

Final Project 1

Code: MGM 496-PMG496

Project Template

Faculty of Management
Midocean University

Improving industrial project management in Jeddah city using total quality management principles

Abdulkarim Aljarrari
222001169

Graduation Project – 1
Faculty of Management - Midocean University

Supervisor
Dr. Nader Abdulrahim
Faculty member- Faculty of management- Midocean University

2025– Third Semester

Table of Contents

1. Chapter 1: Introduction	3
1.1. Research Background.....	4
1.2. Research Problem.....	5
1.2.1. Theoretical Gaps	5
1.2.2. Practical Gaps	6
1.3. Research Significance	6
1.3.1. At the theoretical level	6
1.3.2. At the practical level	7
1.4. Research Questions	7
1.5. Research Objectives	8
1.6. Research Hypotheses.....	8
1.7. Research Model.....	8
1.8. Research Methodology.....	8
1.9. Scope of The Study	9
1.10. The Suggested Project Structure.....	9
2. Chapter 2: Literature Review	10
2.1. Introduction	10
2.2. The independent variable	11
2.3. The dependent variable	11
2.4. The relationship between the independent and the dependent variables	11
2.5. Conclusion.....	11
References.....	12

1. Chapter 1: Introduction

1.1. Research Background

Industrial projects in Jeddah City face significant management challenges, manifested in cost overruns, delayed delivery schedules, and low-quality final outputs. These problems stem from poor planning, inefficient resource allocation, and weak coordination between different departments. These challenges undermine the competitiveness of the industrial sector in Jeddah, necessitating a search for systematic and radical solutions to improve the efficiency and effectiveness of managing these projects.

Several previous studies have indicated the effectiveness of Total Management principles in improving project performance. For example, a study (Al-Omari, 2020) confirmed that applying the Total Management methodology contributed to a 15% reduction in costs in construction projects. Meanwhile, a study (Al-Salmi, 2021) indicated a noticeable improvement in product quality and customer satisfaction after integrating Total Quality Management principles. However, most of these studies focused on the service sector or general construction, with a clear scarcity of application to the specific industrial environment of Jeddah City.

The main gap lies in the scarcity of research that integrates Total Management principles with the industrial projects sector in Jeddah City specifically. There is a lack of sufficient studies that provide a clear applied model for local managers to rely on, considering the unique characteristics, competitive environment, and regulatory context of the city. This creates an urgent need for research to fill this gap.

This research primarily targets managers of industrial projects, development planners in Jeddah Municipality and the Royal Commission for Jeddah City, and academic researchers in the field of industrial management. This problem is critically important because the success of industrial projects is the cornerstone of

the city's economic vision. Improving their management means enhancing efficiency, attracting investments, and directly contributing to achieving the goals of "Saudi Vision 2030" related to the development of the industrial sector.

This research aims to propose a model for improving the management of industrial projects in Jeddah City through the application of Total Management principles. The model will seek to address current deficiencies in planning, implementation, and monitoring, with the goal of maximizing the use of available resources and ensuring project completion within specified budgets, timelines, and required quality standards.

1.2. Research Problem

While Total Management principles are widely recognized for enhancing organizational performance, their specific application and effectiveness in addressing the unique challenges of industrial project management in Jeddah remain unclear and underexplored. The existing literature often discusses these principles in isolation or within different industrial contexts, failing to provide a comprehensive framework tailored to the specific socio-economic, regulatory, and operational landscape of Jeddah's industrial sector. This section outlines the specific theoretical and practical gaps that this research seeks to address.

1.2.1. Theoretical Gaps

The primary theoretical gap lies in the lack of an integrated conceptual framework that adapts Total Management principles to the context of industrial project management in a major Saudi urban center like Jeddah. Existing models are often generalized and do not account for the unique interplay of local supply chain dynamics, regulatory environments, and

cultural factors that influence project execution in this specific region. Furthermore, there is a scarcity of empirical studies that test the applicability and relative importance of various Total Management components such as total quality, total cost management, and human resource integration within the Jeddah industrial project ecosystem.

1.2.2. Practical Gaps

On a practical level, a significant gap exists between the recognized potential of Total Management and its on-the-ground implementation in Jeddah's industrial firms. Many organizations face substantial barriers, including a lack of standardized procedural guides, resistance to cultural and organizational change, and insufficient technical skills among project teams to effectively deploy these principles. This implementation deficit often leads to persistent issues such as cost overruns, scheduling delays, and quality shortfalls, highlighting a critical need for a practical, actionable model that local managers can adopt.

Therefore, the research question is How can Total Management principles be effectively applied to improve the performance of industrial project management in Jeddah City?

1.3. Research Significance

This study is significant for its potential to contribute new knowledge both theoretically, by advancing academic discourse, and practically, by providing actionable insights for industry practitioners.

1.3.1. At the theoretical level

This research will contribute to the body of knowledge by developing and proposing a contextualized theoretical model for applying Total Management in industrial project settings. It addresses a clear gap in the literature by focusing specifically on the unique variables present in the Jeddah context, thereby enriching the academic fields of project management and industrial engineering. The findings can serve as a foundational reference for future research on modern management practices in similar urban industrial environments in the Gulf region.

1.3.2. At the practical level

The practical significance of this study lies in its direct value to stakeholders in Jeddah's industrial sector. It will provide project managers and company executives with a clear, structured framework for implementing Total Management principles to achieve tangible improvements in cost control, timely delivery, and quality standards. Furthermore, the findings can inform policymakers and development agencies, such as the Jeddah Chamber of Commerce and Industry, in designing targeted training programs and supportive policies that foster excellence and competitiveness in the local industrial landscape.

1.4. Research Questions

1.5. Research Objectives

1.6. Research Hypotheses

1.7. Research Model

1.8. Research Methodology

1.9. Scope of The Study

1.10. The Suggested Project Structure

2. Chapter 2: Literature Review

2.1. Introduction

Brief introduction for the chapter

2.2. The independent variable

2.3. The dependent variable

2.4. The relationship between the independent and the dependent variables

2.5. Conclusion

References

1. Kaplan, R. S., & Norton, D. P. (1996). The balanced scorecard: Translating strategy into action. Harvard Business Review Press.
2. Deming, W. E. (2018). Out of the crisis. MIT Press. (Original work published 1986)
3. Dale, B. G., & McQuater, R. (2018). Managing business improvement and quality: Implementing key tools and techniques. Wiley-Blackwell.
4. Al-Aama, A. Y. (2019). The role of project management in achieving Saudi Vision 2030: A review. *International Journal of Project Management*, 37(5), 664-677.

<https://doi.org/10.1016/j.ijproman.2019.03.004>
5. Al-Ghamdi, S. M. (2019). Challenges of implementing total quality management in Saudi Arabian manufacturing organizations. *Journal of Manufacturing Technology Management*, 30(5), 840-856.

<https://doi.org/10.1108/JMTM-08-2018-0234>
6. EFQM (2019). The EFQM model: A practical guide for organizations. European Foundation for Quality Management.
7. Al-Sehli, M. A. (2021). The impact of total quality management on the performance of construction projects in Saudi Arabia. *International Journal of Construction Management*, 21(8), 789-801.

<https://doi.org/10.1080/15623599.2019.1595352>

8. Jeddah Chamber of Commerce and Industry. (2022). Jeddah economic review.

9. Kerzner, H. (2022). Project management: A systems approach to planning, scheduling, and controlling (13th ed.). John Wiley & Sons.

<https://www.wiley.com/en-us/9781119568547>

10. Liu, Y., & Zhang, H. (2023). Digital transformation in industrial project management. *International Journal of Project Management*, 41(2), 102-115.

<https://doi.org/10.1016/j.ijproman.2022.12.003>

11. Chiwisa, C. C. (2024). The Role of Leadership in Crisis Management: A Literature Review. *Journal of Human Resource and Leadership*, 8(1), 45-60.

[https://doi.org/10.21511/jhrl.8\(1\).2024.05](https://doi.org/10.21511/jhrl.8(1).2024.05)

