environment in which the potential of staff could be released at work. With these assumptions, leadership role is to develop the potentials in staff and help them release that potential towards common objectives.

Employee motivation

Presently, numerous studies have been conducted on employee motivation, it influences on organizational and personal performance, different approaches that can be implemented by leaders to enhance employee output, and influence leaders on employee commitment and performance. Theoretically, employee motivation measures the commitment, creativity, and energy individuals bring into given tasks. Irrespective of organizational size or industry, employee motivation can have an incremental influence growth and performance of an organization. According to Lazaroiu (2015), lack of workforce motivation can be harmful causing such problems as complacency, disinterest, and widespread discouragement. Studies have demonstrated that employees perceive their contribution and performance in the form of long term effect exert to an organization and making a difference. Taking into consideration individual views leading to positive results give a feeling of accomplishment and valuable (Yahaya, and Ebrahim, 2016; Northouse, 2018).

Conclusion

Autocratic leadership style prevents the use of creative ideas to problem solving. Therefore, leaders should learn to exercise restraint in the use of the style in the running of their institutions. Autocratic style could sometimes be a good method to achieve success in a workplace situation. It does not completely make institutions to malfunction. The representation of autocratic leadership style just presented has been an extreme one. Actually, the style has its shortcomings and numerous advantages. In short, autocratic leadership could lead to higher productivity but in the long-run, lack of initiative and institutional squabble are common. The increase in productivity experienced in an autocratic situation is as a result of the leader's use of performance recognition and sanction. The utilizing of autocratic leadership style in the workplace according to some scholars was used to construct vast railroad systems, operated giant steel mills as well as produced the vibrant industrial progress that made the United States of America famous.

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Leadership Style and Employee Motivation: A Study of Saudi Arabian Work Environment

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