

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 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

Introduction and approach:

I have been appointed as a project manager for the recent increases in the number of customer complaints about our service. The first phase of a project is the initiation phase. During this phase, a business problem or opportunity is identified and a business case providing various solution options is defined. Next, a feasibility study is conducted to investigate whether each option addresses the business problem, and a final recommended solution is then put forward. Once the recommended solution is approved, a project is initiated to deliver the approved solution. Which will be illustrated in the next points.

1 Executive Summary

JAWRAA Mobile staff, management and directors have always been committed to the corporate vision to *provide customers with a superior level of service*. However, recent increases in the number of customer complaints about our service levels have compromised our ability to achieve this vision. If the number of complaints continues increasing and our market brand of superior customer service weakens, we will begin to lose critical market share to our competitors. This problem must be addressed immediately.

2 Problem Statement

We have started to gather the analysis of the issue to identify the root cause of the problem and allocated by conducting brainstorming, Identify financial, human resources and asset-related information. Gathering information's and analyzing customers complains, as a result we have found the following:

- Company growth has placed pressure on Regional Help Desks.
- Regional Help Desks have insufficient infrastructure to perform.
- Help Desks cannot share customer files with other Regional Offices.
- There is a communication breakdown between Help Desks and other parts of the company.
- There is no feedback system to inform Help Desk staff when customer service issues have been resolved.
- Because JAWRAA staff members do not have a complete picture of a customer's file, Help Desk staff cannot communicate to the customer that faults have been fixed.
- All regions are experiencing unacceptable delays in the handling and resolution of customer requests.

3 Alternative Solutions

After months of research, we have come to the conclusion that there are three potential solutions to the stated business problem:

3.1 Option 1 - Centralize the Help Desk Function

JAWRAA's first and most logical solution is to centralize the entire Help Desk function in one location. Logistically, this would include the following steps:

- Establish a central Help Desk premise and new telecommunications infrastructure.
- Create new customer service processes and procedures.
- Market the new centralized Help Desk to reestablish our brand in the market.
- Set departmental performance standards and key performance indicators.

3.1.2 Benefits

- We will have a common source of customer information.
- We will have one team and one set of standards, processes and systems for the delivery of customer service.
- Customer queues will shorten because with account information readily available, Help Desk staff will be able to resolve queries more quickly.
- Customers will be more satisfied, as service problems are identified and resolved proactively through real-time monitoring of query status and automatic alerts on unresolved problems.
- We will be able to investigate the cause of each customer complaint and take action to ensure that service is improved.

The following tangible benefits will be realized by centralizing the Help Desk function.

Benefit Category	Benefit Description	Benefit Value
Customer	Improved customer satisfaction	\$425,000
	Increased customer retention	\$750,000
Staff	Increased motivation and job satisfaction	\$270,000
	Improved staff retention	\$380,000
	Reduced training costs through reduced employee turnover	\$75,000
Market	Increased market share	\$565,000
	Increased product awareness	\$270,000
Operations	Reduced operating costs	\$250,000
	Reduced coordination of service calls	\$85,000
	Improved management reporting and control	\$95,000
	Improved problem analysis and resolution	\$120,000
Total Benefit Gained		\$3,285,000

3.1.3 Cost

Expense Category	Expense Description	Expense Value	Expense Type
Premise	Refit of new office space in existing JAWRAA premise	\$220,000	Capital
	Installation of new telecommunications equipment	\$80,000	Capital
	New office furniture and office equipment	\$25,000	Capital
	Closure old Help Desk premises	\$10,000	Capital
Personnel	Staff relocation	\$120,000	Capital
	Training and recruitment	\$70,000	Capital
Marketing	Advertising to existing client base	\$250,000	Capital
Operations	Creation of new processes and standards	\$50,000	Capital
	Deployment of new Help Desk system	\$375,000	Capital
	Integration of new system with other JAWRAA systems	\$120,000	Capital
Total Expense Incurred		\$1,320,000	

3.1.4 Feasibility

Solution	Feasibility Rating	Assessment Method
New premise	9	A suitable premise has already been identified within the JARWWA business. It is currently vacant and already has some of the telecommunications infrastructure required to operate the Help Desk.
New technology	8	Suitable Help Desk technology already exists. One potential system has been successfully trialed and selected as most likely to meet our requirements.
New processes	8	We will implement the processes that are provided with the new Help Desk system. Many other companies in the marketplace have successfully used these processes.
Staff relocation	7	Dissatisfied with the current Help Desk situation, most of the staff will welcome the change; they will continue within their current roles, empowered with the tools and infrastructure needed to perform.

3.2 Option 2 - Outsource the Help Desk Function

By fully outsourcing the regional Help Desk functions to an external Help Desk provider, we will relieve the company of the responsibility for managing customer inquiries and complaints. The external provider will, of course, carry the JAWRAA brand and answer and resolve customer inquiries on behalf of JAWRAA. Customers need not know that they are dealing with an authorized agent rather than an internal JAWRAA department. All customer complaints will go directly to JAWRAA as well as the Help Desk provider, to enable us to monitor the provider's performance.

3.2.2 Benefits

Benefit Category	Benefit Description	Benefit Value
Customer	Improved customer satisfaction	\$400,000
	Increased customer retention	NA
Market	Increased market share	\$500,000
	Increased product awareness	\$220,000
Operations	Reduced operating costs	\$1,350,000
	Reduced coordination of service calls	\$175,000
	Improved management reporting and control	\$95,000
	Improved problem analysis and resolution	\$120,000
Total Benefit Gained		\$2,860,000

3.2.3 Costs

Expense Category	Expense Description	Expense Value	Expense Type
Personnel	Redundancy packages	\$650,000	Capital
Marketing	Advertising to existing client base	\$250,000	Capital
Operations	Third party contract for provision of Help Desk	\$1,200,000	Capital
Total Expense Incurred		\$2,100,000	

3.2.4 Feasibility

Solution	Feasibility Rating	Assessment Method
Call Center Provider	7	Several established call center/helpdesk providers are available in the marketplace. We have assessed the capabilities of two such providers through demonstration of their services and reference checks from their client base.
New Processes	5	Communication between customers, the service provider and TCD must be seamless. We have not been able to adequately test this process to ensure that calls will be routed to the correct target location.

4.1 Solution Rating

The following table tallies the rating scores we have assigned to each solution and calculates an overall rating score. We have used a simple rating mechanism, representing the information in previous tables with a number between 1 and 10. This enables us to compare the strength of each solution against the assessment criteria listed.

Assessment Criteria	Solution 1 Rating	Solution 2 Rating
Benefits		
* Customer	8	7
* Staff	8	4
* Market	7	7
* Operations	8	7
* Finance	3	2
Costs		
* Personnel	6	3
* Marketing	5	5
* Operations	3	2
Feasibility		
* Technology	7	8
* Personnel	7	3
* Operations	6	5
* Assets	6	5
Total Score	74	58

4.2 Recommended Solution

Having considered the benefits, costs, feasibility, risks and issues associated with each of the three solutions we identified, I recommend that Option 1 be approved for implementation. This recommendation is based on the following rationale:

- It will result in a substantial improvement in the level of customer service within the business
- It does not require that we lose day-to-day contact with customers to achieve this
- It creates a single management function and a consistent level of service offered to customers
- It supports Help Desk staff morale with career opportunities and a new work environment.

After a thorough analysis of the situation, I recommend that the first option listed be approved for immediate implementation. This option allows us to centrally manage a single Help Desk function and to fully integrate it with the rest of the JAWRAA Mobile business.

The total cost of this project is budgeted at \$3.2 million, however we expect that the business will save \$1.3 million per year as a result, providing the JAWRAA Board with a three-year Return On Investment. I am seeking the JAWRAA Board of Directors' immediate approval for this project and the allocation of funds required to initiate and deliver this project to the business.

Conclusion

Leadership is defined as improvement of human beings and equipment; improves quality standards; ensures that there is a substantial amount of delivery; and brings pride of workmanship to human beings. Leaders should be influential, have a sense of power, demonstrate persistence, and engaged in consistent people management. To be successful, project managers should be able to use a wide range of methods, whilst drawing on political and interpersonal skills (communicating, negotiating, team building and creating ownership).

The project manager that is trusted by the team and gets the team to work together will communicate successfully. Project team members need to collaborate, share, collate and integrate information and knowledge to realize project objectives. A project manager does not communicate with language only, but also with character, which includes attitude, behavior and personality.

Resources

- Project Team Leadership and Communication by Samuel Malachowsky, 2018.
- The Project Management Life Cycle: A Complete Step-By-Step Methodology for Initiating, Planning & Executing, by Jason Westland
- Help Desk 100 Success Secrets, by Gerard Blokdijk
- [Advantages of Centralized Help Desk](#)
- [Why Outsourcing Your help desk is a risky strategy?](#)