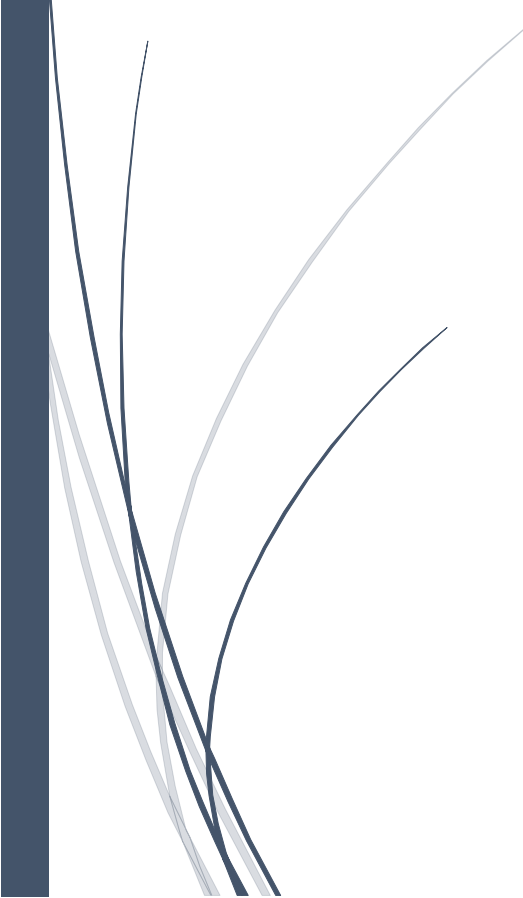




Final Project 2

PMG 497

Project Template



Midocean University

Faculty of Management

Department/ Specialization General Administration



An Assessment of the Impact of Project Risk Management on Project Success

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1. Chapter 1: Introduction

1.1. Research Background

In the modern business environment, organizations increasingly rely on projects as an essential tool to achieve strategic goals, implement innovation, and enhance organizational performance. Projects are widely used across various sectors, including construction, information technology, healthcare, humanitarian organizations, and public services.

However, despite the growing importance of projects in achieving organizational objectives, many projects still face significant challenges that affect their successful completion. These challenges often arise from uncertainties and risks that may occur during different stages of the project lifecycle, such as planning, implementation, monitoring, and evaluation (Khan, 2025).

Project risks refer to uncertain events or conditions that may have positive or negative effects on project objectives. These risks can arise from several sources, including technical issues, financial constraints, environmental factors, organizational changes, and human-related factors. If not properly identified and managed, such risks can lead to project delays, budget overruns, poor quality outcomes, or even complete project failure.

Therefore, risk management has become a critical component of modern project management practices, enabling organizations to anticipate potential problems and implement appropriate strategies to minimize their impact (Mandrah & Mishra, 2025).

Project risk management involves a structured and systematic process that aims to identify potential risks, analyze their likelihood and impact, and develop appropriate response strategies. This process typically includes several key stages such as risk identification, risk analysis, risk evaluation, risk mitigation, and continuous monitoring throughout the project lifecycle. Effective implementation of these processes helps project managers make informed decisions and respond proactively to uncertainties that may arise during project execution. As a result, organizations that apply structured risk management practices are better positioned

to control potential threats and enhance overall project performance (Wang et al., 2025).

Previous research has highlighted the strong relationship between risk management practices and project success. Effective risk management not only helps in minimizing negative consequences but also contributes to improving decision-making, communication, and coordination among project stakeholders. Carvalho and Rabechini (2015) emphasized that successful project risk management

requires not only technical tools and methodologies but also strong managerial competencies and soft skills, such as leadership, communication, and teamwork. These skills play a crucial role in identifying potential risks, facilitating collaboration among project teams, and ensuring effective implementation of risk response strategies.

Furthermore, the effectiveness of risk management practices has been widely examined in various industries. In the construction sector, for instance, projects are often exposed to high levels of uncertainty due to complex project environments, multiple stakeholders, and changing project requirements. Research conducted by Kallow et al. (2022) found that risk transparency and the ability of organizations to cope with risks significantly influence project success. Their study demonstrated that organizations that actively identify and communicate risks are more capable of implementing appropriate mitigation strategies and improving project outcomes.

Similarly, several empirical studies conducted in different contexts have confirmed the positive role of risk management in enhancing project success. For example, a field study conducted by Aldeen and Sarhan (2024) in humanitarian organizations revealed that effective risk management practices significantly improved project performance by enabling organizations to anticipate potential challenges and implement proactive solutions. Likewise, Rufus and De Dieu Dushimimana (2025) found that the application of structured risk management processes contributed significantly to the successful implementation of road construction projects, particularly by minimizing delays and controlling project costs.

In addition, the growing complexity of modern projects has increased the importance of adopting data-driven approaches to risk assessment and management.

Recent studies have highlighted the role of advanced analytical tools and systematic risk assessment methods in improving project decision-making. For instance, Goyal and Gupta (2025) emphasized that data-driven risk assessment techniques can enhance the accuracy of risk identification and help project managers develop more effective strategies to mitigate potential risks. Such approaches enable organizations to make more informed decisions and reduce uncertainties during project implementation.

Moreover, project success is often measured through multiple dimensions, including the ability to complete projects within the planned time, budget, and quality requirements. Effective risk management practices contribute significantly to achieving these dimensions by ensuring that potential threats are identified early and managed effectively throughout the project lifecycle. Studies have

shown that organizations that integrate risk management into their project management frameworks are more likely to achieve successful project outcomes and maintain long-term organizational sustainability (Vianney & Amolo, 2025; Chevalier- Karfis, 2024).

Given the increasing uncertainty and complexity of modern projects, project risk management has become a key factor in achieving project success. Organizations are therefore encouraged to adopt systematic risk management frameworks that allow them to identify potential threats, evaluate their impact, and implement appropriate mitigation strategies. Understanding the relationship between project risk management and project success is essential for improving project outcomes and ensuring effective utilization of organizational resources.

Therefore, this study seeks to assess the impact of project risk management practices on project success by examining how different risk management processes contribute to improving project performance and achieving project objectives. The findings of this research may provide valuable insights for project

managers, organizations, and policymakers seeking to enhance project success through effective risk management practices

1.2. Research Problem

Despite the growing importance of project management in modern organizations, many projects still fail to achieve their planned objectives in terms of time, cost, and quality. Project environments are often characterized by uncertainty, complexity, and rapidly changing conditions, which increase the likelihood of risks occurring during different stages of the project lifecycle. If these risks are not properly identified, analyzed, and managed, they may significantly affect project performance and lead to project delays, cost overruns, or unsatisfactory outcomes (Mandrah & Mishra, 2025).

Project risk management has therefore become a critical component in modern project management practices. It provides a systematic approach to identifying potential risks, assessing their impact, and developing strategies to mitigate their negative consequences. Several studies have highlighted that organizations implementing effective risk management practices are more capable of improving project performance and increasing the probability of project success (Khan, 2025; Wang et al., 2025).

However, despite the increasing attention given to project risk management, many organizations still face difficulties in effectively integrating risk management practices into their project management processes. In some cases, risk management is applied in a limited or informal manner, which reduces its effectiveness in addressing project uncertainties.

Additionally, the lack of systematic risk identification and assessment procedures may prevent project managers from effectively responding to emerging risks during project execution (Carvalho & Rabechini, 2015).

Furthermore, previous studies have demonstrated that ineffective risk management practices can negatively influence project outcomes, particularly in complex and dynamic project environments. Organizations that fail to establish clear risk management frameworks often struggle to manage uncertainties and ensure successful project delivery

(Kallow et al., 2022).

Therefore, understanding how project risk management influences project success remains an important research issue that requires further investigation.

Based on the above discussion, this study aims to examine the impact of project risk management on project success and explore how effective risk management practices contribute to improving project performance and achieving project objectives.

1.2.1. Theoretical Gaps

Although numerous studies have investigated project risk management and its relationship with project performance, there is still a need for further theoretical understanding of how different risk management practices influence project success. Many existing studies have focused primarily on specific aspects of risk management, such as risk identification or risk assessment, without comprehensively examining the overall impact of integrated risk management processes on project success (Goyal & Gupta, 2025).

Additionally, some studies have emphasized technical tools and methodologies used in risk management, while giving less attention to other important factors such as managerial capabilities, communication, and organizational culture that may influence the effectiveness of risk management practices (Carvalho & Rabechini, 2015). This creates a gap in the theoretical understanding of how different organizational and managerial factors interact with risk management processes to influence project outcomes.

Moreover, the increasing complexity of modern projects requires more comprehensive theoretical frameworks that explain how risk management practices contribute to project success in different project environments and sectors.

Therefore, further research is needed to better understand the relationship between project risk management and project success and to expand the theoretical knowledge in this area.

1.2.2. Practical Gaps

From a practical perspective, many organizations still face challenges in effectively implementing project risk management practices. Although risk management frameworks and tools are widely available, their application in real-world projects often remains limited or inconsistent. In many cases, project managers lack sufficient experience, resources, or organizational support to effectively identify and manage project risks (Khan, 2025).

Furthermore, empirical studies have indicated that inadequate risk assessment and weak risk mitigation strategies may negatively affect project performance and increase the likelihood of project failure (Mandrah & Mishra, 2025). In some organizations, risk management is treated as a formal requirement rather than an essential management process, which reduces its effectiveness in addressing project uncertainties.

Additionally, there is limited practical evidence on how risk management practices contribute to project success across different organizational contexts and project types. For example, studies conducted in construction, infrastructure, and humanitarian sectors have demonstrated the importance of structured risk management approaches in improving project outcomes (Aldeen & Sarhan, 2024; Rufus & De Dieu Dushimimana, 2025).

However, further empirical investigation is needed to better understand how project risk management practices can be effectively implemented to enhance project success.

Therefore, addressing these practical challenges and examining the role of project risk management in improving project success remains an important area for research and practical application.

Main Research Question

Based on the identified theoretical and practical gaps, the main research question guiding this study is:

What is the impact of project risk management on project success?

1.3. Research Significance

Project risk management has become a critical aspect of modern project management due to the increasing complexity and uncertainty associated with contemporary projects. Organizations across various sectors rely on effective risk management practices to identify potential threats, reduce

uncertainties, and improve project outcomes. As projects continue to grow in scale and complexity, understanding the relationship between project risk management and project success has become increasingly important for both researchers and practitioners (Khan, 2025).

The significance of this research lies in its contribution to expanding knowledge about how project risk management practices influence project success. By examining the role of risk identification, assessment, and mitigation strategies in project environments, this study seeks to provide a clearer understanding of how organizations can effectively manage risks to achieve project objectives related to time, cost, and quality (Mandrah & Mishra, 2025).

Furthermore, the findings of this study may contribute to enhancing project management practices by providing insights into the importance of structured risk management processes. Effective implementation of risk management practices has been shown to improve project performance, support better decision-making, and strengthen communication among project stakeholders (Carvalho & Rabechini, 2015).

Therefore, this research is expected to provide both theoretical and practical value for project managers, organizations, and researchers interested in improving project success through effective risk management practices

1.3.1. At the theoretical level

From a theoretical perspective, this study contributes to the existing body of knowledge in the field of project management by exploring the relationship between project risk management and project success. Although previous studies have examined different aspects of risk management, there is still a need for further research that integrates various

risk management processes and evaluates their collective impact on project performance (Goyal & Gupta, 2025).

This study also contributes to expanding the theoretical understanding of how risk management practices influence project outcomes in different organizational contexts. By examining the role of systematic risk identification, analysis, and mitigation strategies, the research provides insights into how effective risk management frameworks can enhance project success and improve overall project performance (Wang et al., 2025).

In addition, this research supports the development of theoretical frameworks related to risk management in project environments. It highlights the importance of integrating managerial

competencies, communication, and organizational support with technical risk management tools in order to effectively manage project uncertainties and achieve project objectives (Carvalho & Rabechini, 2015).

1.3.2. At the practical level

At the practical level, this research provides valuable insights for project managers and organizations seeking to improve project performance through effective risk management practices. By identifying the impact of risk management processes on project success, this study can help organizations better understand the importance of adopting structured risk management frameworks in project planning and implementation (Kallow et al., 2022).

The findings of this study may also assist project managers in developing more effective strategies for identifying potential risks, assessing their impact, and implementing appropriate mitigation measures. Effective risk management practices enable organizations to minimize project delays, control project costs, and ensure that project deliverables meet the required quality standards (Mandrah & Mishra, 2025).

Moreover, the study may support organizations in strengthening their project management capabilities by encouraging the adoption of proactive risk management approaches. This

can enhance organizational readiness to deal with uncertainties and improve the overall success rate of projects across different sectors (Aldeen & Sarhan, 2024; Rufus & De Dieu Dushimimana, 2025).

Therefore, this research is expected to provide practical recommendations that can assist organizations and project managers in improving project outcomes and achieving sustainable project success through effective risk management practices.

1.4. Research Questions

Based on the research problem and the main objective of this study, the following research questions were formulated to examine the relationship between project risk management and project success.

Main Research Question

What is the impact of project risk management on project success?

Sub-Research Questions

1. How does risk identification influence project success?

2. What is the effect of risk assessment on project success?
3. How do risk mitigation strategies contribute to improving project success?
4. To what extent does effective risk monitoring improve project performance in terms of time, cost, and quality?
5. How do integrated project risk management practices contribute to overall project success?

1.5. Research Objectives

The main objective of this study is to assess the impact of project risk management on project success. The specific objectives of this study are as follows:

1. To examine the role of risk identification in achieving project success.
2. To evaluate the effect of risk assessment on project performance.
3. To analyze the impact of risk mitigation strategies on project success.
4. To investigate the role of risk monitoring and control in improving project outcomes.
5. To determine the overall relationship between project risk management practices and project success.

1.6. Research Hypotheses

Based on the research objectives and previous literature, the following hypotheses are proposed:

H1: Risk identification has a significant positive impact on project success.

H2: Risk assessment has a significant positive impact on project success.

H3: Risk mitigation strategies have a significant positive impact on project success.

H4: Risk monitoring and control has a significant positive impact on project success.

H5: Project risk management practices collectively have a significant positive impact on project success.

1.7. Research Model

The proposed research model explains the relationship between project risk management practices and project success. Project risk management practices represent the independent variable and include risk identification, risk assessment, risk mitigation, and risk monitoring and control. Project success represents the dependent variable and is measured through time, cost, and quality requirements.

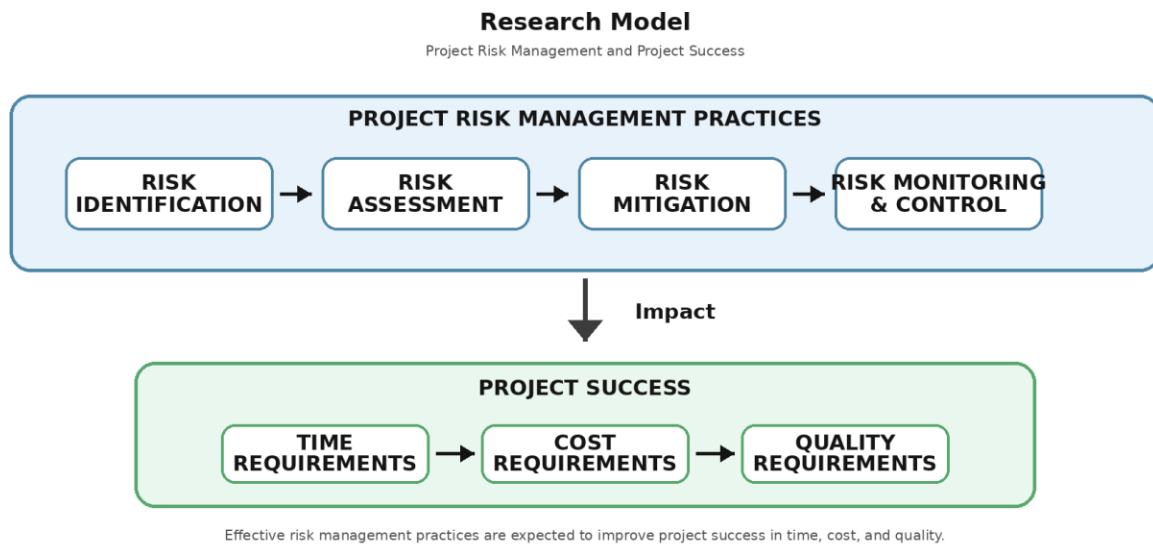


Figure 1. Research model of the study

1.8. Scope of the Study

The scope of this study will focus on examining the impact of project risk management on project success. The study will specifically investigate key practices of project risk management, including risk identification, risk assessment, risk mitigation, and risk monitoring, and how these practices influence project success indicators such as time, cost, and quality.

From the subject perspective, the study will concentrate on the relationship between project risk management practices and project success. It will explore how effective risk management processes contribute to improving project performance and achieving project objectives.

From the population perspective, the study will target individuals involved in project management activities, including project managers, project team members, and professionals working in project-based environments. These participants will be selected because of their experience and knowledge related to project management and risk management practices.

From the time perspective, the study will be conducted during the year 2026, during which the data collection and analysis processes will be carried out in order to examine the relationship between the study variables.

From the geographical perspective, the study will focus on organizations involved in project implementation within an organizational or institutional environment where project management practices are applied.

Overall, the scope of this study will be limited to examining the influence of project risk management practices on project success within the defined population and timeframe, in order to provide a clearer understanding of how risk management contributes to improving project outcomes

1.9. The Project Structure

This research will be organized into several chapters in order to present the study in a clear and systematic manner. The project structure is presented in the following table:

Chapter	Title	Main content
Chapter One	Introduction	Research background, research problem, significance, questions, objectives, hypotheses, model, scope, and project structure.
Chapter Two	Literature Review	Theoretical discussion of project risk management, project success, and the relationship between the study variables.
Chapter Three	Research Methodology	Research design, population and sample, data collection method, research instrument, and statistical analysis procedures.
Chapter Four	Statistical Analysis and Findings Discussion	Sample profile, reliability and validity tests, descriptive statistics, hypotheses testing, and discussion of findings.
Chapter Five	Research Limitations, Recommendations, and Conclusion	Limitations, future research directions, practical recommendations, and final conclusion.

Table 1. Project structure and plan

2. Chapter 2: Literature Review

2.1. Introduction

Project management has become an essential discipline for organizations seeking to achieve strategic objectives and maintain competitiveness in increasingly complex and dynamic environments. As organizations continue to implement projects across different sectors, ensuring the successful completion of projects has become a major concern for project managers and decision-makers.

However, projects are often exposed to various uncertainties and risks that may affect their outcomes, making risk management a crucial component of modern project management practices (Khan, 2025).

Project risk management refers to the systematic process of identifying, analyzing, evaluating, and responding to potential risks that may influence project objectives. Effective risk management helps organizations anticipate possible threats and develop appropriate strategies to reduce their negative impact on project performance. Previous studies have emphasized that well-structured risk management processes play a significant role in improving project outcomes and increasing the likelihood of project success (Mandrah & Mishra, 2025).

In recent years, the importance of project risk management has gained considerable attention in academic research and professional practice. Many studies have highlighted that projects operating in complex and uncertain environments require effective risk management strategies to ensure that project goals are achieved within the planned schedule, budget, and quality standards. Organizations that actively implement risk management practices are generally better prepared to handle uncertainties and maintain project performance (Wang et al., 2025).

Furthermore, effective project risk management requires not only technical tools and formal procedures but also strong managerial competencies and communication among project stakeholders. Carvalho and Rabechini (2015) emphasized that the effectiveness of risk management depends largely on the ability of project managers to integrate technical

risk management methods with soft skills such as leadership, communication, and teamwork.

Additionally, empirical research across different industries has demonstrated that risk management practices play a significant role in enhancing project performance and ensuring successful project implementation. For example, Kallow et al. (2022) found that risk transparency and organizational capability to manage risks positively influence project success.

Similarly, studies conducted in various organizational contexts have confirmed that effective risk management practices contribute to improving project outcomes and organizational performance (Aldeen & Sarhan, 2024; Rufus & De Dieu Dushimimana, 2025).

Given the growing importance of project risk management in modern project environments, reviewing the existing literature on risk management practices and their relationship with project success is essential.

Therefore, this chapter aims to review the theoretical concepts related to project risk management as the independent variable and project success as the dependent variable. It also examines previous studies that explored the relationship between these variables in order to provide a comprehensive understanding of the role of risk management in enhancing project success.

2.2. The Independent Variable: Project Risk Management

Project risk management is considered one of the most critical components of modern project management. It refers to the systematic process of identifying, analyzing, and responding to risks that may affect project objectives. Risks are generally defined as uncertain events or conditions that may have positive or negative impacts on a project's scope, schedule, cost, or quality.

Therefore, effective management of these risks is essential to ensure that projects are completed successfully and organizational objectives are achieved (Khan, 2025).

Project risk management provides a structured framework that enables project managers to anticipate potential uncertainties and develop appropriate strategies to reduce their negative effects. This process typically includes several key stages such as risk identification, risk assessment, risk analysis, risk response planning, and continuous risk monitoring throughout the project lifecycle. By implementing these processes, organizations are better able to manage uncertainties and improve overall project performance (Wang et al., 2025).

Risk identification represents the first and most important stage in project risk management. It involves systematically identifying potential risks that may arise during different phases of a project. These risks may originate from technical challenges, financial limitations, organizational changes, environmental conditions, or human-related factors. Identifying these risks at an early stage allows project managers to prepare appropriate mitigation strategies before they negatively affect project progress (Mandrah & Mishra, 2025).

Following risk identification, the next step is risk assessment and analysis, which involves evaluating the likelihood and potential impact of each identified risk. This process helps project managers prioritize risks according to their severity and determine which risks require immediate attention. Proper risk assessment enables organizations to allocate resources more effectively and develop appropriate response strategies to minimize the negative consequences of potential risks (Goyal & Gupta, 2025).

Another essential component of project risk management is risk mitigation, which involves developing and implementing strategies to reduce the probability of risk occurrence or minimize its impact on the project. Effective mitigation strategies may include revising project plans, allocating additional resources, improving communication among project stakeholders, or implementing preventive control measures. Research has shown that well-developed mitigation strategies can significantly improve project performance and reduce the likelihood of project failure (Kallow et al., 2022).

In addition, risk monitoring and control represent an ongoing process that ensures that identified risks are continuously tracked and managed throughout the project lifecycle. This stage involves monitoring existing risks, identifying new risks, and evaluating the effectiveness of implemented risk response strategies. Continuous monitoring allows project managers to adapt to changing project conditions and maintain effective control over project risks (Chevalier-Karfis, 2024).

Moreover, effective project risk management requires not only formal processes and analytical tools but also strong managerial competencies and organizational support. Carvalho and Rabechini (2015) highlighted that successful risk management depends on the integration of technical risk management methods with managerial and interpersonal skills such as leadership, communication, and collaboration among project stakeholders.

Overall, project risk management plays a crucial role in improving project outcomes by helping organizations anticipate uncertainties and implement appropriate strategies to manage them effectively. By systematically identifying, assessing, and controlling potential risks, organizations can enhance their ability to achieve project objectives and increase the likelihood of project success (Vianney & Amolo, 2025).

2.3. The Dependent Variable: Project Success

Project success is considered one of the most important outcomes in project management and represents the ultimate goal of any project. It refers to the extent to which a project achieves its

predefined objectives and delivers the expected results within the planned constraints. Traditionally, project success has been measured based on the “iron triangle” of project management, which includes completing the project within the specified time, budget, and quality requirements. These three dimensions remain the most widely used criteria for evaluating project performance and determining whether a project can be considered successful (Mandrah & Mishra, 2025).

In modern project management research, the concept of project success has expanded beyond the traditional criteria of time, cost, and quality to include additional dimensions such as stakeholder satisfaction, organizational benefits, and long-term project impact.

However, time efficiency, cost control, and quality performance continue to represent the fundamental indicators used to measure project outcomes in many industries (Khan, 2025).

Time performance refers to the ability of a project to be completed within the planned schedule. Delays in project activities may lead to increased costs, reduced efficiency, and dissatisfaction among stakeholders.

Therefore, effective scheduling, proper resource allocation, and proactive management of potential risks are essential factors that contribute to maintaining project timelines and ensuring timely project completion (Wang et al., 2025).

Cost performance is another critical dimension of project success. Projects are typically planned with a specific budget, and exceeding this budget may negatively affect organizational resources and project feasibility. Effective financial planning and cost monitoring help project managers control expenditures and prevent unnecessary financial losses during project execution. Studies have shown that effective risk management practices play an important role in controlling project costs and preventing budget overruns (Goyal & Gupta, 2025).

Quality performance is also an essential indicator of project success. It reflects the extent to which project deliverables meet the required standards and satisfy stakeholder expectations. Maintaining high-quality outcomes requires proper planning, effective supervision, and continuous monitoring throughout the project lifecycle. Projects that fail to meet quality standards may require rework or corrective actions, which can increase project costs and delay project completion (Chevalier-Karfis, 2024).

Furthermore, project success is closely linked to the effectiveness of project management practices and the ability of organizations to handle uncertainties that arise during project

implementation. Research has shown that organizations that adopt structured management approaches and proactive decision-making processes are more likely to achieve successful project outcomes and improve overall project performance (Carvalho & Rabechini, 2015).

In addition, several empirical studies have demonstrated that project success is strongly influenced by how effectively organizations manage risks during project execution. Projects that integrate systematic risk management practices are more capable of maintaining project performance and achieving their intended objectives despite uncertainties and environmental challenges (Aldeen & Sarhan, 2024; Rufus & De Dieu Dushimimana, 2025).

Overall, project success represents a multidimensional concept that reflects the ability of a project to achieve its objectives within the planned constraints while delivering value to the organization and its stakeholders. Understanding the factors that contribute to project success, particularly the role of risk management practices, is therefore essential for improving project outcomes and enhancing organizational performance.

2.4. The Relationship Between the Study Variables

The relationship between project risk management and project success has been widely examined in project management literature. Project risk management plays a critical role in improving project outcomes by enabling organizations to identify potential threats, assess their impact, and develop strategies to mitigate their effects. Effective implementation of risk management practices helps project managers reduce uncertainties and maintain control over project activities, which ultimately contributes to achieving project objectives (Khan, 2025).

Project risk management is closely linked to project success because risks, if not properly managed, may lead to significant problems such as schedule delays, budget overruns, and

reduced quality of project deliverables.

Therefore, adopting structured risk management practices allows project managers to anticipate potential problems and implement proactive solutions before these risks negatively affect project performance. As a result, projects that apply systematic risk management approaches are more likely to be completed successfully within the planned time, cost, and quality constraints (Mandrah & Mishra, 2025).

Several empirical studies have demonstrated the positive influence of risk management practices on project success. For instance, Carvalho and Rabechini (2015) found that effective risk management

improves project performance by enhancing decision-making processes and strengthening communication among project stakeholders. Their study emphasized that integrating risk management with managerial and interpersonal competencies contributes significantly to improving project outcomes.

Similarly, research conducted in the construction sector indicated that risk management practices such as risk transparency and risk coping capacity have a significant impact on project success. Kallow et al. (2022) showed that organizations that actively identify and communicate potential risks are more capable of implementing effective mitigation strategies and improving project performance.

Furthermore, recent studies have highlighted the importance of systematic risk assessment and data-driven risk management approaches in achieving successful project outcomes. Goyal and Gupta (2025) reported that data-driven risk assessment techniques improve the accuracy of risk identification and support better decision-making, which ultimately enhances project success. Likewise, Wang et al. (2025) emphasized that organizations that adopt structured risk management frameworks are better able to manage project uncertainties and achieve higher levels of project performance.

In addition, empirical evidence from different organizational contexts supports the positive relationship between project risk management and project success. For example, Aldeen and Sarhan (2024) found that implementing effective risk management practices

significantly improved project performance in humanitarian organizations.

Similarly, Rufus and De Dieu Dushimimana (2025) demonstrated that structured risk management processes contributed to the successful implementation of infrastructure projects by reducing delays and controlling project costs.

Overall, the literature indicates a strong and positive relationship between project risk management and project success. Effective risk management practices enable organizations to anticipate uncertainties, allocate resources more efficiently, and respond proactively to potential risks. Consequently, projects that integrate comprehensive risk management processes are more likely to achieve their objectives and deliver successful outcomes.

2.5. Conclusion

This chapter reviewed the relevant literature related to the key variables of the study, namely project risk management as the independent variable and project success as the dependent variable.

The review highlighted the importance of project risk management as a fundamental component of modern project management practices. Effective risk management enables organizations to identify potential risks, assess their possible impact, and implement appropriate mitigation strategies to minimize uncertainties that may affect project outcomes (Khan, 2025).

The chapter also discussed the concept of project success and the main criteria commonly used to evaluate it. Project success is generally measured based on the ability of a project to achieve its objectives within the planned constraints of time, cost, and quality. These performance indicators remain the most widely accepted measures used to assess project outcomes and determine the overall effectiveness of project management practices (Mandrah & Mishra, 2025).

Furthermore, the literature reviewed in this chapter demonstrated that project risk management plays a significant role in improving project performance and increasing the likelihood of project success. Previous studies have emphasized that organizations that implement structured risk management processes are better able to manage uncertainties, improve decision-making, and maintain project performance throughout the project lifecycle (Wang et al., 2025).

In addition, empirical research conducted in different sectors has confirmed the positive relationship between project risk management practices and project success. Studies have shown that effective risk identification, assessment, mitigation, and monitoring processes contribute to minimizing project delays, controlling costs, and maintaining quality standards (Carvalho & Rabechini, 2015; Kallow et al., 2022).

Similarly, other studies highlighted that organizations that adopt systematic risk management frameworks are more capable of achieving successful project outcomes and enhancing organizational performance (Aldeen & Sarhan, 2024; Rufus & De Dieu Dushimimana, 2025).

Overall, the literature indicates that project risk management is a key factor influencing project success. The findings of previous research support the assumption that effective risk management practices contribute significantly to improving project outcomes.

Therefore, understanding the relationship between project risk management and project success is essential for organizations seeking to enhance their project management capabilities and ensure successful project delivery. The next chapter will present the research methodology used to examine this relationship and test the proposed research hypotheses.

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Appendix A: Questionnaire for Research Variables

The following questionnaire is designed to measure the study variables: project risk management practices and project success. The responses will be measured using a five-point Likert scale as follows:

1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree
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Table 2. Questionnaire items for the research variables

Variable	Code	Item	Response scale
Risk Identification	RI1	Potential project risks are identified before project implementation.	1 2 3 4 5
Risk Identification	RI2	The project team uses a systematic process to identify possible risks.	1 2 3 4 5
Risk Identification	RI3	Project stakeholders participate in identifying project risks.	1 2 3 4 5
Risk Identification	RI4	Previous project experience is used to identify expected risks.	1 2 3 4 5
Risk Assessment	RA1	Identified risks are evaluated according to their probability of occurrence.	1 2 3 4 5
Risk Assessment	RA2	The potential impact of each risk on project objectives is carefully assessed.	1 2 3 4 5
Risk Assessment	RA3	Risk assessment helps prioritize the most critical project risks.	1 2 3 4 5
Risk Assessment	RA4	Qualitative or quantitative methods are used to assess project risks.	1 2 3 4 5
Risk Mitigation	RM1	The project team develops plans to reduce the impact of risks.	1 2 3 4 5
Risk Mitigation	RM2	Risk mitigation strategies are implemented before risks become serious problems.	1 2 3 4 5
Risk Mitigation	RM3	Resources are allocated to manage expected project risks.	1 2 3 4 5
Risk Mitigation	RM4	Risk response plans are updated when project conditions change.	1 2 3 4 5
Risk Monitoring and Control	RMC1	Project risks are monitored continuously during project execution.	1 2 3 4 5
Risk Monitoring and Control	RMC2	The project team tracks changes in risk levels throughout the project lifecycle.	1 2 3 4 5
Risk Monitoring and Control	RMC3	Corrective actions are taken when risk indicators appear.	1 2 3 4 5
Risk Monitoring and Control	RMC4	Risk reports are communicated regularly to project stakeholders.	1 2 3 4 5
Project Success	PS1	The project is completed within the planned schedule.	1 2 3 4 5
Project Success	PS2	The project is completed within the approved budget.	1 2 3 4 5
Project Success	PS3	The project deliverables meet the required quality standards.	1 2 3 4 5
Project Success	PS4	The project achieves its planned objectives.	1 2 3 4 5
Project Success	PS5	Project stakeholders are satisfied with the project outcomes.	1 2 3 4 5
Project Success	PS6	The project contributes to organizational performance and value creation.	1 2 3 4 5

Appendix B: Table of Research Tools

Table 3 summarizes the main research variables, their role in the research model, measurement dimensions, questionnaire items, scale, and supporting sources.

Variable	Role in the model	Main dimensions	Questionnaire items	Scale	Main supporting sources
Project Risk Management	Independent variable	Risk identification, risk assessment, risk mitigation, risk monitoring and control	RI1-RI4, RA1-RA4, RM1-RM4, RMC1-RMC4	Five-point Likert scale	Khan (2025); Wang et al. (2025); Mandrah & Mishra (2025)
Project Success	Dependent variable	Time, cost, quality, objectives, stakeholder satisfaction, organizational value	PS1-PS6	Five-point Likert scale	Carvalho & Rabechini (2015); Kallow et al. (2022)
Demographic profile	Control/descriptive data	Gender, age, education, job position, project management experience	D1-D5	Categorical choices	Used for sample profile and descriptive statistics

Table 3. Research tools and measurement sources

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