

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:
 - 0 حجم الخط ١٢.
 - 0 نوع الخط Arial.
 - 0 لون الخط أسود.
 - 0 المسافة بين الأسطر 1.5 line spacing.
 - 0 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.

- o Prioritization (Using tools for Estimation – Scheduling – Tracking – prioritizing stakeholders).
- o Team management (Using Team structures – Team development stages – Team needs).
- o Embracing Accountability (Using RASCI)
- o Conflict resolution (Using the Thomas-Kilmann conflict mode instrument).
- o Motivation (Using one theory of motivation – Types of motivators).
- o Communication in the project.
- o 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.

- o Prioritization (Estimation – Scheduling – Tracking – prioritizing stakeholders).
- o Team management (Team structures – Team development stages – Team needs).
- o Embracing Accountability (RASCI)
- o Conflict resolution (The Thomas-Kilmann conflict mode instrument).
- o Motivation (Using one theory of motivation – Types of motivators).
- o Communication in the project.
- o 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 TEAM MANAGEMENT AS A LEADERSHIP SKILL ON PROJECT SUCCESS IN THE ORGANIZATION

Introduction

This chapter will include a detailed statement of the problem, research aim, and objectives that will be investigated in this research project.

Leadership is the act of influencing people or group of people regarding a specific action; it's an art of motivating people to act towards achieving a common goal of the business. This can be defined as the way to direct the workers and colleagues of an organization to achieve the common needs and objectives of the organization. The management of any kind of project is highly dependent on the role of its leadership which includes the activities such as effective planning, coordination of task, team management, review of the project tasks and making the effective decision for the action plan that will work best for that specific project. The project success is highly dependent on the management by its leaders in an effective way. There is need for a clear vision by the leader which includes practical formation regarding the schedule of projects and ability to attract a talented and efficient team. (Assaf & Hassanain, 2014) Leadership is not a simple task but it's the complex one because it will ultimately define the way in which an organization will be able to achieve their specific objectives and tasks. There are various skills which are required for successful leadership of a project. All of these skills are important for successful completion of the project but the point of consideration here is that every leader has its own specific skills which they apply at different kinds of project. It means that the use of different leadership tools vary from one individual to the other in the same project and it depends on the ability of a person to utilize these different tools.

Literature Review and Conceptual Framework

This chapter includes analysis of the literature relevant to the team management and its impact on project success.

Team management is an important leadership skills which the managers are required to lead a group of people because it is important for accomplishing common

goals of team. The effective team management is only based on the communication and support among all the team members and their leader; a leader should be capable enough to uplift the team members in such a way that it polishes their abilities and be able to grow as professionals. There are different studies which show that team work and team management are the important skills that leaders have to show while working on the successful management of their project. (Bond-Barnard, Fletcher, & Steyn, 2018)

Team Structure

There are different kinds of team structures being studied which are important for the effective working of project teams. The three most used and described team structures includes the functional, project and matrix structure. Every team structure has their own pros and cons but they are specific to different kind of projects. The functional team structures explain that the project manager and its team member's work in the same company division but the manager have more authority than the team members. This type of team structure is mostly successful for the small teams and projects because the team members have easy access of the expert and conflict resolution is easy in such kind of projects. The second kind of team structure is project structure in which the teams are dedicated to work on a specific project. This creates a stronger sense of identity and the whole team is focused on the team goals. But having one team working on a single project includes high cost of commitment which is one of the cons of this type of team structure. The third team structure is matrix structure in which the resources of organization are shared between the usual work of business and project work. This kind of structure divides the power and authority between the divisional team manager and the project manager. (Oh & Choi, 2020)

Team Development Stages

Bruce tuckman have identified the five stages for team development which will work for the high performance levels by the team. The stages include forming, storming, and norming, performing and adjourning. A successful team working on a project has to go through all the stages before completing the project. The first stage of forming includes the period of orientation and uncertainty is very high at this stage. The second stage is storming stage which is the most difficult and critical stage because the conflict

arises among team members which decrease the team performance. The third stage is norming in which the team members get to know each other and unity emerges at this stage. The fourth stage is performing in which the cooperation has established among the team members and now team have become mature and well organized. This is the stage where a stable team structure has achieved. The last stage is called as adjourning stage at which most of the goals of team are accomplished and there is just wrapping up of the final tasks of the team. (Giri, 2019)

Team Needs

It is important to be an effective leader that needs have team must be assessed and addressed by the leader. Leader is the person who is behind the successful team management but this can only be possible when he is able to address the needs of team members and able to value their assets. In order to be successful in team management, there is need of training of the leaders that is required. There are different studies which show that important of team needs for management of team members in fact it is required for an effective team building for a successful completion of a project. (Ravid & Shtub, 2013)

Methodology

This chapter provides a detailed description of the data collection tools and data sources.

This research has implied the qualitative method technique for assessing the importance of team management on the success of project. There is an interview created for the managers who have been working in a team and acting as leaders. The interview is conducted which consist of close ended and some open ended question. The survey is targeted to analyze the impact of team management on the success of project. It includes questions which assess the ways in which leaders have used team management, how they have assessed the needs of team members, the ways the leader have implemented the different stages of team and how a successful team structure is achieved. (Malachowsky, 2018)The interview is conducted with the people

who have been working on team management and their perception regarding its impact on success of project is analyzed in this project.

After the conduction of interviews, categorization is made based on the common themes analyzed in each person interview. This categorization is a way of analyzing the data which is then utilized to form a common result that is focused on making a conclusion regarding impact of team management as leadership skills on successful management of project.

Results and Discussions

This chapter will discuss about the main findings of a research, outline my thoughts to defend the research and emphasize the significance of it.

The analysis of interview conducted from the project leaders have been concluded with the three main themes which are:

- Matrix team structure is effective for successful project management.
- When team progress through all the stages of team development, it improves its effectiveness and efficiency in performing different tasks of project.
- If a manager is able to identify the needs of team, then a successful team management is possible.

These three major themes were formulated based on the interview answers as given by the managers. Most of the managers have the view point that if the power and authority is divided among the functional team manager and project manager instead of having a full power to single manager then it will help in making the flexible choices regarding management of team. This will guarantee an efficient use of resources as they can move around the whole division of the team. It made the team members able to work on different kind of things because there is division of responsibility between the team member and the project managers. Some of the managers responded that this kind of team structure increases the rate of conflict but when they were ask about ways to manage the conflicts they have given different kind of examples for conflict resolution and project management.

The second major theme identified is the importance of team development through the different stages of development. The managers responded that if the team is able to go through all the stages and reach the last stage then it is possible for the leader to have the successful completion of project. But some of the managers responded that while they were working on a project, their team stuck on storming stage and they have to imply different kind of techniques to proceed towards the next stages of team development. The third theme identified in the interview is that the successful management of team needs is directly related with the successful management of the project. The project management is directly influenced by the ability of manager to assess the needs of team with which they are working.

Conclusion

So it can be conclude through this research that team management includes team structure, team development stages and team needs which all are important for effective management of project. Team management is one the leadership skill which is related with the success of leadership regarding a specific project.

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