

Everyone's Smart University

Project (Spring 2021)

Student Name	Abeer Abdullah Ahmed Alqarni	اسم الطالب
Students I.D	2021202173	الرقم الجامعي

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Section

Master

THE IMPACT OF LEADERSHIP SKILLS ON PROJECT SUCCESS

Communication in the project

Abeer Abdullah Ahmed Alqarni

2021202173

Project leadership

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Dr. Sara Adel

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1. Introduction

Leadership theories began to develop since the 1930s, when there are many different leadership styles. It varied between personal characteristics of leaders, focusing on leadership tasks and the ability to act in different leadership situations.

One of the project leadership skills, which is the main factor in the success of any project, is the skills of communication and leadership in the project. The importance of communication was emphasized in Heldman's statement, "The better the project manager communicates, the smoother the project" in 2011.

In the field of business administration, there are many leadership styles that have an impact on the communication skills of the project. Leadership styles include:

- **Situational leadership style**

Personal characteristics of a leader to act in different leadership situations.

- **Visionary leadership style**

In this style, the leader communicates with the work team and participates with them in decision-making. The manager also has an analytical method to conduct the work successfully.

- **Path goal leadership style**

In this style, the project leader directs the work team, assists and provides support to achieve the goals of the organization.

- **Fiedler's leadership style**

An attitude style that, in the case of leadership, combines the personality of the leader and situational factors

- **McGregor's theory X and theory Y style**

A phrase about two theories of people management. Theory X is about directing the employee to work and taking responsibility. Theory Y about production through the work of project members to achieve the objectives of the project.

- **Life cycle leadership style**

Leadership life cycle indicates business maturity through practical experience

- **Action centred leadership style**

This attitude-dependent style distinguishes between two basic styles of leadership, the people-oriented style and the mission-oriented style.

- **Behavioural leadership style**

In this style, the team leader must combine three things: the individual, the team, and the task. Leader focus on meeting their respective requirements.

1.1 Problem

To ensure the success of the project, the project manager must perform several roles at the same time, as he is the only one responsible for the project. Consequently, one of the causes of project failure is the lack of leadership skills among project managers, regardless of managerial ability.

Within the project environment, the project manager implements the principles of general management. It plays several roles, including setting schedules, budgeting, monitoring work, communicating with stakeholders, communicating with the project team and other roles that need skills to implement them in a good way.

A project manager performs different roles, but he needs skills to fulfill them. These include communication skills. In this research, one of the leadership skills is defined which is communication in the project, and it is intended to have strong communication skills so that decisions and strategy are implemented through resources.

Communicate successfully; project managers must have these skills to complete a project successfully.

1.2 Aim

This study is sought to determine whether there is an improvement rate in project success when utilizing communication leadership skills within an organization.

1.3 Objectives

- Investigate the effect of the communication leadership skills on project success.
- Role of teamwork in the relationship between the project manager's communication leadership skills and project success.

2. Literature Review and conceptual framework

2.1 Literature Review

Benita [2]. He conducted a questionnaire on communication skills in the project where he participated in the questionnaire, a group of engineers and project managers. The questionnaire summarized that the success of the project depends on the successful communication between the project manager and the team, as well as communication between the team members to work together through sharing information and cooperation to collect knowledge in order to achieve the goal of the project.

The results showed the importance of communication in personality and attitude, not just communication in language. In addition, project management is an approach directed through communication between people.

Awan and et [3]. They conducted interviews with 178 individuals within organizations that contain projects. The aim of the study is to focus on the importance of communication for project managers and its effect on the success of the project in addition to many other leadership skills. Data were analyzed by means of descriptive statistics. The results showed that communication skills are the first factor in the success of the project and have a positive effect on the results. Although it has a contribution of (only 12%) compared to leadership skills, it has a significant impact on doing the work better and the project manager who has communication skills is able to ensure the delivery of a successful project in the organization.

Jetu and Riedl [4]. They studied leadership skills in terms of communication in the project, and the results indicated the effectiveness of the project and its results through the possession of the leader communication skills with team members and the ease of conveying information clearly. In addition, that one of the reasons for the failure of projects is the project manager's use of

communication methods that are not understood by team members and thus obtaining unwanted results.

Piysush and et [5]. They emphasize the importance of a project manager having good communication skills and ability to have good dialogue in order for the project to succeed.

2.2 Conceptual Framework

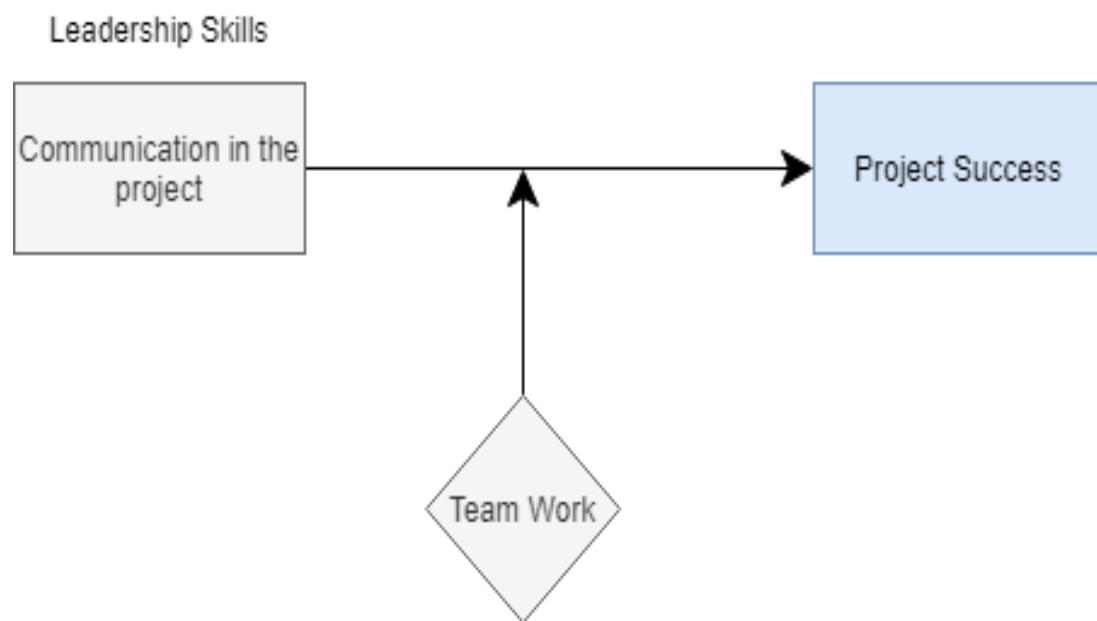


Figure 1. Conceptual Framework

3. Methodology

3.1 Data Collection Tool

There are many tools for collecting data. Interviews are one of the tools that aim to collect data from specific people by directing a set of clear and understandable questions related to the field of study.

This tool was chosen with the aim of obtaining useful information directly from the participants, in addition to making it easy to control the information we need.

3.2 Data Source

The data obtains by interviewing a group of engineers and project managers in the organizations that have projects. We contacted them by phone with the aim of speed and ease of data collection. We obtained a set of responses on the use of communication skills in the project, as the questions varied to include:

- Characteristics for project leaders with a view to successful project communication.
- Methods of effective communication between project leaders and the work team.
- Impact of Communication leadership skills on project success.
- The extent of the project's success through the positive influence of the project manager's communication skills
- The relationship between project success and team work communication skills

4. Results and Discussion

This research was conducted to determine communication skills in the project for project managers, which are of great importance to ensure successful completion of projects and to know the way the work team works to coordinate the relationship between communication skills and project success.

Interview results show that trust and teamwork are characteristics that project managers must possess to ensure successful communication. It also showed the importance of communicating with the work team in order to share the goals of the project. On the other hand, allowing the work team to participate in decision-making through the project manager communicating with them and providing them with information.

Through the trust of the work team in the project manager, communication will be successful, thus implementing the project successfully. In addition, through cooperation and participation between the work team, the objectives of the project will be achieved.

Visionary leadership style is the best in achieving successful communication skills for project leaders, while at the same time the work team participates in decision-making and takes responsibility for their work.

Finally, there is a significant correlation between communication skills and project success. The project manager who possesses high communication skills is able to positively influence the project and thus successfully complete the projects.

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