

Everyone's Smart University

Project (Spring 2021)

Student Name	عبدالله سعيد الزهراني	اسم الطالب
Students I.D	٢٠٢١٢٠١٧٤٠	الرقم الجامعي

Section	Date	Course Code
Master	Thursday 18 / 03 / 2021.	(PMG511)

PROJECT LEADERSHIP

Instructions:

- ☐ اخر 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 (COMMUNICATIONS) ON PROJECT SUCCESS IN SAUDI CUSTOMS

Introduction:

Effective and accurate communication act as an important factor to grow as an efficient and successful leader or manager. To achieve professional success managers 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, but also enable organizations to achieve success and growth. According to many researchers, leader is one who has an ability to take charge, direct, encourage, or stimulate others. They have an attitude to convince others and to make them follow the goals or the participles defined by them. They are results oriented hence, well trained and expert in controlling difficult to difficult conditions and help to enhance the outputs of teams working with him. A leader could be anyone as the person who has charge taking attitude is a leader. He could be a prime minister of any nation or an executive working in an organization. These people have cluster of leadership qualities, but are not able to lead if they are not good communicators. Communication enables them to share what they have and what they expect from others. So, it is effective communication, which makes leaders lead 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 manager fails to achieve the goals set by him and by the organizations and a makes him an ineffective leader. By interacting more efficiently with his team and colleagues, a manager can increase his potential and will be able to get work done by members of his team. Good leaders are very well aware with the fact that productive communication is not a one-way process rather there are two key factors which complete communication process: speaking and listening with understanding. They know that they cannot make this process continues until unless they are heard and understood appropriately by their team members. To make this process smooth an effective manager has well planned objectives in his mind which he has assumed to be achieved after communicating.

Literature Review and Conceptual framework:

Communication was earlier considered as a soft skill which has no impact on organizations. Even while hiring individual communication skills never was a major criterion for hiring. But the concept has been changed; communication has a very large impact on business. It is assumed that effective communication by leaders stimulates employees stay engaged and to perform their duties efficiently. Good communication involves a pre prepared plan. Leader's communication must match with his actions and should be two-way communication. Sharing of bad news must be done face-to-face in an effective manner so as to reduce its direct impact. The root cause of many problems is the improper and untimely sharing of information or communication. Effective communication management is a principal leadership skill. Here mentioned some communication principles to become an excellent leader:

- A leader must be confident enough, while communicating with others. People must believe the communications made by their leaders. Lack of confidence while communication can make team members uncomfortable, and unenthusiastic about work. Confidence helps a team to work together to achieve desired goals.
- True leaders always have to communicate the rules clearly to his team and should follow those rules himself, which he expects to be followed by others and must communicate indirectly to his team that he is capable enough to do what he expects from them. He must lead his team by setting examples himself.
- A great leader must be energetic and self-motivated while communicating. If the leader is doubtful, negative or disconnected, no one in the team could relate to him. Only highly energetic and self-motivated leaders are considered as effective leaders because they have vast potential to motivate and to raise the morale of their teams.
- Great leaders must be steady and trustworthy while they communicate. There must be a value, grace, and regularity when they interact with their teams, but can also modify according to the listeners. They have to upgrade their personality as a trustworthy communicator to develop trustworthiness among his team and various business channels. A quick change in attitude is not considered as leaders beat quality.

Methodology:

The research design as to determine what are the preferred leadership style and leadership communication for Generation Y (millennials) employees. The following section investigates the different communication styles that could include one or more of the PRESENT characteristics describe four situational communication styles, namely autocratic, consultative, participative and empowerment communication styles. The main differences between these styles are based on the extent to what they are task or relationship orientated. These styles can be used interchangeably according to the various situations and what the immediate needs. Firstly, and in agreement with the autocratic leadership style, the autocratic communication style refers to the leader being highly task orientated and not much relationship orientated, which means that the leader is controlling by telling employees what is expected of them without allowing them to give input or feedback. Secondly, and similar to transformational leadership, when a leader adopts a consultative communication style, the leader is both highly task and relationship orientated, which means that employees are told what is expected of them, however, their inputs are desired. Thirdly, and in line with the participative leadership communication style, with the participative communication style, the leader is little task orientated and highly orientated to build relationships, meaning that the leader helps the employees to solve their problems or employees are asked to help the leader solve the problem. Finally, in agreement to the laissez-faire leadership style, with the empowerment communication style, the leader possesses both low task and relationship behaviors, which means that the leader gives power to the employees without providing a lot of guidance and instead letting the employees take charge. As mentioned, the communication style can be used interchangeably by leaders during different scenarios as and when leaders see fit and based on different organizational needs. To take it one step further, a leader can also adopt different interpersonal communication styles or approaches based on their need to either build stronger relationships or more distant relationships. Walker (2014:252) identified three interpersonal communication styles, called avoidance, aggressiveness and assertiveness. Firstly, the avoidance style is adopted when the leader consciously decides to have as little as possible to do with the employee. As a result of avoiding engaging with them, problems cannot be identified or resolved, which makes it a passive

approach. Secondly, the aggressive style refers to when leaders verbally abuse followers and disrespect others' needs through their communication. Leaders adopting an aggressive communication style will include messages that are argumentative, controlling and hurting. Thirdly, the assertive style, also perceived as the most effective style, is the style that considers both the leader and the employee in the communication. Leaders are direct in their communication without blaming or attacking employees. When leaders use an assertive style to communicate, they simply express what is expected of the employee.

Results and Discussion:

Various leadership aspects that may impact communication to Generation Y (millennials) employees. It investigated the various leadership styles, leadership communication styles and potential challenges that may hinder the effectiveness of leaders' communication. In line with the introduction to Generation Y's (millennials) characteristics, similarities to be seen with some of the leadership styles and communication styles. With the consultative communication style, employees are guided in terms of what is expected of them, while their inputs are desired, similarly to the transformational leadership style. With the participative communication style, the leader helps the employees to solve their problems or they are asked to help the leader solve a problem. The challenges that may impact the effectiveness of communication with Generation Y employees, regardless of the styles used, could include technology, personality and the communicator's competence. Generation Y is known to be tech-savvy and used to instant information. The challenge for leaders would be to use the right technological application to communicate to them, while also keeping communication instant as to avoid that they obtain information from other instant sources, such as social media and the World Wide Web. If the leader and the Generation Y (millennials) employees have different personalities, it could also impact the effectiveness of the leaders' communication. As mentioned earlier in this chapter, the culture will not necessarily have a great impact on the effectiveness of communication to them as this generation have been exposed to multi-culturalism all their lives and may not have a specific preference when it comes to culture.

References:

- a) Anthony, L., (2004). "Effective Communication & Leadership". [Online]. Available: <http://smallbusiness.chron.com/effective-communication-leadership-5090.html>
- b) Alexander, M., (2015). "Communication Skills of Effective Project Leaders". [Online]. Available: <http://www.cio.com/article/2882199/project-management/11-communication-skills-of-effective-project-leaders.html>.
- c) Aon, (2015). "Ten Principles for Leadership Communication". [Online]. Available: http://www.aon.com/human-capital consulting/thoughtleadership/leadership/article_leadership_communication.jsp.
- d) Beslin, R., Reddin, C., (2004). "How leaders can communicate to build trust". [Online]. Available: <http://iveybusinessjournal.com/publication/how-leaders-can-communicate-to-build-trust/>.
- e) Caraballo, M., (2013). "5 Principles of Effective Leadership Communication". [Online]. Available: <http://vingapp.com/5-principles-of-effective-leadership-communication/>
- g) Clement, D., (2008). "Communication and leadership". [Online]. Available: <http://www.educationalleaders.govt.nz/Managing-your-school/Guides-for-managing-your-school/Effective-communications>
- h) Deborah, J., (2006). "Leadership Communication: A Communication Approach for Senior-Level Managers". [Online]. Available: <https://scholarship.rice.edu/bitstream/handle/1911/27037/Leadership+Communication++A+Communication+Approach+for+Senior-Level+Managers+-+Barrett.pdf?sequence=2>
- i) Duncan, K., (2009). "Leadership and Communication Improving leadership and communication Skills for Municipal Managers and Supervisors". Municipal Management Program, pp: 1-22. [Online]. Available: <http://www.amcto.com/imis15/Documents/Kevin%20Duncan%20-%20Leadership%20and%20Communication.pdf>
- j) Froschheiser, L., (ND). "Communication: The most important key to leadership success". [Online]. Available:
- k)