

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 ٢٠-٠٥-٢٠٢١ 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 ١٢.
 - 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 CONFLICTS RESOLUTION (A CASE Study of Royal Commission of Jubail)

Introduction

Leadership can be described as the capacity of someone to control others and encourage them to do their best. It aims to encourage people to make an organization more effective overall. Leadership is often defined as a process in which a person influences others in achieving organization goals and directs the organization to work more coherently and coherently. An efficient leader creates well-working teams. As a leader, he/she help to solve conflicts by motivating the team members, increase productivity, and enhance morale (Awwad, Barakat, and Menassa, 2016). Moreover, an individual with the ability to lead and conflict management vary according to the leadership skills and traits. The one who watches after everyone is a proactive leadership skill set that is a successful leader in some organizations whereas a reactive leader takes the responsibility and solves the problems.

This study will use the Thomas-Kilmann Instrument for Conflict Mode (TKI), which human resources (HR) practitioners worldwide are using, there are 5 main conflict management modes — collaborating, competing, avoiding, accommodating, and compromising.

Leadership is the way to bring people to work together in the simplest terms. A successful leader must have the following characteristics of leadership: the capacity, efficiently, to compromise, to assume responsibility; justice, integration, decision-making, and so forth; imagination, ingenuity, and conflict elimination. The most valuable thing is the desire to inspire people. Mary Parker Follet points out that leadership does not rely on the exercise of authority, but is capable of improving its sense of strength.

When it comes to leadership skills needed for a good leader, there's no fixed equation or a single way of doing things. Each leader is one of a kind, even though there are a few common skills in leaders, include; people management, persuasion and influence, communication, strategic thinking, and change management, etc. However, these skills and styles of leadership are also dependent on the type of industry. Leadership and

management, the board are two particular and correlative frameworks of activity (Bresnen, et al, 1986). Truly this implies for the construction industry that to be an effective project manager, one will require both undertaking management abilities and task the leadership abilities for managing the conflicts (Barakat, Awwad, and Menassa, 2015). The genuine challenge is to consolidate these two abilities and utilize them efficiently to resolve the conflicts that arise in the project.

Statement of Problem

The importance of people management and leadership skills in respect of project management in the construction industry is suspect and is perhaps not seen as vital. It has received less attention than technical skills. The perceived ignorance may lead to losses and insufficiency in the project. Therefore, the role of a project manager is to utilize positive people skills for managing conflicts and leadership ability.

Aim of the Study

The research aims to examine the leadership skills required for managing conflict in a construction company. The motive is to identify the appropriate leadership styles and traits that best fit the construction project of the Royal Commission of Jubail.

The objective of the study

- The objective is to identify the significance of leadership style and traits.
- To examine the hard and soft skills needed by the leader to ensure conflict management.

Literature Review

The basic idea of the studies for leadership is that someone who has learned leadership is to know that not too much knowledge is to be needed to become a good leader. It's a vast topic which is discussed in every field. A huge amount of material is available on the internet through which big organizations learned about leadership skills. Different

universities and courses are available to build up a good leader. Good leadership can spread throughout every position of the construction industry to know the functions of the company and to take the company and teams together. As there is open communication in construction companies between all the members of the company and the leader, therefore they will put their extraordinary qualities and give their full effort to their company. So to get quality work businesses, society, and associations need to have good leadership in the Royal Commission of Jubail that will grow the organization to achieve its goals. Leadership skills are generated, advanced, and grow through accurate education and practice. These skills give a special explanation that leadership is important.

In all cases, there is no right approach, and the stability and capability of leaders to adapt to changing conditions is a central aspect.

Leadership Theories

There are various theories of leadership. The Thomas-Kilmann Instrument for Conflict Mode (TKI) has shared the number of conflict mode that is beneficial for tackling with conflict in certain situations. However, the other leadership theory is the contingency theory, which focuses on the situational effects of the leader. The effectiveness of a leader is dependent on situational context. Internal and external factors impact a leader and their situation. Another author stated that there are some innate traits and skills that make them great leaders. The Trait theory talks about the internal characteristics/traits of a leader. The transactional (management theory) leadership focuses on supervision, organization, and group performance. It talks about reward and punishment on the performance of employees. The participative theory talks about involving team members in decision-making. It is a more democratic leadership style. Power theory describes the power and influence used by leaders to get the work done by a team.

Different leaders follow different leadership theories and styles.

Sources of conflicts

While disagreement is a common and inevitable part of a job, it can lead to absenteeism, loss of productivity and problems of mental health. Conflict can also be a driver for generating new concepts and creativity and for improving flexibility and knowledge of working relationships. Conflicts must therefore be handled successfully to lead to organizations' growth. A critical skill for today's professionals is to understand that we each have our approach to conflict. According to the Thomas-Kilmann Instrument on Conflict Mode (TKI), used by HR experts all over the world, five main conflict management modes exist—collaborating, opposing, avoided, adjusted, and compromised. "There's no right or wrong way of handling disputes, understanding how you react to conflicts unconsciously and increasing knowledge of different types will help you deal with problems in general and contribute to an optimal and successful solution to the conflict." "Every tactic has its advantages.

Methodology:

To accomplish study goals, data from different sources will be obtained to obtain triangulation to resolve the relevance of constructs and to achieve richer and accountable outcomes. This research study is primarily a literature review on leadership, leaders, leadership styles, leadership skills, and conflict management in the construction industry. Deductive reasoning adopted that moves from the broad generalization of Construction Company's leader's style for managing conflict in the Royal Commission of Jubail.

Discussion:

Kenneth Thomas and Ralph Kilmann developed a model of conflict in the 1970s which described the conflict as an unmatched condition. If there is disagreement in the topics that two people care about. The term 'conflict' has natural negative fighting, screaming, blaming, and argument correlation (Thomas, 2012). This causes confrontation at all costs

appears to be avoided. However, the debate, questioning, and challenge for the status quo is rather constructive. If conflicts are considered a straightforward inconsistency of interests, it is a reasonable question in a certain case to choose an approach. Thus, through our choice of strategy, leader monitor disagreement and convert disagreement into agreement. Some leaders have a natural approach to conflict management, in keeping with Thomas Kilmann's model. Reseracher linked this with difficult coaching and how any one felt coaches were challenged. In determining the course of action in a crisis, the Thomas Kilmann model shows two dimensions: assertiveness and cooperation. The degree to which you strive to meet your requirements is an assertion. Cooperation is the extent to which you want to meet the needs of the other party. Five modes of conflict management come from this which can be simply as below (Kilmann & Thomas, 1977):

- Avoid = ward off the conflict
- Fit = to try to meet the concerns of others at your own cost
- Commitment = seeking an appropriate solution, which only partly addresses the interests of both people
- Compete = attempt to meet the demands at the detriment of others
- To work together is to try to find a win-win compromise that can fully address the needs of both people

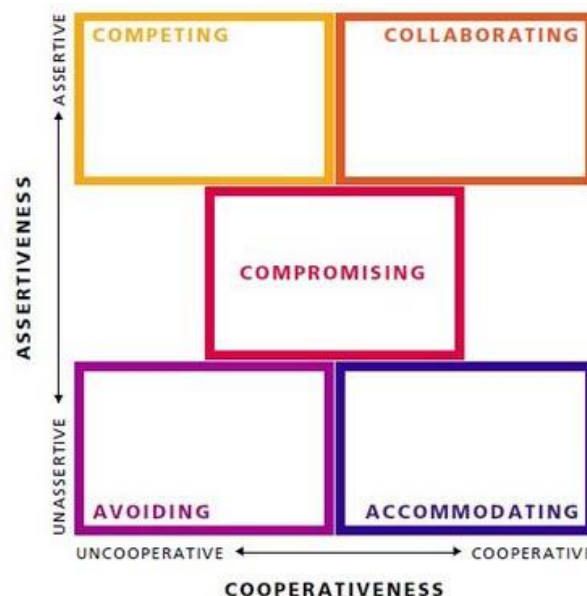


Figure 1: Kenneth Thomas and Ralph Kilmann Model

Leaders can accomplished by balancing resources, challenges and dialogue between the project manager and team members in construction industry.

The great thing about the Thomas Kilmann model is that the modes of conflict management can be developed and therefore not fixed. Therefore, different set of leaders have different approaches, skills and style to manage the conflict in same industry.

Conclusion:

Conflicts must be handled successfully to lead the organizations' growth. Leaders can accomplished the project objective by balancing resources, challenges and dialogue between the project manager and team members in construction industry. However, the case undertake the Thomas Kilmann model to understand the role of leaders skill and style for understanding management of conflict.

References:

1. Awwad, R., Barakat, B. and Menassa, C., 2016. Understanding Dispute Resolution in the Middle East Region from Perspectives of Different Stakeholders. *Journal of Management in Engineering*, 32(6), p.05016019.
2. Barakat, B., Awwad, R. and Menassa, C., 2015. REVIEW OF CONSTRUCTION DISPUTE RESOLUTION PRACTICES IN THE MIDDLE EAST: CAUSES AND METHODS. *Proceedings of International Structural Engineering and Construction*, 2(1).
3. Kilmann, R. H., & Thomas, K. W. (1977). Developing a forced-choice measure of conflict-handling behavior: The "MODE" instrument. *Educational and psychological measurement*, 37(2), 309-325.
4. Thomas, K. W. (2012). Making conflict management a strategic advantage. White Paper.