



Midocean University

Faculty of Management

Department/ SpecializationBachelor of Project Management

Impact of Emotional Intelligence on project management

In information technology (IT) sector

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Graduation Project – 1

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Introduction

The intelligence means understanding one's own feelings and able to handle those feelings without disturbing themselves.

In the same way, understanding what others feel and handling relationship effectively motivates one to

complete job creatively and perform among one's peers. Many independent human beings join and work

under one roof for attaining one ultimate objective. The organization is a pool of human resources of different kinds.

Every human resource is dependent on one another in terms of relationship as superior and subordinate. Every

individual is unique in his talent, understanding, performance, attitude, competencies, and involvement and so on.

When these human resources work in an organization for attaining a common objective, they ought to face a plenty of

challenges. (Pant, I., & Yadav, R. k. 2016)The concept of EI emerged in the late 20th century, sparking controversies due to its blending of intelligence and emotions, which were previously seen as mutually exclusive. Historically, emotions were viewed as obstacles to rational thought and quality work. However, extensive research revealed that emotions, when properly managed, can support rational thinking, enable sound decision-making, and guide appropriate behavior. These findings attracted significant interest among management practitioners. The rapid changes in the business environment in the last two decades highlighted the need for managers who can emotionally connect with their team members and motivate them to achieve higher goals continuously. This behavior and these capabilities are rooted in emotional intelligence (Montenegro et al.). Emotional intelligence (EI) involves understanding and managing one's own feelings and understanding others' emotions to handle relationships effectively. This capability motivates individuals to complete tasks creatively and perform well within teams. Organizations, as pools of diverse human resources, face numerous challenges as they depend on various individuals with unique talents, understandings, and attitudes working together towards common goals (Pant & Yadav, 2016)

Emotional Intelligence and Business Success. Research shows a positive correlation between project managers' EI and their business success. Some studies suggest a link between project management and EI (Obradovic, Jovanovic, Petrovic, Mihic, & Mitrovic, 2013). An article by the Project Management Institute (2002) argues that EI is more important than IQ for project management roles. Individuals with low EI often exhibit behaviors that hinder project progress, such as offending team members, sarcasm, defensiveness, and poor relationship-building.

Conversely, those with high EI are better at motivating team members, creating trust, leveraging relationships for breakthrough strategies, transforming conflicts into opportunities, and delivering high-quality results on time and within budget.

Emotional Intelligence in IT Project Leadership

The IT sector, characterized by increasing project complexity, necessitates a blend of technical skills and interpersonal abilities. Traditionally, IT project management has focused on technical competencies, but there is a growing recognition of the crucial role that EI plays in project success. Effective leadership in IT project management involves not only technical skills but also navigating human aspects such as motivation, conflict resolution, and communication. EI, defined as the ability to understand and manage one's own emotions and the emotions of others, is critical to this human-centric leadership approach (Goleman, 1995). Leaders with high EI inspire and motivate their teams, fostering collaboration and innovation.

Goleman (2002) identifies five key components of EI: self-awareness, self-regulation, motivation, empathy, and social skills. These elements are particularly relevant in IT, where project managers often face high-stress situations and tight deadlines. Self-awareness helps leaders recognize and manage their stress levels, preventing burnout and maintaining productivity. Empathy enables leaders to understand and address team members' concerns, enhancing morale and reducing turnover.

Enhancing Team Dynamics through Emotional Intelligence

The success of IT projects heavily relies on effective team collaboration. Teams in the IT sector are often diverse, comprising individuals with varying expertise, cultural backgrounds, and working styles. EI plays a vital role in bridging these differences and fostering cohesive team environments. According to George (2000), EI enhances interpersonal relationships by promoting trust, mutual respect, and open communication. Project managers with high EI can identify and address the emotional needs of their team members, improving individual performance and boosting overall team cohesion. Mayer and Salovey (1997) suggest that teams led by emotionally intelligent leaders exhibit higher levels of creativity and innovation, as team members feel valued and understood. This is particularly important in IT, where rapid technological advancements require continuous innovation and problem-solving.

Moreover, EI helps manage conflicts within teams. Conflicts are inevitable in any collaborative setting, but their impact can be minimized through effective emotional management. Project managers with high EI navigate conflicts by understanding the underlying emotional triggers and facilitating constructive dialogue among team members. This proactive approach to conflict resolution ensures that issues are addressed promptly, preventing them from escalating and disrupting the project.

The influence of EI extends beyond leadership and team dynamics; it significantly affects project outcomes. Research indicates that projects led by emotionally intelligent managers are more likely to be completed on time and within budget (Müller & Turner, 2007).

Research Problem

Theoretical Gaps

the research problem revolves around the integration and understanding of emotional intelligence (EI) within the framework of organizational behavior and leadership theories. Historically, emotions were perceived as hindrances to rational thought and effective work performance. However, the emergence of EI as a concept challenged this perception by suggesting that emotions, when managed effectively, can enhance rational decision-making, improve interpersonal relationships, and contribute positively to organizational success (Montenegro et al., 2016). Despite growing recognition of EI's importance, there remains a need to deepen theoretical understanding of how EI influences leadership effectiveness, team dynamics, and overall organizational outcomes.

Practical Gaps

the research problem focuses on the application and implementation of EI principles within the IT project management context. Traditionally, IT project management emphasized technical competencies over interpersonal skills. However, the increasing complexity of IT projects necessitates a shift towards acknowledging and leveraging EI as a critical determinant of project success (Goleman, 1995). The practical challenge lies in developing and nurturing EI competencies among IT project

managers to enhance their ability to lead diverse teams effectively, manage high-stress environments, resolve conflicts, and ultimately deliver projects on time and within budget (Müller & Turner, 2007).

Based on the above, the current research is directed to answer the main research question "What strategies can organizations implement to enhance emotional intelligence (EI) among project managers in the IT sector, and how does this influence project outcomes such as timeliness, budget adherence, and stakeholder satisfaction?"

Research Significance

- At the theoretical level
- Emotional Intelligence (EI) emerged as a concept blending intelligence with emotions, challenging historical views that emotions hinder rational thought. Theoretical research has shown that EI, encompassing self-awareness, self-regulation, empathy, motivation, and social skills, enhances leadership effectiveness and team dynamics. It supports rational decision-making, guides behavior, and fosters interpersonal relationships crucial for organizational success (Goleman, 1995; et al).

At the practical level

Practically, EI plays a pivotal role in business and project management success. Project managers with high EI are more adept at motivating teams, fostering collaboration, managing conflicts, and delivering projects on time and within budget. In the dynamic IT sector, where project complexity and diversity are prevalent, EI helps bridge interpersonal differences, enhance team cohesion, and promote innovation. This practical application of EI

is critical for achieving organizational goals amidst rapid technological advancements and competitive pressures (Obradovic et al., 2013; Project Management Institute, 2002; Müller & Turner, 2007).

- Research Objectives
- Research Hypotheses

- Research Model
- Research Methodology
- Scope of The Study
- The Suggested Project Structure

- Chapter 2: Literature Review

- **Introduction**

Brief introduction for the chapter

- **The independent variable**

- **The dependent variable**

- **The relationship between the independent and the dependent variables**

- Conclusion

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مع أطيب الأمنيات بالنجاح والتوفيق

It`s Never Too Late to START. Just Begin!

Best of Luck *Dr. Mona Moustafa Elashry*