

Everyone's Smart University

Project (Spring 2021)

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

PROJECT LEADERSHIP

Instructions:

- ☐ اخر موعد للتسليم هو يوم الخميس 20-05-2021 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

Team management (Team structures – Team development stages – Team needs).

Introduction:

Each team passes five team development phases. First, here's some team growth history. Bruce Wayne Tuckman first formulated and released the four first stages of team development in 1965. His "Tuckman's Stages" theory was based on his studies on team dynamics. He thought (as it is typical today) that these steps were inevitable for a community to develop to the point that they work well together and produce high quality results (Scott-Young & Samson, 2008).

Tuckman added a 5th stage to the four stages in 1977, in partnership with Mary Ann Jensen: 'Adjourning.' When the team finishes the current project, the adjournment stage is. They will join other teams in the near future and continue to work. The completion of a project creates a sense of tristesse for a high performing Team because the team members have become one and are now moving in their own ways (Bolsunovskaya, Shirokova, Loginova & Gintciak, 2018).

- **Effective project management software and tools team development:**

The use of project management software is one way to help teams work together faster. The project management program, which is successfully applied, enables a team to effectively interact, communicate and complete tasks. This paper offers background information on each phase and an example of a five-stage team as a following (Friedland, Bozic, Dewar, Kuan, Meyer & Phillips, 2011; Soni, 2020):

Step 1: Forming:

When the team meets each other first, the "formation" phase takes place. Team members will be presented to each other at this first meeting. They share their backgrounds, interests and knowledge and make their first impressions. You will hear about the project you are working on, explain the priorities of the project (with a project charter) and start thinking about what role the project team will play. You don't work on the project yet. They "see each other" successfully and find a way to working together.

It is vital for the team leader to be very specific about team objectives during this initial phase of team growth and to provide clear guidance in relation to the project. The team leader should ensure that all the participants take part in deciding team roles and responsibilities and work with the team to determine how they work together ("team standards") ("team standards"). The team will be led by the team leader.

Stage 2: Storming:

When the team starts to cooperate, they enter the storming stage. This stage cannot be avoided; every team – and most of all a new team that hasn't worked together before – is involved in this part of team development. The team members compete at this point in order to obtain their rank and acceptance. They have conflicting views on what to do and how to do it – causing discord in the team. When they go down this stage, guided by the team leader, they can work individually and as a team and take on the roles and responsibilities within the team. They can solve problems together. This is a tough stage for team members who don't like confrontation.

The team leader must be able to help the team in this phase, so that members of the team learn to listen and appreciate their disagreements and ideas. This means that no team member can monitor all communications and facilitate the input of all team members. The team leader must train those team members to be more reliable and other team members on how to be more efficient listeners.

It ends when the team accepts each other more and knows how to work together for the sake of the project. The team leader can at this stage start making the transition to the team so that it can be independent but remain active so that issues are resolved as soon as possible.

However, some teams do not go past this point, and the whole project has been spent on conflicts and low morals, which makes it very difficult to complete the project. Teams with professionally immature members usually have a hard time passing this point.

Stage 3: Norming:

When the team enters the norming stage, they start working better as a team. They don't concentrate on their individual goals anymore, but rather develop a way to work together (processes and procedures). They respect each other's views and appreciate their differences. You start to see the beauty in the team's differences. It seems more normal to work together as a team. In this phase, the team decided upon its team rules, how they should exchange information and overcome team conflicts, and what resources and processes to accomplish the task. The members of the team begin to trust and actively look for help and support from each other. They are now encouraging one another to achieve a common goal, rather than competing with one another. The team members also continue to make substantial progress in the project as they start to work more efficiently together.

Due to the stronger working together and more responsibilities that team members have, the team leader does not take part in decision-making and problem resolution. The team has more autonomy and can overcome questions and conflicts as a collective. But sometimes, if the team stagnates, the team leader will bring things in. The team leader always should ensure that the team members work together and will begin to serve as a mentor for the team members.

Stage 4: Performing:

Teams work at a very high level in the "Performing" stage. The emphasis is on achieving the objective as a party. The members of the team got to know one another, trust each other, and trust each other.

Each team does not attain this team growth level, some teams stop at Stage 3: standardization. Without supervision the highly performing team performs, and the members are interdependent. The team is very excited to accomplish the job. They can easily and efficiently take decisions and solve problems. If the team members disagree, they will work through and reach agreement without interrupting the progress of the project. If changes in team processes are required, the team can agree on changing processes alone, without relying on the team leader.

At this point, the team leader is not involved in decision making, solving problems or other tasks that include the team's daily work. The members of the team work efficiently as a group and need no supervision at the other levels. The team leader will continue to track the team's progress and celebrate with the team its milestones in building team comradeship. The team leader would also be the key to decision-making in the enterprise at a higher level.

Even at this point, it is possible for the team to return to a different level. For instance, if one of the members starts to function individually, then the team will return to the "Storming" level. Or, when a new member joins the team, the team could return to the "making" level. If the works are changed significantly, it is possible for the team to return to a previous stage so they can handle the changes.

Stage 5: Adjourning:

The project is concluded in the " Adjourning " Stage and the team members move in separate directions. This phase examines the team from the point of view of the team's wellbeing rather than managing a team through the original four phases of team development.

The team leader should ensure that the team has time to celebrate the project's progress and to take best practice into consideration. (Or if the project hasn't been successful, assess what has happened and learn lessons for future projects.) This gives the team the chance to say goodbye and wish each other luck in the next effort. It is possible for any community that has reached stage 4: performance to maintain a close connection, and to separate and proceed independently to other ventures.

References:

- Bolsunovskaya, M. V., Shirokova, S. V., Loginova, A. V., & Gintciak, A. M. (2018, November). IT project team management based on a network-centric model. In 2018 XVII Russian Scientific and Practical Conference on Planning and Teaching Engineering Staff for the Industrial and Economic Complex of the Region (PTES) (pp. 165-168). IEEE.

- Friedland, P. L., Bozic, B., Dewar, J., Kuan, R., Meyer, C., & Phillips, M. (2011). Impact of multidisciplinary team management in head and neck cancer patients. British journal of cancer, 104(8), 1246-1248.
- Scott-Young, C., & Samson, D. (2008). Project success and project team management: Evidence from capital projects in the process industries. Journal of Operations Management, 26(6), 749-766.
- Soni, V. D. (2020). Importance and Strategic Planning of Team Management. International Journal of Innovative Research in Technology, 7(2), 47-50.