

Everyone's Smart University

Project (Spring 2021)

Student Name	Ali Mohamed Yusuf	اسم الطالب
Students I.D	2021200623	الرقم الجامعي

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PROJECT LEADERSHIP

Instructions:

- ☐ اخر 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 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 LEADERSHIP SKILLS ON PROJECT SUCCESS, RELATIONSHIP
BETWEEN LEADERSHIP STYLE AND COMMUNICATIONS APPROACH:
CASE OF SMALL AND MEDIUM-SIZED CONSTRUCTION COMPANIES.**

ALI MOHAMED YUSUF

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1.1 Introduction.

Leadership is the process by which an individual mobilizes people and resources to achieve a goal. It requires both a set of skills that can be learned as well as certain attributes that can be nurtured. Leaders inspire, challenge, and encourage others. They can persuade and influence, and they show resilience and persistence.

Leaders motivate others to aspire to achieve and help them to do so. They focus on the big picture with a vision of what could be and help others to see that future and believe it is possible. In this way, leaders seek to bring about substantive changes in their teams, organizations, and societies.

Leadership is a relationship between followers and those who inspire them and provide direction for their efforts and commitments. It affects how people think and feel about their work and how it contributes to a larger whole.

Leadership is one of the most important concepts in management, and many researchers have proposed theories and frameworks for understanding it. Some have distinguished among types of leadership such as charismatic, heroic, and transformational leadership. Other experts discuss the distinctions between managers and leaders, while others address the personality and cognitive factors most likely to predict a successful leader.

Leadership captures the essentials of being able and prepared to inspire others. Effective leadership is based upon ideas—both original and borrowed—that are effectively communicated to others in a way that engages them enough to act as the leader wants them to act.

A leader inspires others to act while simultaneously directing the way that they act. They must be personable enough for others to follow their orders, and they must have the critical thinking skills to know the best way to use the resources at an organization's disposal.

Transformational Leadership Style.

Transformational leadership is defined as a leadership approach that causes change in individuals and social systems. In its ideal form, it creates valuable and positive change in the followers with the end goal of developing followers into leaders. Enacted in its authentic form, transformational leadership enhances the motivation, morale and performance of followers through a variety of mechanisms. These include connecting the follower's sense of identity and self to the mission and the collective identity of the organization; being a role model for followers that inspires them; challenging followers to take greater ownership for their work, and understanding the strengths and weaknesses of followers, so the leader can align followers with tasks that optimize their performance and most importantly in the communication.

The transformational leadership style emphasizes motivation and morale to inspire followers to change their behavior in service of a greater good and to communicate in a better way. According to Burns, transformational leadership is when “leaders and followers make each other advance to a higher level of morality and motivation. Bass clarified the definition to emphasize that transformational leadership is distinguished by the effect it has on followers. Likewise projects such as SME Construction companies need transformational leadership during their first years of their establishment process in order to success on their goal while they creating a good relationship with their subordinates.

Leadership and Communication skills.

Leadership communication is defined as inspiring and encouraging an individual or a group by systematic and meaningful sharing of information by using excellent communication skills. Leadership communication is a complex process which starts from developing strategy for communicating, writing precisely and then speaking effectively to control difficult situations.

Two meta-analytic reviews, also found a positive association between TL and organisational effectiveness (Judge & Piccolo, 2004; Lowe et al., 1996). In another study, presidents of 27 simulated business firms who were described as transformational had higher financial performance in their firms compared to those who were described as transactional (Judge & Piccolo, 2004). Transformational leaders are effective in the vision and mission that they

disseminate throughout the organisation. In a survey of 183 entrepreneurs in the woodwork industry, Baum and colleagues found that company visions that were effectively written and communicated throughout the organisation and contained attributes of future orientation and challenge, affected subsequent venture growth (Baum, Locke & Kirkpatrick, 1998).

Effective and accurate communication act as an important factor to grow as an efficient and successful leader to achieve professional success leaders must be effective and convincing communicators. It is important that managers and their teams must learn the how to communicate perfectly as this will not only help teams to complete their projects successfully

Good communication skills help to develop better understanding and beliefs among people inspire them to follow the principles and values which their leader wants to inculcate in them. In the absence of good communication skills, a leaders fails to achieve the goals set by him and by the organizations and a makes him an ineffective leader.

Communications plays significant role in building trust by creating an environment which empowers leaders to lead efficiently motivating employees to work and achieving the ultimate goal.

Communication play an important role in Transformational Leadership as it is visible at all levels of an organisations. Managers can use empowering language to gain commitment from their subordinates. There is no doubt that CEOs who are transformational have a significant impact on the performance of their organisation mainly because they are positive role models whose behaviours are emulated throughout all levels of the organisation (Waldman, Ramirez, House & Puranam, 2001).

Successful leaders also practice management by walking around and use the best communication method that is appropriate for an individual, group, or department. This ability to connect with others regardless of hierarchy is a behaviour that transformational leaders practice daily. Transformational leaders also have close contact with their followers and are authentic in showing their strengths and weaknesses within the firm. TL has been observed at all levels of management. TL can cross hierarchical echelons so is transparent on the shop floor as well as at the top of the hierarchical chain (Bass & Avolio, 1995)

The desire to pursue new solutions in the field of management of the building processes results from the complex situation in the construction sector compared to other areas of economic activity. In construction, the production has different features, which is caused by two main reasons: Instability of the production processes and Changing environment influences, from which it is difficult to be independent

The specific problems of construction sites include budgeted overrun, missed deadlines and quality deficiencies lack of project leadership skills (Nowotarski, 2015).

Therefore, Transformational Leadership and communication skills play an important role in the project process, in order to have a successful project it must be associated with a visionary leader who can play the role and lead.

1.2 Statement of the research problem

Leadership and Communications skills are critical to keeping everyone on the same page and avoiding costly mistakes. In today's age of technology, there is no excuse for improper communication on the worksite as well as the construction sites, effective communication together with effective and transformational leadership can be extremely valuable

The main purpose of the study is in examining the relationship of leadership communication skills on project success and the influence of leadership style on SME Construction companies.

1.3 Definitions of key words

- **Leadership:** A process of social influence in which one person enlists the aid and support of others in accomplishing a common task.
- **Management:** The act of getting people together to accomplish desired goals and objectives using available resources efficiently and effectively.
- **vision:** A clear, distinctive, and specific view of the future that is usually connected with a leader's strategic advances for the organization.
- **Project:** A project is any undertaking, carried out individually or collaboratively and possibly involving research or design, that is carefully planned to achieve a particular aim.

2. Literature review

what is leadership?' and the influence of leader in project management? Does the PM understand the true role of a leader? Those questions have been asked and discussed in this research, through the literature research will be focused on a general leadership.

A leader can take a number of different approaches to leading and managing an organization. A leader's style of providing direction, decision making, setting strategy, and motivating people is the result of his or her personality, values, training, and experience. The engaging leadership style as communicating relevant information to employees and involving them in important decisions. This leadership style can help retain employees for the long term. There are different types of leadership style include, A Transformational leadership utocratic/Authoritarian Leadership, Laissez-faire/Free-Rein Leadership and Participative or Democratic Leadership.

(Burns,1978) Leadership is the style of a leader in influencing his subordinates, in order to cooperate and work effectively in accordance with his orders. To achieve company goals and employee goals. Therefore, a leader must be able to influence his subordinates to perform tasks that are commanded without coercion so that subordinates will voluntarily behave and perform according to the demands of the organization through the direction of their leadership. This leadership style is basically a transformational leadership style that emphasizes the importance of a leader creating a vision and environment that motivates subordinates to excel beyond their expectations

According to Burns, transforming leadership is a process in which "leaders and followers help each other to advance to a higher level of morale and motivation". He also states that transforming approach creates significant change in the life of people and organizations. It redesigns perceptions and values, and changes expectations and aspirations of employees. Therefore Transforming leaders are idealized in the sense that they are a moral exemplar of working towards the benefit of the team, organization or community.

(Chandrasekara, 2019).) indicates when the qualities of transformational leadership increased the job satisfaction of employees also increased.

Leaders who adopt the transformational leadership approach are better able to motivate employees to perform beyond expectations (Moon, 2016).

The statement as described by Naile and Selesho (2014) that leadership has a close relationship with motivation because the success of a leader in moving others to achieve the goals set depends heavily on their leadership style.

Schmitz (2011) We know that 'leader' is the noun and anointed title, whereas 'leadership' relates to certain competences. Those who have 'leader' in their title do not always demonstrate leadership competences; similarly, individuals who do not have hierarchical seniority or status can demonstrate leadership competences without the leader title.

(Coleman, 2018). asked a key question from the perspective of the follower. The question was simply: "what personal values, traits and characteristics do you look for and admire in a leader, someone whose direction you would willingly follow?". They identified four attributes we require from a person we choose to follow: honesty, competence, inspiration and forward-looking.

Transformational leaders are leaders who specifically inspire workers to 'go the extra mile' by raising workplace morale and fostering motivation; a process which ultimately brings benefits to both workers and their organization.

Our research also focused on what is special about the leadership of projects and where it differs from general leadership competences

An effective project leader is often described as having a vision of where to go and the ability to articulate it. Visionaries thrive on change and being able to draw new boundaries.

There is a great deal of value placed on openness and directness. The project leader is also the team's link to the larger organization. The leader must have the ability to effectively negotiate and use persuasion when necessary to ensure the success of the team and project. Through effective communication, project leaders support individual and team achievements by creating explicit guidelines for accomplishing results and for the career advancement of team members.

Research Methodology

3.1 Research Design

The construction industry has one of the highest failure rates among other industries. It is known for its complexity and tough competitive environment. A significant number of emerging firms in the construction sector fails within the first months of operation and makes no remarkable signs of growth or even ability to endure, to survive during the early days. Transformational leadership style should be applied furthermore communication is key method to survive.

The research explores the problematic that SME sector of construction face and it focuses on the construction companies and linked with previous research that has been done, also number of project managers in the field of construction have been interviewed via online concerning major issues and barriers that arises in the field of SME Construction companies.

3.2 Conclusion

The main thoughts presented in this paper have highlighted the general knowledge and understanding of basic leader's communication hence as stated in the introduction, ample studies and researches have been done with the same purpose of identifying that how communication and leadership are interrelated to each other. Why excellent communication skills are required to manage a team at workplace or to manage an organization efficiently? How communication gets affected by the different leadership styles? What all are the qualities which make a leader a perfect communicator?

This paper investigates the current trends and future opportunities of leadership styles in project management, Transformational leadership style and the relationship between communication skills and decision making on the approach of project success and identifies a gap in the project management.

In concluding lines we can state that effective communication and leadership together gives an effective leadership communication. A leader cannot become an effective leader until unless he is an excellent communicator and must use his this ability to let individuals follow him. He must have knowledge and will be able to communicate that knowledge to others at work. Must have the

competences to motivate team to achieve which seems to be impossible for others. Communication makes a leader effective who develops better understanding in teams. These understanding bring a sense of trust in employees on the leader and on each other, work together, which further reinforce congenial relations with team members and creates an excellent work atmosphere. While working with such a good, healthy, positive and congenial environment they get motivated and enthusiastic to work much harder. This dedication towards their work makes it easy to achieve their targets quickly and hence their productivity increases. Effective communication and leadership together develops better understanding among team members and the leader or manager. More understanding inculcates the trust factor which is very important to work together.

The literature reveals that project managers must possess essential qualities and competencies of leadership in addition to management skills for effective accomplishments of business and projects results.

The project manager must apply right skills at right time and embrace right knowledge for right jobs.

This theoretical study highlights some differences between 'leadership' and 'management', and explores current trends in the leadership literature. It especially focuses on vertical, shared, and balanced leadership in project management, and identifies future opportunities for research.

Larson & Grays (2014) work emphasized the importance of a project managers leadership ability. Strong effective leadership creates a cooperative team environment in which employees are encouraged to participate, grow, learn, and work together to reach the ultimate goal of organizational success.

A manager is capable to accomplish all this by effective leading, monitoring and communicating. Among these mention factors perfect and precise communication is of utmost importance. it is a manager's communication skills which motivate and inspire teammates to work hard and achieve team targets and organizational goals as well

Findings have indicated that various traits falling under the umbrella of leadership are associated with successful project managers. Relevant research also has shown that there is a strong correlation between the leadership skills of project managers and the success of their

projects. Both findings have been cross-referenced with individual leadership styles of project managers.

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