

Final Project 1

Code: MGM 496-PMG496

Project Template

Faculty of Management
Midocean University

Midocean University

Faculty of Management

Department/ Specialization



Project title

Student name:

MOHAMMED HUSSAIN ALMUSLEM

National ID:1094825971

Student ID:221001173

Graduation Project – 1

Faculty of Management - Midocean University

Supervisor

Dr.

Faculty member- Faculty of management- Midocean University

Date of submission – number of Semester

Table of Contents

1. Chapter 1: Introduction	3
1.1. Research Background.....	4
1.2. Research Problem.....	5
1.2.1. Theoretical Gaps	6
1.2.2. Practical Gaps	6
1.3. Research Significance	8
1.3.1. At the theoretical level	8
1.3.2. At the practical level	8
1.4. Research Questions	9
1.5. Research Objectives	9
1.6. Research Hypotheses.....	9
1.7. Research Model.....	10
1.8. Research Methodology.....	10
1.9. Scope of The Study	10
1.10. The Suggested Project Structure.....	11
2. Chapter 2: Literature Review	12
2.1. Introduction	13
2.2. The independent variable	13
2.3. The dependent variable	15
2.4. The relationship between the independent and the dependent variables	16
2.5. Conclusion.....	17
References.....	17

1. Chapter 1: Introduction

1.1.Research Background

Quality Management has increasingly become a crucial factor in the success of large-scale engineering projects, playing an essential role in ensuring the excellence and long-term sustainability of these ventures. In particular, the oil and gas sector stand out as one of the most demanding industries where high precision, safety, and advanced technological innovations are pivotal. In high-risk environments, such as Aramco projects, adherence to internationally recognized quality systems, such as ISO 9001, is not just beneficial but mandatory. This adherence guarantees that all aspects of the project, from design to execution, align with strict specifications and customer expectations, ultimately ensuring complete satisfaction.

In this context, mechanical quality inspectors assume a central role that goes beyond mere oversight. Their work is integral in monitoring compliance with the established quality standards throughout the entire project lifecycle, from initial design through construction to the final delivery. They act as the linchpin that maintains the flow of high-quality execution, ensuring that every task, no matter how small, meets the required standards. This process not only guarantees operational efficiency but also plays a crucial role in preventing costly rework, delays, or equipment failures, which can escalate project costs and reduce overall productivity.

The significance of mechanical quality inspectors lies in their continuous involvement in assessing and validating the quality of processes. Rather than being mere problem-solvers, they are proactive agents who contribute to the consistent achievement of optimal performance across all phases of the project. By ensuring compliance with quality systems and identifying potential areas of improvement, they reduce the risks associated with errors or technical failures, which could

otherwise lead to project delays or unforeseen expenses. Their role is fundamental in striking the delicate balance between technical performance, cost management, and client satisfaction, ensuring that projects not only meet the required standards but are also completed efficiently and within budget.

Thus, the importance of quality management in projects of this scale, such as those undertaken by Aramco, cannot be overstated. It is a comprehensive process that transcends the mere detection of defects and extends to the continuous monitoring and evaluation of every aspect of the project to ensure that it progresses smoothly and effectively. By focusing on quality management, these large-scale engineering projects are more likely to achieve long-term success, reduce operational costs, and increase customer satisfaction, all while meeting the highest industry standards.

1.2. Research Problem

Despite the widespread adoption of Quality Management Systems (QMS) such as ISO 9001 across numerous industries, many industrial projects continue to face significant challenges during implementation, which result in performance gaps and quality issues. While ISO 9001 provides a comprehensive and standardized framework aimed at improving quality in industrial operations, its practical application in many projects, particularly in large-scale industries like oil and gas, often fails to meet the expected results. This leads to the emergence of performance discrepancies, with quality issues persisting despite the presence of a well-established framework.

The issue becomes more complex in large industrial projects, such as those in the oil and gas sector, where mechanical operations such as welding, piping, and pressure testing are crucial. While companies strive to implement these systems for their potential benefits, the lack of effective application often hinders the achievement of the anticipated quality improvements. This raises an important question: Why, despite the availability of a comprehensive quality standard like ISO 9001, do such challenges continue to hinder the realization of desired

outcomes? Understanding the root causes of these gaps requires an in-depth study of both the procedural and organizational factors that limit the effective application of ISO 9001 standards in real-world projects.

Therefore, a critical investigation is needed to better understand why these gaps exist and what specific challenges the industry faces in implementing quality management practices in the field. Identifying the disconnect between theoretical frameworks and practical application is key to addressing these ongoing issues.

1.2.1. Theoretical Gaps

From an academic standpoint, there is a significant gap in research directly linking the implementation of ISO 9001 to improvements in mechanical performance within the oil and gas sector. Although there is a considerable body of literature surrounding quality management systems, few studies explore the direct impact of ISO 9001 specifically on mechanical disciplines in large-scale industrial projects. Additionally, much of the existing research focuses on generalized quality management practices and lacks in-depth analysis of how these practices directly influence mechanical performance outcomes, such as welding quality, piping installations, and pressure testing procedures.

Furthermore, current studies often fail to explore the specific challenges faced by quality management teams in the field and the impact of contextual factors on the successful implementation of ISO 9001. This leaves a significant gap in academic literature, as the practical challenges and real-world implications of ISO 9001 are not adequately addressed in research.

1.2.2. Practical Gaps

From a practical perspective, there is a clear gap in understanding how quality management procedures are applied by inspection teams on-site. While ISO 9001 provides clear guidelines and frameworks for quality management, the actual implementation of these procedures by inspection teams in large-scale projects is often inconsistent and incomplete. It remains unclear how contractors and subcontractors adhere to ISO 9001 standards in real-world settings, and how well these standards translate into improved quality and performance at the operational level.

The challenges faced by inspection teams in applying ISO 9001 requirements effectively on the ground such as dealing with on-site realities, resource limitations, and logistical constraints are not sufficiently explored in the literature. Understanding the barriers to successful implementation and identifying how compliance can be improved are critical aspects that need further research. Moreover, the role of quality inspection teams in bridging the gap between the theoretical framework of ISO 9001 and its practical application is still under-explored, leaving a significant gap in practical knowledge.

Research Questions

Based on the identified theoretical and practical gaps, the study aims to answer the following research questions:

1. To what extent is ISO 9001 implemented in mechanical quality operations within Aramco projects?
2. What impact does the implementation of ISO 9001 have on the quality and performance of mechanical works (e.g., welding, piping, pressure testing)?
3. What are the key challenges that mechanical quality inspectors face in applying ISO 9001 requirements in large-scale industrial projects?
4. How do contractors and subcontractors respond to and comply with ISO 9001 quality management procedures in practice?
5. What role does quality inspection play in bridging the gap between ISO 9001 theoretical requirements and practical application in the field?

1.3. Research Significance

1.3.1. At the theoretical level

His research makes a valuable contribution to the body of academic literature by offering a detailed and thorough examination of quality management practices within industrial project settings. Specifically, it sheds light on mechanical activities, which are often pivotal to the success of large-scale industrial projects. By analyzing the various elements involved in ensuring quality within this domain, the study provides new perspectives that could help in enhancing the theoretical frameworks used to assess and improve quality management in mechanical project environments. The outcomes of this research are expected to bridge gaps in existing knowledge, particularly regarding the application and challenges of quality standards in industrial projects. This, therefore, opens new avenues for academic discourse and further studies that could explore the nuances of implementing quality management systems in different sectors of industry.

1.3.2. At the practical level

From a practical standpoint, the findings from this research are expected to be highly beneficial to quality inspection teams working within industrial settings, particularly those involved in large-scale mechanical projects like those managed by Aramco. By providing data-driven insights and practical recommendations, this study will assist these teams in refining their quality management practices and developing more effective strategies for adhering to ISO 9001 standards. The research highlights areas where quality implementation can be strengthened and where specific interventions could lead to improvements in operational efficiency. This has the potential to not only elevate the standard of work within these projects but also contribute to the overall organizational success by ensuring that quality assurance practices are aligned with international benchmarks. Additionally, the actionable recommendations presented in this research will empower project

managers and quality inspectors to take proactive steps toward achieving higher levels of compliance and performance in their projects.

1.4. Research Questions

1. To what extent are Aramco mechanical projects aligned with ISO 9001 quality standards?
2. Does the application of ISO 9001 lead to measurable improvement in operational and mechanical performance?
3. What are the main challenges faced by quality inspectors in implementing QMS in the field?

1.5. Research Objectives

1. To assess the implementation of ISO 9001 in mechanical work within Aramco projects.
2. To measure the effect of ISO 9001 on quality outcomes and project performance.
3. To identify challenges and limitations encountered by inspection teams.

1.6. Research Hypotheses

1. H1: There is a significant positive relationship between ISO 9001 implementation and mechanical performance improvement in Aramco projects.
2. H2: Contractor compliance with ISO 9001 procedures significantly reduces rework and failure rates.

1.7.Research Model

1. The research model includes:
 - Independent Variable: Implementation of ISO 9001 Quality Management System.
 - Dependent Variable: Mechanical performance outcomes (e.g., quality of welding, pipe installations, and pressure testing).
2. The model will be supported by data gathered from field studies in Aramco projects.

1.8.Research Methodology

- a. Research Design: Descriptive and analytical
- b. Data Collection Tools: Surveys and interviews with quality inspectors and engineers
- c. Sample: Selected mechanical projects under Aramco, executed by Tier 1 contractors from 2022 to 2025
- d. Data Analysis: Quantitative and qualitative analysis using statistical software (e.g., SPSS)

1.9.Scope of The Study

The study focuses on mechanical activities (such as piping, welding, and hydrostatic testing) in Aramco projects located in the Eastern Province of Saudi Arabia. The research period will cover projects from 2022 to 2025.

1.10. The Suggested Project Structure

- Chapter 1: Introduction
- Chapter 2: Literature Review
- Chapter 3: Research Methodology
- Chapter 4: Data Analysis
- Chapter 5: Findings and Recommendations

2.Chapter 2: Literature Review

2.1.Introduction

His chapter provides a comprehensive review of previous academic and industrial research related to Quality Management Systems (QMS), with a particular focus on the ISO 9001 standard and its impact on the performance of mechanical projects. The primary goal of this chapter is to establish a solid theoretical framework for understanding the relationship between QMS implementation and project outcomes, with specific attention to mechanical disciplines in large-scale industrial environments such as Aramco. Additionally, this chapter aims to connect the theoretical concepts with the practical implications of ISO 9001 implementation, highlighting how these quality standards influence performance metrics and project success. By doing so, it seeks to provide a well-rounded perspective on how quality management practices can improve both operational efficiency and overall project quality, offering valuable insights for future research in this area.

2.2.The independent variable

ISO 9001 Quality Management System

ISO 9001 is one of the most widely recognized and adopted standards for Quality Management Systems (QMS) globally. This standard sets forth a comprehensive set of requirements aimed at ensuring that organizations consistently produce products and services that meet customer requirements and comply with applicable regulatory standards. It places a significant emphasis on a continual improvement process, which is central to maintaining competitive advantage and achieving long-term success.

The key principles of ISO 9001 are designed to foster a culture of quality within an organization. These principles include:

- **Customer Focus:** Organizations are encouraged to prioritize the needs and expectations of customers, ensuring that quality is not only maintained but also improved to meet customer satisfaction.
- **Leadership and Commitment:** Senior management must be actively involved in establishing and maintaining the QMS, ensuring alignment with the organization's strategic objectives.
- **Engagement of People:** Quality improvement is a collaborative process, and involving employees at all levels helps foster a culture of ownership and accountability.
- **Process Approach:** A focus on managing processes and the interrelation of these processes ensures that the organization can achieve consistent and predictable results.
- **Improvement:** Continuous improvement is essential to the success of any QMS, and ISO 9001 encourages organizations to identify areas of improvement and implement corrective actions.
- **Evidence-Based Decision Making:** Decisions should be based on accurate and reliable data, ensuring that resources are allocated effectively to improve performance.
- **Relationship Management:** This principle focuses on establishing and maintaining relationships with key stakeholders, including suppliers and customers, to create value for all parties involved.

Relevance to Mechanical Projects:

In mechanical projects, such as those involving piping, welding, and equipment installation, ISO 9001 plays a crucial role in ensuring that processes are standardized and quality is maintained at every stage. The implementation of ISO 9001 helps to establish clear guidelines for quality control, reduce variability in

processes, and ensure that proper documentation and procedures are followed. This is particularly important in the mechanical discipline, where precision and accuracy are paramount. The adoption of ISO 9001 can lead to significant improvements in process efficiency, reducing the risk of errors, nonconformities, and rework. Several studies (e.g., Prabowo & Sohal, 2006; Psomas & Jaca, 2016) have highlighted the positive impact of ISO 9001 on operational efficiency, risk management, and overall product quality, particularly in industries such as oil and gas, where the stakes are high.

2.3.The dependent variable

Mechanical Project Performance

The performance of mechanical projects can be measured through various indicators that reflect the efficiency and effectiveness of project execution. Key performance indicators (KPIs) include:

- **Reduction in Nonconformities:** A decrease in deviations from project specifications, ensuring that the final deliverables meet the required standards and client expectations.
- **Timely Completion of Inspection and Testing Activities:** The ability to complete inspections and tests according to the project schedule, avoiding delays and ensuring that the project stays on track.
- **Fewer Equipment Failures and Rework Incidents:** Reducing the incidence of equipment malfunctions and the need for rework, which can lead to delays and increased costs.
- **Compliance with Client Specifications:** Ensuring that all aspects of the project, from design to execution, comply with the client's technical requirements and standards, such as Aramco's Engineering Standards.

In the context of Aramco, quality performance is rigorously measured using a combination of inspection test plans (ITPs), quality control procedures, welding

performance specifications (WPS/PQR), and hydrostatic test results. These measures help ensure that the mechanical systems being delivered meet the highest standards of safety, functionality, and performance.

Research by Oakland (2014) emphasizes that performance improvements are not only driven by available resources but are significantly influenced by the quality management systems in place. A well-implemented QMS can enhance productivity, improve coordination between teams, and reduce the likelihood of errors, thus contributing to the overall success of a project.

2.4.The relationship between independent and dependent variables

The relationship between the independent variable (ISO 9001) and the dependent variable (mechanical project performance) has been explored in several empirical studies. A positive correlation between QMS implementation and improved performance metrics has been consistently reported. Specifically:

- ISO 9001 → Improved Process Control → Better Project Outcomes: ISO 9001 helps standardize processes, leading to more consistent and reliable results, which in turn enhances project outcomes.
- ISO 9001 → Reduced Variability → Fewer Reworks and Delays: The standardization of processes reduces variability, which leads to fewer errors, reworks, and project delays.

For example, Sousa and Voss (2002) found that organizations with effective ISO 9001 implementation experienced lower defect rates and greater customer satisfaction. In the context of mechanical projects, this can translate into fewer instances of welding failures, improved dimensional accuracy, and safer installations. The implementation of ISO 9001 also ensures better documentation practices, which are crucial for tracking project progress and ensuring compliance with technical specifications.

In Aramco projects, where adherence to strict quality assurance (QA) and quality control (QC) standards is non-negotiable, the successful implementation of ISO 9001 has a direct and profound impact on the quality and safety of the delivered systems. By ensuring that processes are standardized and quality is maintained throughout the project, ISO 9001 contributes to reducing the risk of failures and enhancing overall project performance.

2.5. Conclusion

The literature provides a strong theoretical and practical foundation for the implementation of ISO 9001 to improve mechanical project performance. The independent variable, ISO 9001, has a well-established impact on quality outcomes, particularly in industries that require high levels of precision and technical expertise, such as the oil and gas sector.

Despite the documented benefits of ISO 9001, there remains a gap in field-based studies within the specific context of Aramco mechanical projects. This gap underscores the need for further research to assess how well the theoretical advantages of ISO 9001 translate into tangible improvements in real-world performance. Given the significance of quality management in ensuring the success of large-scale mechanical projects, this study is both relevant and original in addressing these critical questions.

References

- Paragoge, D. I., & Sohal, A. S. (2006). The integration of TQM and technology/R&D management in determining quality and innovation performance.
-
- Psomas, E., & Jaca, C. (2016). The impact of ISO 9001 effectiveness on the performance of service companies. Total Quality Management & Business Excellence.

- Sousa, R., & Voss, C. A. (2002). Quality management re-visited: A reflective review and agenda for future research. *Journal of Operations Management*.
- Oakland, J. S. (2014). *Total Quality Management and Operational Excellence*.