

Everyone's Smart University

Project (Spring 2021)

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Section

Thursday

Master

Date

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Course Code

(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 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 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

Introduction:

It is very normal to come across conflicts and disagreements between individuals and their points of view while working on a project. However, it is important to utilize conflict management to resolve misunderstandings and keep the project going smoothly. Leadership plays a vital role in conflict management and the successful completion of a project. The position of the leader in dispute resolution has a great impact on how to handle a conflicting situation in the organization or workplace. The project leader or team manager can construct groups that fit well together.

The main aim of this report is to talk about conflict resolution and how the Thomas-Kilmann conflict mode instrument helps resolve conflict during project development. Moreover, the objective of this research is to discuss the importance of leadership and the appropriate leadership style in managing disagreements and clashes of interests among individuals for the success of the project. For this purpose, we will review the past literature to see how the Thomas Liman Instrument proved to be helpful in conflict resolution and the effects the instrument has on project development or success.

Literature review:

Conflict settlement is the formal (formal) or informal (unstructured) mechanism that is used by one individual or more groups to settle at a common point for their conflict or to reach a negotiated resolution for their problems (Shonk, 2020). Clash resolution is the leader's ability that is necessary to utilize, build, and promote a healthy working environment (Smiley, 2021). Project managers should provide awareness and can prioritize increased training and learning towards conflict resolution skills.

Project managers utilize the Thomas-Kilmann Conflict Mode Instrument for identification and appreciation of their conflict resolution styles. This model also assists team leaders to determine the most suitable resolution mode for each specific conflicting state (Smiley,

2021). The evaluation takes only about 15 minutes to complete and delivers guidance on an individual's ability to use five different conflict-handling modes effectively.

Among the five TKI conflict-handling modes (that are avoiding, accommodating, competing, collaborating, and compromising), collaborating mode is found to be the best mode of TKI for conflict handling because it entails partnering or teaming up with the other side to fulfill any objectives and showing how a leader goes through or breaks away from the "win-lose" mentality to pursue the "win-win." This approach is found to be useful and effective in situations that are dynamic and where the team leaders need to plan or come up with a new approach for handling conflict. (Meier, 2011).

Leaders should be able to use all five conflict-handling modes and should not rely on one mode at periods of conflict. Leaders must be able to respond to various crisis conditions and understand which form of conflict-handling mode is better suited to the scenario at hand (Smiley, 2020). Utilizing these modes will result in either positive or negative resolutions, and today's leaders must learn how to use them efficiently.

The research was done to investigate the interaction between transformational leadership and dispute resolution. By dispute resolution, researchers examined the influence of transformational leadership style on team collaboration, coordination, and project success. They discovered that leaders who use transformational leadership styles and utilize dispute resolution techniques influence their groups or teams to openly express their grievance and differences, build stronger personalities, and hammer or find out approaches that mutually benefit the project team (Altmäe & Toomet, 2013).

Project managers and leaders used TKI to resolve conflicts and transition management, improve contact, enhance leadership growth, increase job satisfaction and happiness, efficiency, reliability, control stress, create a team, and negotiate knowledge development (Miller, 2020). Thomas Kilmann identifies two different dimensions when we are deciding on a certain plan of action in a conflict or crisis and these dimensions are assertiveness, which is the quality or degree of being self-assured and optimistic without being offensive, and cooperativeness, which is the degree or personality trait that refers to how

cooperative a person is in their interactions with others, as compared to being hostile or aggressively self-centered (Ian, 2012).

Qadir (2020) utilized the Thomas Kilmann Instrument Mode framework of conflict resolution in his research. He discovered this model to be a valuable thought in interpreting applicable clash management approach/style to a given situation that is based on particular self-reported expectations of project managers rather than actual conflict behavior evaluated by others in their critical work (Qadir, 2020).

There are some limitations to using this model. Many people are dissatisfied with the Thomas Kilmann Conflict Mode Instrument. It was found that Thomas Kilmann's forced option question style irritates the majority of participants. Test-takers are faced with two dispute resolution scenarios and must choose one of them (Kreybill, 2021)

Methodology:

The research for finding an effective leadership style and conflict resolution in project development was done using reliable resources from the Internet. We have used the Internet and Google as the primary source for reliable data collection. Moreover, we have reviewed the past literature to discover about Thomas Kilmann Instrument Mode Framework for conflict resolution. Additionally, the investigation was carried out using e-resources from readily available websites. I have studied and reviewed journal papers and research articles from Sage Publications, Google Scholar, and Research Gate. Also, books from Academia were studied to obtain knowledge. The investigation was done while keeping in mind the leadership perspective of project managers during conflicting situations and how their leadership styles are important in project success.

Results and Discussion:

After reviewing past literature, it is clear that leadership has a significant part in project success and conflict management. Furthermore, many investigations have revealed that the Thomas Kilmann conflict model is effective in managing disagreement as it tells individuals to understand how common conflict-handling styles impact personal and

group relationships. Furthermore, research has shown that if a project manager employs dispute management and negotiation tactics, he or she will gain greater success and maintain a positive work atmosphere through project progress.

According to the findings, transformational leadership style is the most appropriate style in handling disagreement because transformational leaders admire each team member's autonomy and creativity. The team leader includes participants in decision-making and encourages innovative thinking. They challenge stereotypes and foster an atmosphere conducive to healthy conflict. We have also observed that in Thomas Kilmann Conflict Model, collaborating technique is best to have a win-win situation. The coordinating approach aims to ensure the satisfaction of all parties.

References

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