

QATAR UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

ASSESSMENT OF THE AWARENESS AND AVAILABILITY OF MANAGERIAL  
SKILLS AND LEADERSHIP COMPETENCES AMONG QATARI LEADERS: CASE

STUDY OF OOREDOO TELECOM

BY

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A Dissertation Submitted to  
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## ABSTRACT

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Title: Assessment of the Awareness and Availability of Managerial Skills and Leadership Competencies Among Qatari Leaders: Case Study of Ooredoo Telecom  
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This study aims to assess the degree to which Qatari leaders are aware of the managerial skills and leadership competencies that they should possess on one hand and the actual availability of these skills and competencies among them on another. To achieve this goal, the researcher employs Ooredoo a pioneering telecommunication in the Qatari market, as a case study. The research method was descriptive in nature and conducted using of primary data in form of semi -structured interviews and secondary data obtained from available literature. As such , all data used in this research is qualitative and the research model as a whole is the case study model. Ten managerial skills and leadership competencies were derived from the literature review and used as a base for the interviews questions. A basic verification/ comparison method was used to analyze the interviews responses . The result shows that Qatari managers in Ooredoo are aware of the identified managerial skills and leadership competencies and that they are available in a minimum level of “Neutral to Strong” in each one of them. In light of the results, recommendations were formulate for Ooredoo organizations as well as the country as whole. The Ooredoo specific organization included improving the managerial and leadership skills to address current management and leadership challenges. The recommendations that are of the country level included creating a nation-wide management and leadership form and creating a national benchmark for managerial skills and leadership competencies.

## DEDECATION

*I dedicate this work to my wife, who believed in me even when I did not believe in myself.*

*I also dedicate this work to my parents, siblings, and daughter who gave encouragement and strength to finish this work*

## ACKNOWLEDGMENTS

"I would like to acknowledge the support of Qatar University for providing all the needs to achieve the requirements of this study. I would like to acknowledge the effort of my supervising professor and the subject Professor. Finally, I would like to acknowledge all participant from Ooredoo"

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## CHAPTER 1: INTRODUCTION

Though the State of Qatar is relatively young, it has experienced an accelerated rate of growth in various aspects such as economy, Infrastructure, political significance, and global importance (Gulf Times, 2018). As a result, a great responsibility was placed in the hands of its citizens who are actually considered a minority in their own country (Hassanein, 2021). This has spurred a need for nationals who possess outstanding management and leadership skills to drive the organizations across the country to new heights as aspired by the nation's 2030 vision that includes a variety of crucial goals for the entire country (Government Communications Office, 2022). Hence, it is of an utmost importance for any national in leading position in any organization to have the required level of managerial skills and leadership competencies to drive performance in his/her relevant organization. Of course, expatriate managers and leaders are also required to show the same level of knowledge, if not higher, given that in many cases, they have more skills and competencies when compared to their national counterparts and are selected based on rigorous selection criteria to ensure their capabilities in their given fields are adequate for the targeted position. Henceforth, organizations in such a country will require the highest level of managers/ leaders available and one way to ensure that is to ensure high level of managerial/ leadership knowledge. This resonates well with the proposed objective of this applied graduation project, which is to examine the extent to which current Qatari managers/leaders are aware of and in possession of or using the required managerial skill and leadership competencies to achieve organizational goals effectively and efficiently. Towards this end, this study follows qualitative research methodology via case study and in-depth interviews to collect data about the research topic. Ooredoo, a leading telecommunication company in the State of Qatar has been selected as a case study.

## State of Qatar Profile

Occupying a geographical area of 11521 squared kilometers (*About Qatar 2023*) the State of Qatar has always been regarded as a small country. However, over the years and through its development, the country has achieved many accomplishments in fields such as politics, energy, tourism and many more. Although evidence of settlement in Qatar dates back to the 6<sup>th</sup> millennium BCE, the true vision for the country has begun to flourish in the 17<sup>th</sup> century under the leadership of Al-Thani family who achieved the unification of all tribes residing in Qatar under their rule (*History of Qatar, 2023*). Since then, the State of Qatar has considered to be a strong contributor to all historical affiliations that the country was part of (*History of Qatar, 2023*). The last of these affiliations was being a British protectorate and during this era, oil which is one of the main accelerators of the country's growth was discovered in 1931 and started to replace pearl hunting and trade as the primary source of income (*Qatar Country Profile, 2023*). In 1971, two major historical milestones took place, the first of which is ending the treaty with the British rule to become an independent country owning its sovereignty and able to forge its own future (*General Information, 2022*). The second milestone of this era was the discovery of the largest single non-associated gas reservoir in the world in the northern area of the country (*Onshore oil, 2023*). From that point of time onwards to present day, the State of Qatar has truly transformed to be a highly influential Islamic and Arabic country achieving significant milestones such as being the largest supplier of liquefied natural gas (LNG) in the world (*General information, 2022*), having the highest per capita in the world (*Life in Qatar, 2023*) as a testament of its strong economy, and being the first Arabic and Islamic country to host the globally recognized event of FIFA world cup 2022 (*Qatar Country Profile, 2023*). The population in the country is approximately 3 Million as of March 2023 (*Monthly Figures on Total*

*Population, 2023*), the official language is Arabic, and the currency used is Qatari Ryal abbreviated as QR or QAR (*General information, 2022*).

### Ooredoo Profile

The telecommunication history started rather modest since it was at the time in which the country was a British protectorate in 1949. At this time, the first telephone service was established in the country with merely 50 lines being operational (Ooredoo Qatar, 2022). In a manner analogous to the overall status of the country, the industry has made various developmental strides since as previously mentioned, the country experience a significant and rapid growth post its independence in 1971. Hence, the major milestone of establishing the telecommunication department in the Ministry of Communication and Transportation in the State of Qatar was achieved merely 2 years after the independence in 1973 (Ooredoo Qatar, 2022). Moving forward 14 years, the industry was matured enough to be moved to the private sector with the establishment of Qtel, the first telecommunication exchange company in Qatar in 1987 (Ooredoo Qatar, 2022) which is predecessor of Ooredoo that came as a rebranding of Qtel group as an ambitious plan to unite all of its global entities into one brand (Gulf Times, 2013). Since then, the company has achieved tremendous triumphs such as being the first country in the world to launch the 5G network service commercially in 2018 and reaching a customer base that exceeds 121 million worldwide as of 2021 (Ooredoo, 2022). Currently, the company is operating three regions around the world which the medial east, North Africa and Southeast Asia. It also has over 12300 employees worldwide and a brand value of 3.14 Billion USD. Its services include mobile/fixed telecommunication and internet services to both sectors of personal and business. The chairman of the Ooredoo Group is H.E. Sh. Faisal Bin Thani Al Thani (Ooredoo, 2022).

## The Importance of Having Adequate Level of Managerial Skills and Leadership Competencies in Qatar

One can infer from the brief above that exceptional leadership played a pivotal role in shaping the modern State of Qatar and accomplishing several significant achievements that are well recognized globally. Moreover, just as important as it was back then, exceptional leadership and management will continue to be a driving force to achieve the aspirations of the country. A perfect example that show this point is to examine the Country's vision which is called (Qatar National Vision 2030 QNV, 2030). It was lunched in 2008 under the patronage and guidance of the Father Amir His Highness Sheik Hamad Bin Khalifa Al-Thani to ensure proper modernization, economic growth, and social progress while balancing the needs of current generation and future generations (Government Communication Office, 2022). Focusing on the interconnected pillars outlined in the document of QNV 2023, which are human, social, economic, and environmental development (Government Communication Office, 2022), one can clearly see that those entails outstanding managerial and leadership capabilities to be achieved . Furthermore, the very notion of having a vision is one of the well-known successful leadership qualities. Hence, to achieve such goals necessitates exceptional leaders and managers in all sectors in the country. Another living example of the importance of managerial skills and leadership competencies in Qatar is the establishment of Qatar Leadership Center in 2010 as an initiative from His Highness Sheik Tamim Bin Hamad Bin Khalifa Al-Thani, the current Emir of the State of Qatar to develop leadership talents in governmental and private institutes (*Qatar Leadership Cente*, 2020). It offers programs specific for various demands but the one worth noting here is the program dedicated for raising young Qatari leaders who have shown potential in their careers. It fosters their talents in leadership and managerial through modules that are developed with World class educational institutions (*Rising*

*Leaders Program, 2020*). An astonishing fact that demonstrated that these efforts bore their fruits was in particularly dire times such as the time of the blockade that was imposed on the State of Qatar by four of its neighboring in what was called as the Gulf crises (Chughtai, 2020). At that time, Qatar was heavily dependent on products and merchandises from those countries. Thus, the blockade have initially placed Qatar in grave danger. However, with outstanding leadership and crisis management, Qatar was able to turn this to an opportunity to be more self-reliant and succeeded in doing so (Aguilar, 2019). All this shows that excellent leadership and management skills was important for Qatar in the past, is vital in the present, and will surely be of great importance in the future.

#### Statement of the Problem and Research Questions

Although it is widely accepted that managerial skills and leadership competencies are important to achieve goals and realize visions, little to no studies were conducted in which a method to assess the awareness and possession of significant managerial skills and leadership competencies by Qatari leaders. This study aims to answer three questions as follows

- 1- What managerial skills and leadership competencies are academically proven significant to be used for assessing Qatari managers/ leaders?
- 2- Are Qatari managers/ leaders aware of these managerial skills and leadership competencies ?
- 3- Are these leadership competencies and managerial skills possessed by Qatari managers?

#### Research Objectives

The overall objective of this project was first to identify a set of managerial skills and leadership competences which are derived from reviewed literature and are deemed to important for managers/ leaders to perform their designated role in the best manner. Secondly, to verify that this set of managerial skills and leadership competencies can

be used to assess Qatari managers of the selected organization through conducting interviews in order to obtain in depth data and. Finally, to utilize the obtained results of the interviews and assessment to formulate recommendations for the organization itself and the country as a whole.

#### Significance of the Study

This study defines a set list of managerial skills and leadership competencies that can be the starting point for further research of this vital topic in specific approach to the State of Qatar and Qatari managers. It attempts to bridge the gap in between practical experience and academic insights in order to improve the leadership and management aspects in Qatari organizations. It also sets a ground to conduct research in the area of managerial skills and leadership competencies in Qatar and expectantly will facilitate future linking other factors such as performance, customer satisfaction... etc. Finally, it provides recommendations and elaborates on policy implications based on the findings.

#### Organization of the Study

This study is organized as follows. In chapter one, the researcher starts with an introduction about managerial skills and leadership competencies in a general manner. It sheds light on the State of Qatar, its 2030 vision and how it correlates with the research topic. Then a brief profile about Ooredoo, the selected organization to be case studied is provided. This is followed by an explanation of the importance of having adequate level of managerial and leadership skills and competencies for the State of Qatar. After that, the statement of the problem is illustrated along with the significance of the study and the chapter concludes with the organization of the study. Chapter two explores the literature review findings by firstly tackling managerial skills then leadership competencies and concludes with a summary of both them. Chapter three is mainly about the research methodology. Chapter four presents the findings in terms of

the management history in the organization, management challenges, observed level of management skills and leadership competencies in Ooredoo, and the final assessment. The research concludes with Chapter five which contains a brief conclusion, the policy implications and recommendations based on the findings in addition to limitations and future work.



## CHAPTER 2: LITERATURE REVIEW

### Managerial Skills

To achieve the objective of this research, which is to assess the awareness and availability of managerial skills and leadership competencies among Qatari leaders, previous available literature was reviewed in order to gain knowledge about efficient and effective ways to perform the assessment. However, it was difficult to identify work which attempted to tackle the exact same issue as the objective is, in many ways, considered specific towards a narrow point. Hence, the focus shifted to identifying literature work that is conducted to identify key leadership and/ or managerial skills and competencies. Doing so allowed the development of a list of managerial skills and leaderships competencies to be assessed that is proven to be vital for managers and leaders excel in their assigned role. This approach was used in studies before in order to derive constructs or qualities of leadership and management. For example, in the work of Maduka et al. (2018) which attempted to conduct an analysis of competencies required for effective virtual team leadership, the authors explained that they have used a extensive and focused literature review to identify the competencies needed for effective virtual team leadership (Maduka et al., 2018). Furthermore, the authors used these identified competencies to formulate the survey questions for this data collection (Maduka et al., 2018). Hence, the same approach is followed in this research especially that it is a case study which analogous to approach used by Maduka et al. (2018). The selection criteria for the articles reviewed was simple in the sense that only time of issue (issued within last five years) and publisher quality (well-known publication) were considered. Most previous work concentrate on either leadership or management knowledge, skills and competencies. Only in seldom cases both were considered in the objectives of the study. Furthermore, previous studies usually are aimed at a specific

aspect, such as development programs, or a specific field, such as large industrial companies. In this section, the process of the selected managerial skills will be illustrated. Firstly, the study conducted by Jebran & Chen (2022) was done to examine the effect the of strong managerial ability on performance during the time of the outbreak of COVID-19 pandemic (Jebran & Chen, 2022). Although the topic seems a bit different than the goal of this study, their work did define managerial skills that was crucial during the time of crisis (Jebran & Chen, 2022). They state in their study that higher ability of management requires high level of knowledge of the business, industry and products (Jebran & Chen, 2022). This is also mentioned in the book titled “Fundamentals of Management” by R. Griffin (Griffin, 2022). Therefore, business related knowledge such as business environment and technical knowledge was selected to be part of the managerial skills to be assessed. Furthermore, few studies included a comparison of leadership and management detailing qualities of a good leader and a good manager. For instance, in the work of Robu et al. (2019) that attempted to define a leadership assessment framework to demonstrate the important role of leadership in sustainable development, the authors have included a comparison of leadership and management with detailing a number of qualities for each of them (Robu et al., 2019). They stated that it is managerial skills to plan, organize, and control the work (Robu et al., 2019) which are also mentioned in the study conducted by Tiliuta & Diaconu ‘(2021) as fundamental managerial skills. Hence, the skill to plan, organize and control the work was selected as one managerial skill to be used in the assessment. In addition, both work also describe managers are being able to build structure and delegate the work as appropriate. For example, Robu et al. (2019) have included this quality to the managerial qualities summarized in the table developed in their study while Tiliuta & Diaconu (2021) have described that the hierarchical structure of management to show

that each level of management is responsible to create structure (Tiliuta & Diaconu, 2021). Of course, delegation was only mentioned by Robu et al. (2019). However, it is inferred from Tiliuta & Diaconu's (2021) study that delegation also is part of managerial skills. For that reason, ability to build structure and delegate was selected as a managerial skill. Moreover, R. Griffin (2022) included a description of the management role in the organization which state that it is a set of activities to directed at resources to effectively and efficiently achieve goals (Griffin, 2022). Tiliuta & Diaconu (2021) work also contains a similar definition of management that can be summarized as a system that is determined by factors such as diversity, relationships, and complexity that can with the help of hierarchy to use available resources to achieve goals (Tiliuta & Diaconu, 2021). Based on this discussion, it could be concluded that the ability to manage work load efficiently and effectively can be selected as another important managerial skill. To deduce the final managerial skill, the work of Dawes & Topp (2022) was examined. The study was conducted in the Australian healthcare sector aimed to shed light on the importance of senior management leadership competencies. The study has identified five domains for leadership competencies based on qualitative data gathered through in-depth interviews. Two of the leadership competency domains identified by the authors were governance/business acumen and stewardship (Dawes & Topp, 2022). When compared with other work such as Tiliuta & Diaconu (2021), Robu et al. (2018), and the book by Schermerhorn et al. (2023) , one can rationally associate governance to management qualities while stewardship to leadership. The remaining three were only mentioned by Dawes & Topp (2022) and they were not considered. Therefore, governance and monitoring skills were selected as a managerial skill while stewardship was selected as a leadership competency. It is also important to note that some studies have examined management skills through the

leadership perspective. In other words, these studies have defined managerial skills using leadership qualities as it was considered that leadership is an integral part of effective management. For instance, in the article composed by Mistry et al. (2021) that was conducted to describe qualities of good managers from the perspective of hospitality employees, the authors have stated that in literature, the characteristics of good managers have firstly been examined using the leadership skills lens (Mistry et al., 2021). The authors also have stated that a pervious study have identified five domains of management training and leadership was one of them (Mistry et al., 2021). This suggests that the qualities of management and leadership might be interwind in some articles. This can be illustrated when comparing the identified management skills previously mentioned in this study to the ones concluded Mistry et al. (2021) study which have identified leadership skills among the five characteristic of good management (Mistry et al., 2021). Therefore, it was decided in this research to select management and leadership skills based on rational, deduction, similarities between articles, and common sense.

#### Leadership Competencies

The same deduction and rational based approach was used to determine the leadership competencies to be considered for the assessment. As previously mentioned, the competency of stewardship was selected from discussed work thus far. To select the remaining, the work of Holt et al. (2018) was the first to be explored. This study mainly examined the essential components of leadership in development programs (Holt et al., 2018). In their study, they state in this study that among the skills that have been mentioned by literature as critical components of leadership that must be included in leadership development programs is promoting teamwork and collaboration (Holt et al., 2018). This supports what is available in the work of Liphadzi et al. (2017) in which

leadership activities are outlined in a table and one of these activities is building teams and coalitions (Liphadzi et al., 2017). Thus, the leadership competency to have teamwork/ teambuilding skills and to be the first to lead/initiate attribute was selected as a leadership competency. Furthermore, in the work of Mistarihi (2021), it is outlined that is part of strategic leadership create vision and execute plans (Mistarihi, 2021) which is also mentioned in the outlined tables of Robu et al. (2018) and Liphadzi et al. (2017). This led to the selection of ability to create vision/ mission and motivate others as one of the leadership competencies selected. Continuing on the same study by Mistarihi (2021), it is mentioned that strategic leadership also involves being able to have a transformational quality and being able to change capacities (Mistarihi, 2021). This is similar to two points that exist in the table of Robu et al. (2018) that are attributed to leadership which are being able to change and challenge (Robu et al., 2018). As a result, the leadership competency of being able to challenge status que and manage change was selected as a leadership competency. The final leadership competency selected in communication skills effectiveness. Which was selected based on Holt et al. (2018) aforementioned critical skills necessary for effective leadership programs and is also present in Liphadzi et al. (2017) work. In order to further validate the list of leadership competencies mentioned in this section, the work of Megheirkouni (2016) was used as method to compare since a similar list of leadership competencies was the major finding of this research (Megheirkouni, 2016). Megheirkouni (2016) have conducted an exploratory qualitative research on leadership behaviors and capabilities in Syria (Megheirkouni, 2016). The purpose in this study was to identify the leadership behaviors and capabilities required for the business environment in Syria (Megheirkouni, 2016). Megheirkouni (2016) have identified nine capabilities or behaviors including but not limited to strategic thinking, communication, teamwork,

and ability to change (Megheirkouni, 2016). When comparing them to the list derived in this research, it can be obviously seen that they are highly similar and are in essence, the same representation of each other. Hence, it can be concluded that the identified list of leadership competencies agrees with what is available in the literature since it was derived from various articles about the same topic.

### Summary

The selected managerial skills and leadership competencies of the two categories are shown in Table 1.

Table.1 Selected Managerial Skills and Leadership Competencies

	<b>Management skills</b>	<b>Leadership competencies</b>
<b>1</b>	Ability to plan, organize, and control the work	Communication skills effectiveness
<b>2</b>	Ability to build structure and delegate	Ability to create vision/ mission and motivate others
<b>3</b>	Ability to manage work load efficiently and effectively	Teamwork/ teambuilding skills and first to lead/initiate attribute
<b>4</b>	business related knowledge such as business environment and technical knowledge	Ability to challenge status que and manage change
<b>5</b>	Governance and monitoring skills	Stewardship (especially in difficult times)

It should be noted here that as stated earlier, the identified aspects discussed above are a the result of deduction and rational grouping. Some of the literature work used in the course of this deduction used quantitative methods to prove them while others used qualitative approach. Therefore, it is recommended for future work to examine the selected managerial skills and leadership competencies using quantitative methods.

### CHAPTER 3: RESEARCH METHODOLOGY

As aforementioned, and in light of the discussed topics so far, the aim of this study was to assess the awareness and possession of managerial skills and leadership competencies particularly in Qatari leaders as they are the extremely important to the aspirations and goals of the country as a whole. In addition and as previously explained, the main questions that the research is attempting to answer are: 1- Are Qatari leaders/managers aware of important managerial skills and leadership competencies? 2- Do they possess these skills and competencies? 3- What are the most important managerial skills and leadership competences that are essential from Qatari leaders/managers to perform role optimally? Therefore, the methodology of this research was formulated with these questions in mind as well as the available resources. Based on this notion, the research follows qualitative approach based on a case study in which semi-structured interviews are the source of primary information coupled with available insights from the literature in the topic of managerial skills and leadership competencies. This type of research has been used before in studies that are concerned with providing empirical explanations / answers to the questions and problems that has little theoretical explanations. For instance, in the work of Maduka et al. (2018), it was explained that using a case study provides bases for empirical inquiry of leadership competencies needed for the success of virtual teams (Maduka et al., 2018). In addition, as this study is of an exploratory nature, the method of utilizing semi-structured interviews to gain in depth insights from participants was seen as the best method to obtain the information needed to answers the research questions and achieve its objectives. This notion is also accepted and has been used in the field of management and leadership research as explained by Fadol & Sandhu (2013) in their study that attempted to explore the role of trust in the relationship and long term commitment

between partners (Yasin Fadol & Sandhu, 2013). Ooredoo telecom was selected as a case study given the fact that it is in the private sector which by nature means that the company's performance is arguably solely dependent on the performance of its own management and employees with no or minimum interference from governmental bodies. In other words, leaders and managers in such an organization will be required to assume greater responsibilities and be of a high caliber. Hence, it is safe to have certain expectations for Ooredoo telecom managers and leaders with the goals of facilitating the assessment and assist in making a benchmark for future work. Furthermore, Ooredoo was also selected due to the fact that there was access to Qatari managers that are considered among senior management. This was believed to be an important factor to ensure that the information obtained from the data collected is enriched by the experience of these managers and that they can be a better representation of Qatari managers in Ooredoo as they being in a higher manager level surely means managing a higher number of managers. Managers and employees who participated in this research were selected based on availability as the resources of this research are limited in terms of quantity and available time. Moreover, since it is a case a study, the objective here is to gain information that is exploratory and descriptive of the assessment conducted as opposed to quantitative oriented research with hypothesis. Hence, the data obtained by this research is meant to assist in subsequent research in this vital field. All previous previous aspects considered, it was decided to interview two managers about their managerial and leadership qualities in addition to one direct report employee to each manager. It should be noted that the two direct report employees are can also be considered as managers and they were in fact asked for their insights as managers as well. This effectively means that the sample of this study is 4 managers and two direct report employees. Furthermore, the rationale behind choosing



such number was to provide a basic method of verification/ comparison for the obtained response. To illustrate more, Figure 1 shows the intended verification/ comparison. As seen from Figure 1 below, the chosen participants set up allows for verifying/ comparing responses from manager to manager (Horizontal) from manager to direct report employee (Vertical), and overall verification/ comparison (Set 1 to Set 2).

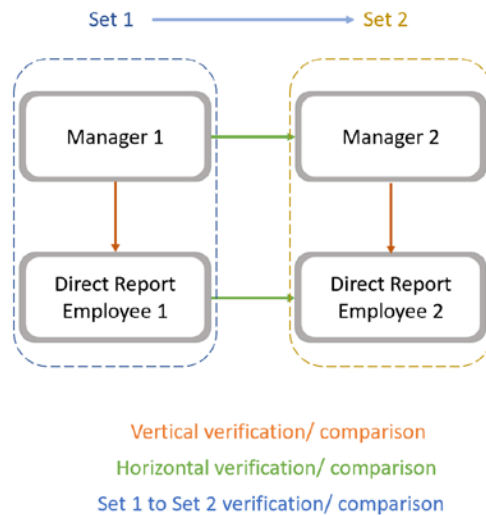


Figure 1. Basic Verification/ Comparison Method for Responses

Although this method is basic in nature, it will provide room for analyzing the responses in a better manner when compared to single interviews. Evidently, higher number of participants would have yielded a more dependable result and this research acknowledges this fact. However, this can be better achieved in the realm of quantitative research and can be explored with better resources and a larger sample which is not the scope of this research. The interview questions were divided into two types. The first is rating the managerial skills and leadership competencies from 1 to 5 while the second type was open ended questions. This mixture was selected to accommodate the assessment requirement of this research and to gain as much insights from participants as possible. In addition, specific interview questions forms were

prepared and are provided in Appendix A section.

To ensure the protection of the participants and confidentiality, the following measures have been utilized:

- 1- Handing over of informed consent forms (Shown in Appendix B) detailing the purpose of the project and the interview
- 2- Participants' identities were codified (Participant Managers: M1, M2 – Participant Employees E1,E2)
- 3- No video or audio recordings
- 4- Collected information was kept in locked, personal cabinets

It is worth noting that it is understood that semi-structured interview by nature entails some biases. Nevertheless, the data collected through these interviews was expected to add a great deal of knowledge towards this subject of this research. Moreover, this approach of data collection was explained by Megheirkouni (2016) to allow for requesting of further information and clarifying responses (Megheirkouni, 2016). This is extremely important in this research as the responses from the interviewed managers is vital to answers the research questions. The research was approved by Qatar University Institutional Review Board (QU-IRB) and the approval is shown in Appendix C.

## CHAPTER 4: ASSESSMENT AND FINDINGS

### History of Management and Leadership in The Ooredoo

The history of management and leadership in Ooredoo was summarized by the participants to the best of their knowledge since the interview form had an explicit open-ended question regarding this topic. The reason for asking this question was to understand any issues that happened in history that might affect the assessment. Also, to have a better understanding of the organization's direction with regard to management and leadership. The participant's responses have revealed that there was a lack of concentration in the area of managerial skills and leadership competencies in the organization (Participant M1, 2023). This materialized specifically in the strategic section that the participating managers are managing in from of having no clear direction, issues in team management, and in controlling the workload (Participant M2, 2023). In light of this, as well as other factors seen by senior management for the issue of managerial skills and leadership competencies in the organization, it was decided to recruit new managers with specific criteria and rigorous selection process to assume vital roles in the organization (Participant M1, 2023). In fact, participant manager M1 was recently appointed to his position (Participant M1, 2023). Therefore, the participant was able to describe the selection process aforementioned indicating that the majority of the managerial and leadership qualities presented in the interview was indeed part of the selection process (Participant M1, 2023). As per the participants, the organization is taking serious measures to improve the leadership and managerial skills of their managers by using methods like offering incentives for managers and leaders how demonstrate their competency in that specific area as well as granting flexibility for managers and leaders in aspects such as the way they lead the team. Currently, managerial skills and leadership competencies are emphasized in the organization to

point where it is becoming a part of the company's cultural (Participant M1, 2023). A clear example of this is the slogan stated by participating manager M1 which is "If you want to take care of your customers, take care of your employees" (Participant M1, 2023).

#### Challenges of Management and Leadership in Ooredoo

In terms of the topic of challenges currently faced by Ooredoo in terms of management skills and leadership competencies, it is presented in this study to as a demonstration of the relation between the selected managerial and leadership qualities to the practical challenges currently present in the organization. Similarly, to the previous section, a dedicated open ended question regarding the challenges was added to the survey. In response to that, both participants attributed the current challenges to the aspect of internal governance (Participant M1 interview, 2023). For participant manager M1, this was a challenge because completing critical tasks and objectives in the company requires a great deal of interaction between sections (Participant M1 interview, 2023). A specific example was mentioned were a technical proposal that was created and presented by the manager's section which had already been communicated to key customers was challenged by the legal department heavily to an extent that it caused significant and avoidable delays (Participant M1 interview, 2023). Participant manager M2 shed light on the same topic but from the angle of key performance indicators (KPIs) which are specific to each section and may cause contradictions or misalignments that causes achieving the goals and tasks challenging (Participant M2, 2023). Hence, participant M2 expressed that efforts are required from higher management level to create a greater sense of alignment between the teams and sections (Participant M2 interview, 2023). Relating to the responses obtained from the participants to the managerial skills and leadership competencies identified in this

research, several of the qualities are in direct relation the challenge of internal governance faced by Ooredoo management. These qualities are the managerial skill of governance and monitoring as well as the ability to plan, organize, and control the work. As for the leadership competencies, the challenge is related to the identified competency of communication skills effectiveness and teamwork / teambuilding skills. Hence, it is safe to conclude that the identified managerial and leadership qualities do relate to the practical leadership and managerial challenges faced in organizations and overcoming these challenges will surely require managers and leaders who are fairly competent if assessed against the identified qualities.

#### Assessment of Awareness and Availability of Managerial Skills and Leadership Competencies

The assessment done take place in two folds. The first is to assess the awareness of the identified managerial skills and leadership competencies identified and their importance to the organization. This was done through explicitly asking all participants about this aspect. Participant M1 answered that it is considered normal practice to have such qualities that are needed in day-to-day activities of managers and are essential to perform the expected role of manager and leader in the best manner (Participant M1 interview, 2023). As for participant manager M2, the answer was being well aware of the detailed managerial and leadership qualities in the survey (Participant M2 interview, 2023). However, it took him time to attain the level he believes to be in because this is his first managerial role. One of the main challenges faced by M2 was that some of his direct reports have higher experience in the section. Nevertheless, through continuous improvements in several of the identified qualities in this study and willingness to continuously learn and improve, this challenge was overcome (Participant M2 interview, 2023). Finally, both employees E1 and E2 stated that they are aware of these qualities and expect leaders/ managers to be highly competent in them (Participant E1

interview, 2023) (Participant E2 interview, 2023). Given these answers, and the historical background presented, one can only conclude that in terms of awareness of the identified qualities, managers of all levels in Ooredoo are aware to a great extent of them. Moving to the availability of managerial skills and leadership competencies assessment. As explained before, participant managers M1 and M2 rated themselves in each of the identified qualities as presented in Appendix A while participants employees E1 and E2 rated their managers M1 and M2 respectively as presented in Appendix B. The results of these assessments are present below in tables. Table 2 is for participant M1, Table 3 is for participant E1, Table 4 is for participant M2, and Table 5 is for participant E2.

Table 2: Participant M1 Assessment

	<b>Management skills</b>	<b>Rating</b>	<b>Leadership competencies</b>	<b>Rating</b>
<b>1</b>	Ability to plan, organize, and control the work	5	Communication skills effectiveness	5
<b>2</b>	Ability to build structure and delegate	5	Ability to create vision/ mission and motivate others	4
<b>3</b>	Ability to manage work load efficiently and effectively	5	Teamwork/ teambuilding skills and first to lead/initiate attribute	4
<b>4</b>	business related knowledge such as business environment and technical knowledge	4	Ability to challenge status que and manage change	4
<b>5</b>	Governance and monitoring skills	4	Stewardship (especially in difficult times)	4

Table 3: Participant E1 Assessment

	<b>Management skills</b>	<b>Rating</b>	<b>Leadership competencies</b>	<b>Rating</b>
<b>1</b>	Ability to plan, organize, and control the work	5	Communication skills effectiveness	5
<b>2</b>	Ability to build structure and delegate	5	Ability to create vision/ mission and motivate others	5
<b>3</b>	Ability to manage work load efficiently and effectively	5	Teamwork/ teambuilding skills and first to lead/initiate attribute	5
<b>4</b>	business related knowledge such as business environment and technical knowledge	3	Ability to challenge status que and manage change	4
<b>5</b>	Governance and monitoring skills	5	Stewardship (especially in difficult times)	5

Table 4: Participant M2 Assessment

	<b>Management skills</b>	<b>Rating</b>	<b>Leadership competencies</b>	<b>Rating</b>
<b>1</b>	Ability to plan, organize, and control the work	4	Communication skills effectiveness	5
<b>2</b>	Ability to build structure and delegate	4	Ability to create vision/ mission and motivate others	5
<b>3</b>	Ability to manage work load efficiently and effectively	5	Teamwork/ teambuilding skills and first to lead/initiate attribute	4
<b>4</b>	business related knowledge such as business environment and technical knowledge	4	Ability to challenge status que and manage change	4
<b>5</b>	Governance and monitoring skills	4	Stewardship (especially in difficult times)	4

Table 5: Participant E2 Assessment

	<b>Management skills</b>	<b>Rating</b>	<b>Leadership competencies</b>	<b>Rating</b>
<b>1</b>	Ability to plan, organize, and control the work	5	Communication skills effectiveness	5
<b>2</b>	Ability to build structure and delegate	5	Ability to create vision/ mission and motivate others	5
<b>3</b>	Ability to manage work load efficiently and effectively	5	Teamwork/ teambuilding skills and first to lead/initiate attribute	5
<b>4</b>	business related knowledge such as business environment and technical knowledge	5	Ability to challenge status que and manage change	5
<b>5</b>	Governance and monitoring skills	5	Stewardship (especially in difficult times)	5

Using the outlined basic verification/ comparison method, the vertical verification/ comparison for M1 and E1 showed that participant manager M1 rated all qualities 4 and above and E1 either rated the same or higher except for one managerial skill which is business related knowledge such as business environment and technical knowledge. E1 was asked of the reason of the lower rating of 3 in this skill and the answer was that this could be due to the fact that participant M1 is relatively new to the organization. However, E1 assured that participant manager M1 is fully capable of reaching 4 or 5 with more experience. This shows that E1 conducted the assessment with little to no bias. On the other hand, the vertical verification/ comparison of M2 and E2 showed that while M2 rated the qualities between 4 and 5, E2 rated all to be 5. It is difficult to assess M2 as being very strong on all qualities given the answers of M2. Moving to horizontal verification/ comparison, M1 and M2 both rated themselves to be 4 and above (strong to very strong) in all qualities. E1 and E2 were similar except for one for E1 as



previously mentioned. Set 1 to set 2 comparison/ verification also indicates the same results. In addition, participating managers M1 and M2 were asked open ended question about the adequate level (from 1 to 5) of managerial skills and leadership competencies for organizations in general and Ooredoo in specific. The response for both was 4 and above for both Participant M1 and Participant M2 which is considered also the benchmark for this study. Hence, it is concluded that participating managers in Ooredoo have the managerial skills and leadership competencies presented in this study and are at least strong (rating 4) in all of them. As a final finding of the interview, M1 who recently was a manager in a governmental organization have indicated that some of the manager there are rated 2 and below (Participant M1 interview, 2023). This is a very important feedback since it can be considered in future work. In addition, the overall rating provided by manager M2 for all managers in Ooredoo was between 3 to 4 (Participant M2 interview, 2023). This suggests that Ooredoo is in the right path, yet still needs to work on this aspect.

## CHAPTER 5: CONCLUSION, IMPLICATIONS, LIMITATIONS, AND FUTURE WORK

### Conclusion

To conclude, in order to assess the awareness and availability of managerial skills and leadership competencies among Qatari leaders, five managerial skills and five leadership competencies were derived from the available literature that are considered significant for leadership/ managerial roles in organizations. They were used to conduct a case study assessment in the selected organization Ooredoo by conducting semi-structured interviews with 2 managers in Ooredoo and their direct reports. The results suggest that Qatari managers are aware of the selected managerial skills and leadership competencies. The result also suggests that managers interviewed are in possession of those skills at a minimum level of “strong” while managers in the entire company are between “neutral” to “strong”. It was also found that this level only represents Ooredoo Qatari managers and it is suggested that Qatari managers in other segmentations such as governmental organizations have a different level of availability of these skills and competencies.

### Recommendations and Policy Implications

In light of the presented findings, the recommendations and policy implications were divided into two folds. The first is concerned with Ooredoo as an organization and the second is recommendations for the country as a whole. For Ooredoo, it is recommended that the managerial skills and leadership competencies be further developed through internal programs that are augmented with academic aspects with the objective of addressing challenges concerned with this topic such as the challenge of internal governance. This will also help in having a more standardized level of managerial skills and leadership competencies and fast track the development of newly joined managers/ leaders. The second recommendation for Ooredoo is to foster the improvement of

incorporation of managers' managerial and leadership challenges across the organization in such a way that all levels of managers are involved and gaining valuable experience in the field of management and leadership. Some recommendations can be generalized and extended to other organizations in Qatar. Firstly, is to create a nation-wide management and leadership forms in which the experience gained in organizations such as Ooredoo's recent experience with management and leadership can be shared with all organizations and the academic sector so that such valuable insights are shared, studied, and are benefited from. Secondly, is to have a standardized benchmark of the acceptable level of awareness and availability of managerial skills and leadership competencies that governed by a designated entity with period assessment of managers and leaders in all fields to ensure a minimum standard of such qualities is present in all managers/ leaders given their importance for the development of the country.

#### Limitations and Future Work

All studies have limitations and this study is no exception. It is of utmost importance to illustrate them in order for to avoid them in future work since it is an objective of this study to be a starting point for similar research. These limitations can be attributed to three factors, which are inherent limitations, resources limitations, and objective related limitations. Inherent limitations include limitations that exist because of the selected methods in this research such as the fact that it is difficult to bias from managers' responses even with the verification method employed. Another limitation in the inherent limitation category is the fact that the assessment method is done based on deductions and rational grouping of managerial skills and leadership competencies from available literature. It would have been more accurate if the assessment was based on proven methods. Moving to the resource limitations, these are, as the name suggests, related to resources used to conduct the study, which include study team size, allocated

time, and access to participants. As for the final category of limitations that are related to the objective of the study, the first limitation is that since the objective is focused on awareness and availability of managerial skills and leadership competencies, it was challenging to accurately assess availability since it most likely requires more robust assessment methods such as observation over a period. The second limitation involves case studying only Ooredoo telecom Qatari managers/ leaders to represent the entire population since other semi private, private, and public organizations might have higher or lower caliber of Qatari managers. Considering these limitations, there are several suggestions for future work to overcome/ avoid these limitations or to develop further goals. Firstly, use the information presented in this study to have a more concrete and proven assessment method. Second, attempt to include a larger population size of managers/ employees to allow quantitative analysis. Thirdly, expand the targeted organizations for each category of organizations' sectors (i.e. private, semi-private, public) to have a more representative result. Finally, link the identified managerial skills and leadership competencies to key performance indicators to have a specific and measurable effect of managerial/ leadership qualities on organizational performance.

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# Appendix

## Appendix A: Managers and Employee Interview Questions

### Manager Survey

Participant Code: \_\_\_\_\_ Date: \_\_\_\_\_

**Please rate the following questions about your management and leadership abilities with 5 being "Very Strong" and 1 being "Very weak."**

Ability to plan, organize, and control the work 

1	2	3	4	5
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Ability to build structure and delegate. 

1	2	3	4	5
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Ability to manage work load efficiently and effectively 

1	2	3	4	5
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Your business related knowledge such as business environment and technical knowledge 

1	2	3	4	5
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Your Governance and monitoring skills 

1	2	3	4	5
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Your communication skills effectiveness 

1	2	3	4	5
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Ability to create vision/ mission and motivate others 

1	2	3	4	5
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Teamwork/ teambuilding skills and first to lead/initiate attribute 

1	2	3	4	5
---	---	---	---	---

Ability to challenge status que and manage change. 

1	2	3	4	5
---	---	---	---	---

Stewardship (especially in difficult times) 

1	2	3	4	5
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Approved Date: May 10, 2023  
Considering your answers, how would you describe the level of your managerial skills and leadership Competencies? Are you aware of them and their importance?  
Campus: \_\_\_\_\_  
Board (QU-IRB)



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How important do you think it is to have a high expected level of managerial skills and leadership competencies ?

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Please describe the history of management in terms of managerial skills and leadership competencies awareness and availability in Ooredoo to the best of your knowledge

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What are some of the managerial and leadership challenges faced by Ooredoo management ?

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How would you rate the desired level of managerial skills and leadership competencies for Qatari managers /leaders that is adequate for the company?

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What is your opinion in using the surveyed managerial skills and leadership competencies to assess effectiveness of Qatari managers/ leaders?

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Additional comments

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Approved Date: May 10, 2023 Qatar University Institutional Review Board (QU-IRB)
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## Employee Survey

Participant Code: \_\_\_\_\_ Date \_\_\_\_\_

**Please rate the following questions about your manager's management skills and leadership abilities with 5 being "Very Strong" and 1 being "Very weak."**

Ability to plan, organize, and control the work		1	2	3	4	5
Ability to build structure and delegate.		1	2	3	4	5
Ability to manage work load efficiently and effectively		1	2	3	4	5
Business related knowledge such as business environment and technical knowledge		1	2	3	4	5
Governance and monitoring skills		1	2	3	4	5
Communication skills effectiveness		1	2	3	4	5
Ability to create vision/ mission and motivate others		1	2	3	4	5
Teamwork/ teambuilding skills and first to lead/initiate attribute		1	2	3	4	5
Ability to challenge status quo and manage change.		1	2	3	4	5
Stewardship (especially in difficult times)		1	2	3	4	5

Approved Date: May 10, 2023 Considering your answers, how would you describe the level of your manager's managerial skills and leadership competencies? Do you believe they are aware of them? Board (QU-IRB)
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How important do you think it is to have a high expected level of managerial and leadership knowledge, abilities and skills ?

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What is your opinion in using the surveyed managerial skills and leadership competencies to assess Effectiveness of Qatari managers/ leaders?

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Additional comments

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Approved Date: May 10, 2023
Qatar University Institutional Review Board (QU-IRB)

## Appendix B: Informed Consent Form

### Informed Consent

Assessment of the awareness and availability of managerial skills and leadership competencies among Qatari leaders: The case study of Ooredoo Telecom

#### TITLE OF STUDY

Assessment of the awareness and availability of managerial skills and leadership competencies among Qatari leaders: The case study of Ooredoo Telecom

#### PRINCIPAL INVESTIGATOR

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#### PURPOSE OF STUDY

You are being asked to take part in a research study. Before you decide to participate in this study, it is important that you understand why the research is being done and what it will involve. Please read the following information carefully. Please ask the researcher if there is anything that is not clear or if you need more information.

The purpose of this research study, which is conducted as an applied graduation project for the MBA program, is to examine the extent to which current Qatari managers/leaders are aware of and in possession of or using the required managerial skills and leadership competencies to achieve organizational goals effectively and efficiently. This is done through a case study in Ooredoo. The Faculty Advisor for this study is Dr. Yasir Yassin Fadol, College of business and economics in Qatar University.

#### STUDY PROCEDURES

We will ask you to participate in an interview and answer a semi-structured questioner that also contains some open ended questions. The answers will be the base of the assessment to be done as part of this study. Hence, they will be analyzed and presented as findings. Using the obtained information, the s will formalize recommendations and future work suggestions.

The study is targeting to conducted interviews with two managers and two direct reports.

The interviews are expected to last to the duration of 30 to 45 minutes.

No video or audio tapping will be used.

Notes will be taken and interview forms will be filled to capture participants' responses.

Approved Date: May 10, 2023

Qatar University Institutional Review Board (QU-IRB)

Participant's Initials: \_\_\_\_\_

Page 1 of 3

Informed Consent  
Assessment of the awareness and availability of managerial skills and leadership  
competencies among Qatari leaders: The case study of Ooredoo Telecom

**RISKS**

The foreseeable risks for participation in this study are as follows:

- 1- Risk of participants answers causing adverse situations/ action to participants by superiors/ colleagues - to minimize this risk, participants' identities will be kept confidential.
- 2- Risk of breach of confidentiality by misplacing/ losing interview data – To minimize this risk, the data will be kept in locked cabinet under the possession of the researcher

You may decline to answer any or all questions and you may terminate your involvement at any time if you choose.

**BENEFITS**

There is no direct benefit to you for participating in this study.

**CONFIDENTIALITY**

Your responses to this interview will be anonymous. Every effort will be made by the researcher to preserve your confidentiality including the following:

- Assigning code names/numbers for participants that will be used on all research notes and documents
- Keeping notes, interview transcriptions, and any other identifying participant information in a locked file cabinet in the personal possession of the researcher.
- There will no audio recording of the interview

Participant data will be kept confidential except in cases where the researcher is legally obligated to report specific incidents. These incidents include, but may not be limited to, incidents of abuse and suicide risk. In addition, QU-IRB and Ministry of Public Health (MoPH) can access the data (if needed).

**CONTACT INFORMATION**

The study is approved by the Qatar University Institutional Review Board with the approval number.....; If you have questions at any time about this study, or you experience adverse effects as the result of participating in this study, you may contact the researcher whose contact information is provided on the first page. If you have questions regarding your rights as a research participant, or if problems arise which you do not feel you can discuss with the Primary Investigator, or if you have any question

Approved Date: May 10, 2023 Qatar University Institutional Review Board (QU-IRB)
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Page 2 of 3

**Participant's Initials:** \_\_\_\_\_

Informed Consent

Assessment of the awareness and availability of managerial skills and leadership competencies among Qatari leaders: The case study of Ooredoo Telecom related to ethical compliance of the study you may contact [QU-IRB@qu.edu.qa](mailto:QU-IRB@qu.edu.qa) or at 4403 5307

**VOLUNTARY PARTICIPATION**

Your participation in this study is voluntary. It is up to you to decide whether or not to take part in this study. If you decide to take part in this study, you will be asked to sign a consent form. After you sign the consent form, you are still free to withdraw at any time and without giving a reason. Withdrawing from this study will not affect the relationship you have, if any, with the researcher. If you withdraw from the study before data collection is completed, your data will be returned to you or destroyed.

If the interview is done face to face, the consent will be obtained face to face prior to the interview. The researcher will be available in person to answer any questions followed by asking the participant to sign the consent form after verifying that all is clear and the participant understood all mentioned parameters.

If the interview will be done online, the consent will be obtained through teams meeting with the participant before the interview, the researcher will be available to answer any questions and then the participant will be asked to send the signed consent form to the researchers by e-mail, Before the start of the online interview, the investigator will confirm that the consent form that have been sent was clear and that the participant understood well all the parameters mentioned. After confirmation, the subject / participant will sign the consent form and send it back to the investigator by email.

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**CONSENT**

I have read and I understand the provided information and have had the opportunity to ask questions. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving a reason and without cost. I understand that I will be given a copy of this consent form. I voluntarily agree to take part in this study.

Participant's signature \_\_\_\_\_ Date \_\_\_\_\_

Investigator's signature \_\_\_\_\_ Date \_\_\_\_\_

Approved Date: May 10, 2023  
Qatar University Institutional Review Board (QU-IRB)

**Participant's Initials:** \_\_\_\_\_

## Appendix C: QU-IRB Approval



### Qatar University Institutional Review Board **QU-IRB**

QU-IRB Registration: IRB-QU-2020-006, QU-IRB, Assurance: IRB-A-QU-2019-0009

DATE: May 10, 2023

TO: Hamad Almubarak

FROM: Qatar University Institutional Review Board (QU-IRB)

PROJECT TITLE: 1993551-1 Assessment of the awareness and availability of managerial skills and leadership competencies among Qatari leaders: The case study of Ooredoo Telecom

QU-IRB REFERENCE #: QU-IRB 1861-EA/23

SUBMISSION TYPE: New Project

ACTION: APPROVED

REVIEW TYPE: Expedited Review

DECISION DATE: May 10, 2023

REVIEW CATEGORY: Expedited review category # 7

Thank you for your submission of New Project materials for this project. The Qatar University Institutional Review Board (QU-IRB) has APPROVED your submission. This approval is based on an appropriate risk/benefit ratio and a project design wherein the risks have been minimized. All research must be conducted in accordance with this approved submission.

This submission has received Expedited Review according to Qatar Ministry of Public Health (MoPH) regulations. This project has been determined to be a MINIMAL RISK project.

Please remember that informed consent is a process beginning with a description of the project and insurance of participant understanding followed by a signed consent form. Informed consent must continue throughout the project via a dialogue between the researcher and research participant. Qatar MoPH regulations require that each participant receives a copy of the consent document.

Please note that Expedited Review approvals are valid for a period of one year and renewal should be sought prior to April 10, 2024 to ensure timely processing and continuity. Moreover, any changes/modifications to the original submitted protocol should be reported to the committee to seek approval prior to continuation.

All UNANTICIPATED PROBLEMS involving risks to subjects or others (UPIRSOs) and SERIOUS and UNEXPECTED adverse events must be reported promptly to this office. Please use the appropriate reporting forms for this procedure.

All NON-COMPLIANCE issues or COMPLAINTS regarding this project must be reported promptly to this office.

Please note that all research records must be retained for a minimum of three years after the completion of the project.

#### Documents Reviewed:

- Application Form - QU-IRB Check List - Completed.pdf (UPLOADED: 04/12/2023)
- Consent Form - Informed\_Consent\_Form-Updated .doc (UPLOADED: 05/9/2023)
- Consent Form - Informed\_Consent\_Form .doc (UPLOADED: 04/12/2023)
- Qatar University - IRB Application - Qatar University - IRB Application (UPLOADED: 05/9/2023)

- Questionnaire/Survey - Manager-Survey-MAGT-Updated .docx (UPLOADED: 05/9/2023)
- Questionnaire/Survey - Employee-Survey-MAGT- Updated .docx (UPLOADED: 05/9/2023)
- Questionnaire/Survey - Manager-Survey-MAGT.docx (UPLOADED: 04/12/2023)
- Questionnaire/Survey - Employee-Survey-MAGT.docx (UPLOADED: 04/12/2023)
- Training/Certification - citiCompletionCertificate\_Yasir-1.pdf (UPLOADED: 04/12/2023)
- Training/Certification - citiCompletionCertificate\_Yasir.pdf (UPLOADED: 04/12/2023)
- Training/Certification - SBE completion Certificate-Hamad.pdf (UPLOADED: 04/12/2023)

If you have any questions, please contact QU-IRB at 4403 5307 or [qu-irb@qu.edu.qa](mailto:qu-irb@qu.edu.qa). Please include your project title and reference number in all correspondence with this committee.

Best wishes,



Dr. Emad Abu Shanab  
Chairperson, QU-IRB



This letter has been issued in accordance with all applicable regulations, and a copy is retained within Qatar University's records.

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**Qatar University-Institutional Review Board (QU-IRB), P.O. Box 2713 Doha, Qatar**  
Tel +974 4403-5307 (GMT +3hrs) email: [QU-IRB@qu.edu.qa](mailto:QU-IRB@qu.edu.qa)