

TABLE OF CONTENTS

DEDICATION.....	i
ACKNOWLEDGMENT.....	ii
ABSTRACT.....	iii
LIST OF TABLES.....	ix
LIST OF FIGURES.....	x
CHAPTER 1: INTRODUCTION	1
1.1 INTRODUCTION	2
1.2 PROBLEM STATEMENT	3
1.3 SCOPE AND AIM OF THE CURRENT STUDY	3
1.4 OBJECTIVES	4
1.5 RESEARCH PAGES	4
1.6 CONCLUSION	5
CHAPTER 2: LITERATURE REVIEW	6
2.1 LEADERSHIP	7
2.1.1. LEADERSHIP AND MANAGEMENT	9
2.1.2. POWER AND LEADERSHIP	10
2.1.3. LEADERSHIP AND FOLLOWERSHIP	12
2.1.4. THE THREE COMPONENT FRAMEWORK	12
2.2 STUDIES ON LEADERSHIP	13
2.2.1 TRAIT BASED STUDIES	15

2.2.2	BEHAVIOURAL LEADERSHIP STUDIES	16
2.2.3	CONTINGENCY BASED STUDIES	20
2.2.4	TRANSFORMATIONAL LEADERSHIP	22
2.2.5	EFFECTIVE LEADERSHIP STYLES IN IT PROJECTS	24
2.3	TEAMS	25
2.3.1	TEAM CLASSIFICATIONS	26
2.3.2	IT PROJECT TEAMS	27
2.3.3	IT PROJECT TEAM SUCCESS FACTORS	29
2.4	MODELS IN LEADERSHIP AND TEAMS	32
2.4.1	LEADERSHIP MODELS	32
2.4.1.1	Task and Relation Oriented Leadership Model	32
2.4.1.2	Functional Leadership Model	33
2.4.1.3	Transactional Leadership Model	34
2.4.1.4	Transformational Leadership Model	35
2.4.1.5	Complexity Leadership Theory	36
2.4.2	TEAM MODELS	37
2.4.2.1	I-P-O Model	37
2.4.2.2	IMOI Model	40
2.4.2.3	Complex Adaptive Systems Model	41
2.4.3	INTEGRATED LEADERSHIP AND TEAM MODELS	43
2.4.3.1	MODEL1	43
2.4.3.2	MODEL 2	45
2.4.3.3	MODEL 3	46
2.5	LEADERSHIP AND TEAM PROCESS VARIABLES IN IT PROJECT TEAMS	47

2.5.1 INTRODUCTION	47
2.5.2 LEADERSHIP AND TEAM PROCESS VARIABLES	48
2.5.2.1 Leadership and Team Trust	48
2.5.2.2 Leadership and Team Mental Model	49
2.5.2.3 Leadership and Team Empowerment	50
2.5.2.4 Leadership and Team Cohesion	51
CHAPTER 3: METHODOLOGY	52
3.1 INTRODUCTION	53
3.2 RESEARCH METHODOLOGY	53
3.2.1 RESEARCH APPROACH	53
3.2.2 RESEARCH STRATEGY	55
3.2.3 RESEARCH CLASSIFICATION	58
3.3 NATURE AND SCOPE OF CURRENT STUDY	58
3.3.1 REASON FOR DEVELOPING AN EFFECTIVENESS MODEL	58
3.3.2 RESEARCH METHODOLOGY FOR THE CURRENT STUDY	60
3.4 MODEL DEVELOPMENT – LEADERSHIP AND TEAM EFFECTIVENESS	61
3.4.1 DEVELOPMENT PURPOSE AND ASSUMPTIONS	61
3.4.2 DEVELOPMENT STAGES	62
3.4.2.1 DEVELOPMENT FRAMEWORK	72
3.4.2.2 DEVELOPMENT OF EFFECTIVENESS LEVELS	63
3.4.2.3 LEADERSHIP AND TEAM PROCESS ASPECTS – Characteristics at each Level	66
3.4.2.4 ASSESSMENT LEVELS – General Goals and Features	71
3.5 MEASUREMENT INSTRUMENT DEVELOPMENT	82

CHAPTER 4: CASE STUDY	84
4.1 PILOT IMPLEMENTATION	85
4.2 PILOT STUDY RESULTS, ANALYSIS, AND REVIEW	85
4.3 SURVEY DEPLOYMENT SAMPLE POPULATION	87
CHAPTER 5: RESULTS	89
5.1 INTRODUCTION	90
5.2 SURVEY RESPONSES	90
5.3 PROJECT AND TEAM DETAILS	91
5.4 GENERAL INFORMATION	92
5.5 LEADERSHIP AND TEAM PROCESS SCORES	92
CHAPTER 6: ANALYSIS	97
6.1 LEADERSHIP ANALYSIS	98
6.2 TEAM PROCESSES ANALYSIS	100
6.2.1 TEAM COHESION	100
6.2.2 TEAM TRUST	102
6.2.3 TEAM MENTAL MODEL	104
6.2.4 TEAM EMPOWERMENT	106
6.3 TEST OF ASSOCIATION WITH LARGER SAMPLE	109

CHAPTER 7: RECOMMENDATION AND CONCLUSION	111
7.1 RECOMMENDATIONS	112
7.2 LIMITATIONS	116
7.3 FUTURE WORK	117
CONCLUSION	118
 REFERENCES	 120
APPENDIX 1 – MEASUREMENT INSTRUMENT – QUESTIONNAIRE	136