

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 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-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

The impact of motivation skills on project management

1. Introduction: -

Motivation can inspire, encourage, and stimulate individuals and project teams to achieve great accomplishments. Motivation can also create an environment that fosters teamwork and collective initiatives to reach common goals or objectives. The level of motivation an individual and/or team applies to project efforts can affect all aspects of project results, including a direct impact to the triple constraint project success factors (i.e., on time, within budget, high quality, met scope / customer expectations).

Knowing this, it is in the project manager's best interest to understand the demotivation cause in order to drive toward project success through the creation and maintenance of a motivating environment for all members of the team. Stimulating team member performance requires a project manager to harness many different interpersonal skills, including good communication, the ability to train others, make decisions, lead by example, and create a positive, motivational environment by understanding and associating with the key components of motivation.

Unlike most tangible project management functions, motivation is not designated by the project manager to a team member, instead motivation is internal to each team member and derived from a team member's desire to achieve a goal, accomplish a task, or work toward expectations. Motivation can be considered the conduit of ambition applied to the desired accomplishment.



2. Literature review: -

In a complex and dynamic environment, the leader of the organization is used to create the environment in which the employee feels confident and has the power to make decisions in the organization which results in enhancing the level of employee motivation and ultimately improving organizational performance. Smith and Rupp (2003) stated that performance is the role of individual motivation; Organizational strategy, structure and resistance to change, it is an experimental role related to motives in the organization.

Likewise, Luthans and Stajkovic (1999) concluded that the advancement of human resources through rewards, financial incentives and modification of organizational behavior has generated a large volume of debate in the area of human resources and sales performance. According to Orpen (1997),

the better the relationship between mentors and apprentices is in a formal mentoring program, the more trainees will work hard and stick to their organization. Likewise, Malena and Celto (2001) conducted a case study within a single company using the Balance Card (BSC) method and discovered that organizational outcomes would be greater if employees were provided with positive motivation. Process-based goal setting will help provide strategic feedback by allowing actual performance to be evaluated against process-based goals.

Gould's directed behavior and strategic feedback is expected to enhance organizational performance (Chenhall 2005). Koons and Pfaff (2002) do not state an intrinsic reason to fear the effect of undermining extrinsic rewards on intrinsic motivation. Decoene and Bruggeman (2006) in their study developed and elucidated a model of the relationship between strategic alignment, motivation and organizational performance in the context of BSC and found that effective strategic alignment empowers and motivates working executives. Leaders motivate people to follow a participatory design of work in which

they are accountable and bring it together. Make them accountable for their performance.

Aguinis et al. (2013) stated that financial rewards can be a very powerful determinant of employee motivation and achievements which, in turn, can advance large returns in terms of company-wide performance.

Garg and Rastogi (2006) identified key issues of job design research and practices for motivating employee performance and concluded that a dynamic management learning framework is required to enhance employee performance to meet global challenges.

Sunshine and Duchun (2000) realizes that employees have a mind and spirit and strive to find meaning and purpose in their work, and aspire to be a part of society, making their jobs worthwhile and motivating them to perform at a high level through the goal of personal and social development.

3. Methodology: -

This study provides useful managerial implication for employee motivation in an organization. The dimensions are made fit into a model that can benefit organization to enhance their performance; however, the model needs to validate through case study or quantitative study. To study the various issues highlighted in this study related to employee motivation, this study reviews a large body of literature mainly in different journals. Once all the issues have been identified, each issue is used as a keyword to search the relevant literature.

Dimensions of motivation: -

3.1 Training:

Baldwin et al. (1991) indicates that individuals with higher pre-training motivation on the basis of their willingness to attend training have greater learning outcomes as compared to individuals heaving lower pre-training motivation. Training teaches employees how to work and enhance their skills, hence motivate them to achieve the common goal of organization as well as of employee.



3.2 Monetary incentives:

As summarized by Park (2010), monetary incentive acts as a stimulus for greater action and inculcates zeal and enthusiasm toward work, it helps an employee in recognition of achievement. **monetary incentive motivate employees and enhance commitment in work performance**, and psychologically satisfy a person and leads to job satisfaction, and shape the behavior or outlook of subordinate toward work in the organization.

3.3 Job transfer:

Job rotation provides benefits to both workers and management in an organization and **prevents musculoskeletal disorders**, cast out fatigue and increases job satisfaction and morale. As a result, job transfer gives the opportunity to learn multiple skills and outlooks to the workers. **It avoids the dullness caused by monotonous jobs** and simultaneously brings smoothness in technological job with the help of handling different circumstances at different levels and it leads to effective learning of many aspects in the organization.

3.4 Job satisfaction:

A good work environment and good work conditions can increase employee job satisfaction and the employees will try to give their best which can increase the employee work performance.

3.5 Promotion:

Koch and Nafziger (2012) specified that promotions are desirable for most employees, only because they work harder to compensate for their “incompetence.



3.6 Achievement:

Satyawadi and Ghosh (2012), employees are motivated to a greater extent by achievement and selfcontrol. an employee who is achievement motivated seeks achievement,

3.7 Working conditions:

In (2012), Jung and Kim stated that good work environment and good work conditions can increase employee job satisfaction and an employee organizational commitment.

3.8 Appreciation:

A study by Mahazril et al. (2012) organizations had the duty to appreciate the employee from time to time and offer other form of benefits such as payment, which will help in employee motivation.

4. Results and Discussion: -

Authors identified the key motivation techniques from existing literature and linked it through organization performance. These motivation techniques has long been acknowledged as an important personnel work with the potential to improve employee motivation and hence performance, and to deliver management with the control needed to achieve organizational objectives.

Authors made flow of motivation from early career motivation techniques to late career motivation techniques and reached on a conclusion: if employees are provided with right motivation technique at right time, their morale and confidence goes up and had a direct positive impact in individual performance and organizational performance.

most of the motivation dimensions viz. training, monetary incentives, promotion, and working conditions has been met and for reason the efforts made to motivate are bound to succeed. This conclusion is built on the emphasis made by earlier researchers to motivate people, organizations need to first have the baseline in place; in the absence of the baseline, motivation is not possible to achieve.

The study has shown success in intrinsic motivators and extrinsic motivators to improve performance in the organization. The major limitation of this study is that the proposed framework is designed on basis of extensive literature review and so needs to be confirmed using quantitative measures.

5. References:-

- <https://www.pmi.org/learning/library/motivation-increase-project-team-performance-7234>
- https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3701024
- <https://link.springer.com/content/pdf/10.1007/s40196-013-0028-1.pdf>

