

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

Leadership and Embracing Accountability (RASCI)

Introduction

The process of leading a group and influencing that group to achieve its goals. Leadership requires the development of specific and unique soft skills along with the more typical hard skills that were listed in your job description. (Soft skills are key traits that often apply to communication, decision making, leadership abilities, attitude, instincts, and work ethics. [1])

Leadership captures the necessities of having the ability and ready to inspire others. Effective leadership relies upon ideas both original and borrowed that are effectively communicated to others during an approach that engages them enough to act, which the leader desires them to act.

A leader evokes others to act whereas at the same time guiding the way that they act. They need to be attractive, charismatic enough for others to follow their orders and to seek their vision, and they must have the essential thinking skills to understand critical thinking and to put it in best use considering those members and resources at an organization.

Leadership

Leadership is usually concerned about setting a positive example for workers to follow, by being excited about the work, being motivated to find out new things, and serves the entire goal or vision to bring the best in each individual and team activities.

Strong leadership requires clear communication skills. Leaders talk and listen to their team members, answer questions and concerns, and are empathetic. Executives use effective communication skills to move the company forward and reach new levels of success.

True leadership sees wherever the company is headed and plans the steps required to urge there, visualizing what is possible, following trends within the industry, and taking risks to grow the business are all needed of leaders.

Great leaders are optimistic and have positive energy for their team members, sensible leaders are supportive and are actually involved in their team, and concerned for the well-being of others, also leaders notice answers to challenges and reassure and encourage workers once things go awry, and leaders find ways for staff to be as much effective as possible.

Theoretical concepts of leadership

Leadership theories are the explanations of how and why certain people become leaders. They focus on the traits and behaviors that people can adopt to

increase their leadership capabilities. Some of the top traits that leaders say are vital to good leadership include: Strong ethics and high moral standards.[2]

Behavioral theory. The behavioral leadership theory focuses on how leaders behave and assumes that these traits can be copied by other leaders. Sometimes called the style theory.[2]

Contingency theory. The contingency leadership theory, sometimes called situational theory, focuses on the context of a leader.[2]

Great Man theory. The great man theory of leadership, sometimes called the trait theory, suggests that good leaders are born.[2]

Participative theory. Participative leadership is not as common in the corporate world. Sometimes called democratic leadership, this leadership theory suggests that employees be directly involved in decision making in their organization.[2]

Transformational Leadership

The leadership frameworks discussed so far are all useful in different situations, however, in business, "transformational leadership " is often the most effective style to use. (This was first published in 1978, and was then further developed in 1985.) [3]

Transformational

leaders inspire their team members because they expect the best from everyone, and they hold themselves accountable for their actions. They set clear goals, and they have good conflict-resolution skills . This leads to high productivity and engagement. [3]

Transactional Leadership

This style starts with the idea that team members agree to obey their leader when they accept a job. The "transaction" usually involves the organization paying team members in return for their effort and compliance on a short-term task. The leader has a right to "punish" team members if their work doesn't meet an appropriate standard. [3]

Transactional leadership

is present in many business leadership situations, and it does offer some benefits. For example, it clarifies everyone's roles and responsibilities. And, because transactional leadership judges team members on performance, people who are ambitious or who are motivated by external rewards – including compensation – often thrive. [3]

Embracing Accountability (RASCI)

A RACI matrix is that the easiest, only suggests that for outlining and documenting project roles and responsibilities. Knowing specifically who is responsible, who is accountable, who must be consulted, and who must be unbroken knowing at each step can considerably improve your probabilities of project success.

And a RACI matrix is a tool with wide pertinency for any project. For example, project managers use a RACI matrix throughout an ERP implementation for spread of projects, as well as conversion and migration, developing coaching material, and necessities gathering either for an entire implementation project or a particular feature or module.

For example, this matrix I created in advanced project management research which helped me to map out every person who's responsible for each task and what is their role in the task.

Deliverable or Task	Status	ROLES														
		Sponsor	Manal	Joza	Khalid	Faisal	Project Team	Hadeel	abduImuhsen	Nora	ebrahim	Consultant	Aziz	Mona	Nawaf	Sara
		Sponsor / Leadership					Project Team					Other Resources				
Phase 1																
creat project charter		A	R				I									
develop business case		A		R			I									
Phase 2																
build deliverables		C	I				A	R								
creat reports			I				A		R							
Phase 3																
perform change management			I				A	I		R		C				
monitor and report back			I				A	I	R			C				
Phase 4																
creat lessons learned				I			A	R					C			
creat project clousour report				I			A		R							
Insert new rows above this one																

D	Driver	Assists those who are responsible for a task.
R	Responsible	Assigned to complete the task or deliverable.
A	Accountable	Has final decision-making authority and accountability for completion. Only 1 per task.
S	Support	Provides support during implementation.
C	Consulted	An adviser, stakeholder, or subject matter expert who is consulted before a decision or action.
I	Informed	Must be informed after a decision or action.

Leadership and Embracing Accountability (RASCI)

Leaders need their agencies to undertake the RACI tool, and use it widely, due to the fact they agree with that it will streamline decision making and reduce time consumption and clarify for us our tasks and responsibilities.

When leaders create a RACI, they map out each mission and key selection after which assign the jobs for each. There could be doers, approver, decision makers, advisors.

By outlining those obligations, each group is aware of their job, making challenges more logical to overcome and to deal with and get best results, for example, advertising is probably knowledgeable of brand-new characteristic launch, however most effective consulted with regards to the characteristic walkthrough communications. Doing this could keep the group from getting upset or dissatisfied while they are now no longer concerned but aware of every step, they took to reach their common goal.

Leadership and RACI matrix are a good management combination for any project being undertaken by a team.

Methodology

In this research we will use qualitative method

Qualitative research is to see how individuals experience the world. whereas there are several approaches to qualitative research, they tend to be flexible and focus on retaining rich meaning when gathering or selecting data.

Qualitative research is based on the disciplines of social sciences like psychology, sociology, and anthropology. Therefore, the qualitative research methods allow for in-depth and further probing and questioning of respondents based on their responses, where the interviewer/researcher also tries to understand their motivation and feelings. Understanding how your audience takes decisions can help derive conclusions in market research.[4]

As selected sample we have two people working in the same firm both of them are department managers, the first one is using RACI matrix as a way of giving away tasks or a way to get the right members for each task, the second is more classical manager he only give away a task by informing the team member in person to get the job done, in their years working in the firm the first manager proven to be on time and budget and less issues were experienced on the contrary of the second manager who faced some issues reaching higher numbers and accomplishing new targets.

Discussion

if as a team leader you decide to make your team part of the decision in everything, you produce two different issues.

First, team members will begin to feel overwhelmed, that would pressure their psychological feature capability of thinking clearly and participating fully in tasks and generate ideas and work with team members and might low down team's ability to get their work done and hand it over at their deadlines.

But when you introduce RACI as a leader to your team project, you set clear role expectations for everybody and so you articulate what's expected of them. In effect, you are reducing ambiguity, helping the team to have a clear vision and what task should be done at what time, which raise the productivity because the team will actually see their work being implemented Infront of them.

When you are in a position to clearly outline every team member role and match their expectations for the way they assume they are planning to be enclosed beneath the project's parameters, you're providing them a way of certainty, and for the brain, that is a reward, the fog of confusion is lifted, and that they apprehend what they're expected to try and do and they feel they belong.

RACI is simply one in all several tools leaders will use to supply social rewards. These rewards provide large benefits for team members and team performance.

Conclusion

- Leadership is usually concerned about setting a positive example for workers to follow, by being excited about the work, being motivated to find out new things, and serves the entire goal or vision to bring the best in each individual and team activities.
- When leaders create a RACI, they map out each mission and key selection after which assign the jobs for each. There could be doers, approver, decision makers, advisors.
- A lot of leaders proven that using RACI matrix is an effective way and tool to overcome the confusion and the hesitation that could lead the team to be overwhelmed and not sure what comes first and is responsible, but this tool helped in so many ways to organize all tasks and responsibilities.

References

- 1- Project Team Leadership and Communication by Samuel Malachowsky.
- 2- Western governors university
- 3- https://www.mindtools.com/pages/article/newLDR_84.htm