

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 2021-05-20 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. (اختياري).

{اكتب أسماء فصول وأقسام (البحث / المشروع) الخاص بك، وناقش بإيجاز ما ستكتبه في كل قسم}.

كل التوفيق لكم جميعاً.....

Dr. Sara Adel

Conflict resolution (Using the Thomas-Kilmann conflict mode instrument).

1. Introduction:

Organizations have often considered it necessary to quantify their performance in order to achieve it. Advanced qualitative and quantitative methodologies, such as Kaplan and Norton's Balanced Scorecard or complex financial indexes, have been developed and used in use (ROE, ROI, ROA)

However, there were no widely accepted and reliable methodologies for assessing project performance until the mid-1990s. Although ventures are, just as important to businesses and have just as much added value as their day-to-day operations. Strategic measures cannot be carried out without programs, and hence policy cannot be realized. And an organization that lacks a well-defined plan becomes immobile, unable to respond to shifting internal and external circumstances. This will result in the company's downfall. As a result, projects are increasingly relevant to organizations, and as a result, there is a clear desire to better assess projects and recognize management strategies, which contributes to a greater chance of project completion (Jennifer Cunningham, Jordan Salomone, Noreen Wielgus., 2015).

However, one of the most significant functions of management in the early era of project management (as described by Taylor) was to incorporate a mostly unqualified workforce into the business. This ideology was also apparent in project management, which was aided by the desire to implement plans. As a result, adequate mission preparation and implementation suggested a job.

The use of leadership and management in project implementation is normally determined by the form of project and the level of the project's life cycle. The expectations to be followed, the targets to be reached, and the deliverables to be delivered are limited by time, budgets, and business conditions for projects with a broad impact, large scale, complex, and global in nature. These projects often include massive, dispersed project teams of participants from various disciplines. In addition, the introduction will be staggered. Only competent and intelligent leadership will ensure mission completion and company survival in such a situation.

To ensure project success, the leadership style should be adaptable, constructive, and creative. Around the same time, the leader should place a strong emphasis on team bonding and morale so that the diverse participants can act as a cohesive unit.

At the project's preparation process, the leader can lead the team and partners into a fine-tuned project analysis to truly comprehend the project's specifications. This process must be emphasized in order to achieve a full understanding of the criteria. Similarly, in change management, the team leader plays a critical role. A good leader should be able to predict change and successfully react to it. The team leader should be able to guide and focus the team members about how to deal with transition and make the most of it. Most notably, the leader must be able to provide credit where credit is due, cultivate ingenuity, and encourage team members to take calculated chances in order to ensure project progress.

This essay seeks to extensively analyses the key leadership techniques used when communicating with internal stakeholders, which are then put into effect by Project Managers, based on the source of the disagreement, in order to assess their influence on project performance.

In order to achieve the proposed objectives, we have made an extensive search in literature to collect data and information.

The paper is structured in the following way. First, we present the theoretical perspective used in the paper, second, we review the literature on project success and Strategies for Managing Conflict. Third, we present our research methodology. The paper ends with a summary of our findings and a discussion of their implications.

2. Literature review

2.1. *Project success*

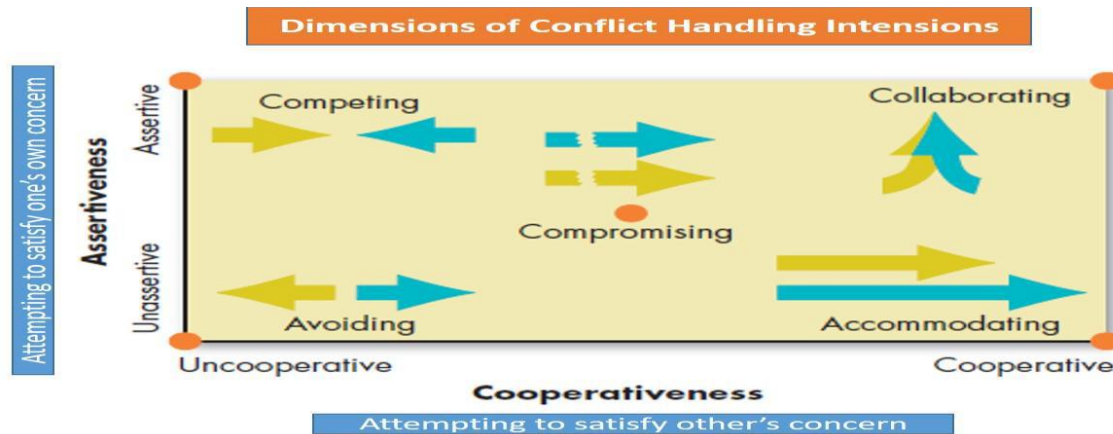
Initially, project success is highly related to project management, the full responsibility of success or decline of project reflects on choosing of stakeholder (team members, project managers, team supervisors, resource suppliers) on one side, on the other iron triangle of project such budget, scope & time taken as measurement of PS. (Raziq et al., 2018). However, before going deeper in our judgment on the project let us define project success. Authors have dissolved project success measurement into two parts, first outcome has a relation with project success is relying mainly on second part that is related to participant's satisfaction, assigned different influential factors such as degree of complexity, commitment, goal, expectancy and environmental change to a fundamental in appreciating of project outcome.

Additional research, Williams et al., (2015) has studied project success definition by examine the correlation between multiple measurable and psychosocial factors, the finding of this paper revealed the success factors effect upon project performance, another way the study illustrate how could looking backward to map out problem root lead to successful criteria. Primarily, the degree of success is controversial topic between scholars and iron triangle (Budget, Time and scope) depicts insufficient measurement for project due to one side judgment that some cases project could reach satisfaction in perception of client despite on time, on budget. Therefore, client's opinion needs to be incorporated under project success criteria.

Aga et al., (2016) in his study authors argued the concept of project success and backed his disagreement with various scenarios when project become on budget on time but considered as failure. On the contrary, project could deliver its objectives late as well as over budget but perceived as successful. Another new study, Davis, (2017) has argued that failure of a project refers to various interpretation of project success factors and criteria by stakeholders, consequently, findings dictate behavioral instrument is the productive tool to support project success perception. According to the Joslin & Muller (2016), there are five dimensions of project success, such as impact of project, efficiency of projects, satisfaction of potential stakeholder and benefits for organization.

2.2. *Managing Conflict*

Thomas & Kilmann (1977, 1978) in the pursuit of resolving conflicts, advanced a well-cited taxonomy of five conflict-handling modes, popularly known as: Competing, Collaborating, Compromising, Avoiding and



Accommodating across two underlying dimensions of assertiveness and cooperativeness cited in Figure 1 below.

Figure one, Source: Thomas-Kilmann (1978), Two-dimensional taxonomy of conflict handling modules

Saxena & Pooja (2014) while studying the connect between employee satisfaction and conflict management style observed that there is little link between conflict management styles and employee satisfaction. This dismal relationship might be originating due to the core nature of conflict wherein no matter how just and effective style a person exhibits, the party which feels, has much compromised in the context remains dissatisfied with the resolver of conflict. Therefore having a buy-in from all the conflicting parties remains unanswered. Saranya (2017) while studying the effect of conflict management styles on the job satisfaction level of women employees found out that there were no significant relationships between these two dimensions. Reserving her view with Avoidance style of conflict resolution (Thomas-Kilmann, 1978) as most viable style, she proposed that it is more to do with managing work-life imbalances on women employees' job satisfaction than the conflict management style. There is positive relationship between conflict resolution mechanism and employees' motivation. The Collaborative & Avoidance strategies were found to be most effective in workplace conflict resolution (Sharma & Mehta, 2017).

3. Methodology:

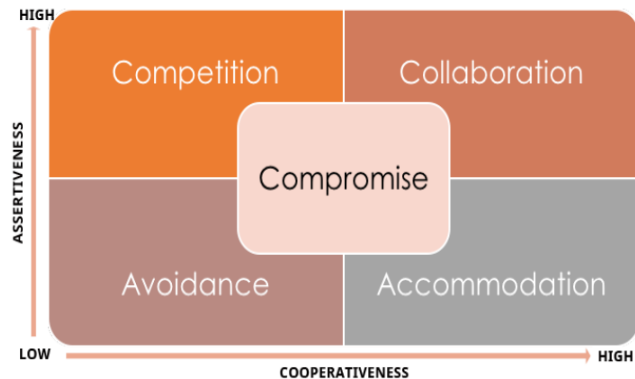
This research follows the descriptive approach. We concern study the impact of leadership skills on project success, through collecting data from previous studies and literature. We will give further explanation for Thomas Kilmann model with a brief practical situation.

4. Results and discussion

Within a group setting, group members are likely to have different opinions and perspectives of issues. The competition in ideas is likely to lead to conflict, which requires faster solution. According to Kilmann (2017), the model illustrated and explained below can be used by group members or its leadership to identify and solve conflicts within the group:

- Competing:

The competing approach solves conflicts that arise from group members who have competing interests or ideas. It involves group members trying to outdo or compete each other in terms of opinions or dominance. It involves using assertive but uncooperative measures to solve a group problem.



- Accommodating:

This approach involves listening to every group member's opinion and incorporating or meeting them. It requires the use of unassertive but cooperative means of addressing group conflicts. It requires a group leader who is generous, selfless and charitable to meet every view of the group members. It requires skill to accept the opinions of others, even though they may not agree with it. It is advantageous because it allows equal treatment of group members.

- Avoiding:

Conflict can be avoided by simply sidestepping or working around its source, without having to directly confront it. It involves embracing unassertive approaches to managing conflict or simple withdrawal.

- Compromising:

This approach involves the incorporation of both assertive and cooperative approaches to solving group conflict. Group leaders seek to establish win-win scenarios to solve group conflicts. It involves a give and take approach where group members are ready to sacrifice some of their stand to accommodate the interests of others and ensure that every group member is satisfied. Compromising enables the group members to restore good working relationship among them and ensure the satisfaction of everyone. It also enables HR to solve people's grievances amicably, as set in the law (ACAS, 2015).

- Collaboration:

Group members use the collaborative approach to enable them understand and predict the possible solutions to conflict based on their individual needs. It relies on skills of conflict resolution such as the ability to accept each other's opinions, the ability to respect each other's viewpoints and the creative means of solving conflicting ideas.

According to "Thomas Kilmann model", the accommodating method was used by the top management to resolve the conflict between the team members and management, as here the goal of the management was to find out the solution together than working separately. Other than this, the management also incorporated compromising approach to settle the conflict between the team members. As compromising approach helps in splitting the difference among the parties by exchanging concessions and finding middle ground solution that is beneficial for the both parties.

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