

جامعة ميد أوشن
تخصص الدكتوراه في الإدارة

مادة دراسات نقدية ٣
إشراف د/ هبة الحداد

إعداد باحث الدكتوراه : عبدالله عايد الحربي
رقم الطالب : ٢٤١٩٠٠٢٤١٩



عنوان التكليف التاسع: تطبيق النقد العلمي الذاتي على رسالة
الماجستير/ورقة بحثية خاصة بالباحث ووضع مقترحات للتحسين.

مثال للاستفادة في مجال البحث العلمي

ABSTRACT

This research was aimed at conducting a critical analysis of strategic planning and how Saudi construction companies become engaged in strategic planning in order to improve the work in future infrastructure projects. This was analysed by conducting an investigation into Saudi construction companies in relation to vision, mission, objectives, written plan and strategic planning tools. Recently, the number of construction projects in various sectors such as; housing and infrastructure projects have increased in Saudi because the population has also increased year by year. Consequently more construction work with better methods and requirements must be provided in a high quality.

A literature review was conducted which provided an insight into background of Saudi future infrastructure projects, strategy, strategic management, strategic planning process, mission, vision and objectives, and strategic planning tools. The main purpose of talking about those contents is to investigate inside the Saudi construction companies with regard to these points.

A number of participants that were involved in the questionnaire survey and interviews were conducted which gained a professional insight into the Saudi construction companies. The interviews accessed the advantages and disadvantages in relation to the best practice of infrastructure work. In addition, a number of questionnaires were carried out which were compared against the best practice within the field. The participants that were involved in Saudi construction companies they evaluated the companies in terms of the literature review contents. It was established overall that the Saudi construction companies are aware of benefits of applying strategic plans; however many obstacles to effective strategic planning were also apparent.

This research is very important in that it has highlighted the importance of applying strategic planning and management within the construction industry. The research which will be among the first of its kind will help by igniting interest in the application of strategic plans within the construction industry.

MSc in Applied Construction Cost Management



Strategic planning in Saudi construction: An investigation into infrastructure projects in Saudi construction companies

Abdullah Al-Harbi

Dublin Institute of Technology
5th January 2015



3.2: Research proposal

The research suggested can be identified as the (Figure 3.1) follow:

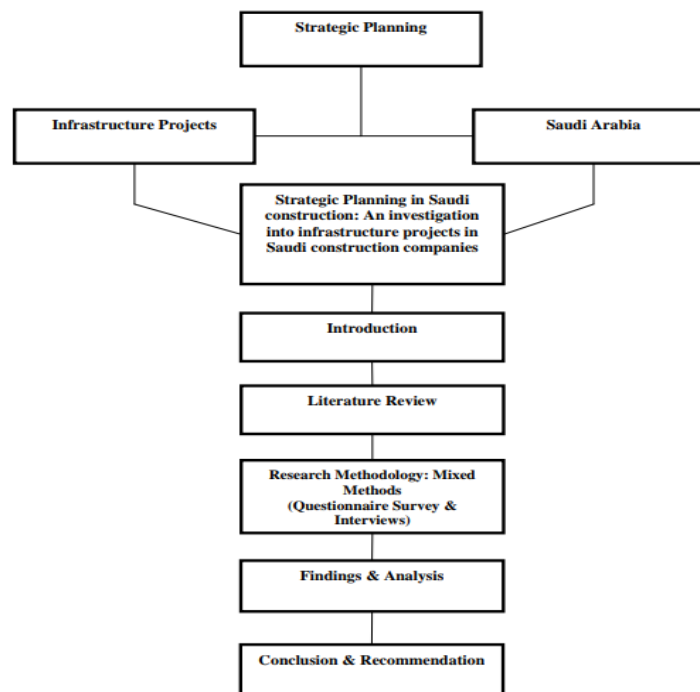


Figure 3.1: Research Proposal

سؤال البحث – هدف البحث – أهداف الدراسة – حدود البحث

1.4: Research Question

The research question is how to make the improvement of the work in the scope of infrastructure projects in Saudi because there are a number of obstacles in Saudi construction in infrastructure projects.

1.5: Research Aim

The aim of this research is to investigate strategic planning in Saudi construction organisations and to identify ways in which they can make improvements in their future work.

1.8: Limitation of Research

The author will investigate in area such as infrastructure projects; however there are other areas that need to be investigated to achieve the improvement of future work in Saudi Construction.

1.6: Research Objectives

In order to address the research questions outlined above, the following research objectives have been identified:

- To ascertain the extent to which construction firms in Saudi engage in strategic planning.
- To determine the extent to which traditional strategic planning tools are used in practice.
- To identify areas of potential improvement of current strategic planning process in Saudi against best practice with the field in order to meet future demand with the Saudi construction sector.

1.7: Scope of Research

The scope of the research covers Saudi construction practices in relation to strategic planning. This thesis investigates organisations in Saudi implement various methods of working to meet the future demand of infrastructure projects. This research will also investigate in a small scale of Saudi construction such as infrastructure which is important for Saudi to achieve the future quality and efficiency requirements.



1.9: Outline of Chapters

Chapter 2: Literature Review

Chapter two consists of a literature review which is a critical analysis of existing literature in the field of strategic planning in construction. It includes details of summary of these points; background about Saudi construction, background about Saudi infrastructure projects, strategy, strategic management, strategic planning and strategic planning process, mission, vision and objectives, strategic planning tools, strategic planning and construction, strategic planning in organizations and conclusion.

Chapter 3: Research Methodology

This chapter includes details of summary of these points; introduction, research proposal, scope of the study, research strategy, and research method adopted, sample size, research ethics, limitation of research methodology and conclusion. In addition, it includes details of the methodology chosen for this thesis research. The methodology is a mixed method. The mixed methods are survey process and interview process.

Chapter 4: Findings & Analysis

In this chapter, it includes a summary of these details; introduction, the results of the survey, interviews are included in the research and conclusion. It includes information from interview responses and analysis data of survey.

Chapter 5: Conclusion & Recommendation

This chapter provides a findings, comparisons and summary of the main points of the whole thesis such as; introduction, dissertation aim and objectives, recommendation of the future work in Saudi construction works in terms of Saudi infrastructure projects, limitation of research, further research and final conclusion.

النتائج والتوصيات

5.3: Recommendation

According to participants who were involved through the questionnaire survey and interviews, there are many highlighted points that should be addressed in the future infrastructure work. The main points that should be addressed in the future infrastructure work in order to achieve the improvements of the work:

- Develop a system of quality and safety system of Saudi future infrastructure work.
- The developments of equipment and maintenance.
- Providing management planning, monitoring and evaluation of Saudi construction companies.
- The establishments of special training centers for the companies that can help the employees to finish the infrastructure work in a high quality. Also the innovation of a new equipment that can help to finish the infrastructure projects easily.
- Develop the creative ideas that can help to finish the infrastructure work in a time schedules.
- Support and confidence for the Saudi professional engineers with the promotion of training and development.

- The Saudi construction companies should have partnerships with international constructions companies to help the company in terms of the weak points that might be inside its company.
- Improvement in the level of public services through better use of infrastructure.
- Each Saudi construction company should evaluate itself time by time in order to achieve the improvement of the construction work.

5.4: Limitations of Research

The limitation time of this dissertation was only to cover the investigation of three objectives. According to the data collecting were only 48 participants and 6 participants of Saudi construction field. The statistics that were taken from the questionnaire survey were useful to establish how Saudi construction companies become engaged in strategic planning in order to meet the Saudi future demand of infrastructure work. In addition, the interviews responses were useful to investigate the matters that should be addressed in the future infrastructure projects. This research was only to investigate in the Saudi future infrastructure projects and how the constructions companies can achieve the improvement in the future.

5.5: Further Research

In relation to the areas of further study, the author would recommend investigating in the scope of strategic planning of all Saudi construction projects and apply the strategic plans and strategic planning tools efficiently in order to make a better future work in the Saudi construction industry.



النتائج والتوصيات

During this research it identified many points that have to be improved in the future such as; lack of understanding the benefits of strategic planning and strategic planning tools and that led to many obstacles in the Saudi construction industry.

5.6: Conclusion

To sum up this research, it can be identified in some points such as:

- The infrastructure projects in Saudi at this time have so many issues that should be addressed in the future in order to have a better work.
- With regard to the issues, each company was thinking in different perspectives to achieve the improvement which means there are some issues that still need to be fixed in the future work.
- In recent years, according to the literature review, there are many on-going infrastructure projects in Saudi and the issues did not fix yet because of the companies are working on them and they do not have time to improve the work.
- According to the data analysis chapter, Saudi construction companies are different from each other's according to the level of implementing the work. Some of the companies have ability to involve in big projects; however some of them are not able to be engaged.
- It has been noted that strategic planning is more applied by the top and middle level managers as compared to others in different level of organizational management.



النقد العلمي لرسالة الماجستير الخاصة بالباحث

الدراسة ناقشت النقاط التالية ووضحت التالي:

- (١) وضحت الرسالة العلمية أنه يجب انشاء مراكز تدريب في الشركات الانشائية السعودية لتطوير المهندسين والعاملين في القطاع الهندسي الانشائي لتدعيم تنفيذ المشاريع في الوقت المحدد لها.
- (٢) يجب على الشركات الانشائية السعودية تقييم نفسها بين فترة الى أخرى ومعالجة الاخطاء وتطوير منظومة الشركة.
- (٣) كانت العينة عبارة عن ٤٨ شخص يعملون في القطاع الهندسي في الشركات الانشائية السعودية وتم أخذ منهم ٦ تم عمل معهم مقابلات شخصية ومن الملاحظ أن من الاسباب التي تم التوصل لها من اسباب تأخر المشاريع أنه لا توجد خطة صيانة للمعدات الثقيلة والنادرة المستخدمة في المشاريع في المملكة العربية السعودية.
- (٤) من الاقتراحات من قبل الباحث أنه يمكن التعاون بين الشركات العالمية والشركات المحلية في تنفيذ المشاريع عن طريق التعاون والتدريب وايضاً من الممكن العمل مع بعضهم في تنفيذ المشاريع.
- (٥) في الختام يجب دعم المهندسين السعوديين للمساهمة في تطوير مشاريع المملكة العربية السعودية.





المراجع العلمية

MSc in Applied Construction Cost Management



**Strategic planning in Saudi construction: An investigation into
infrastructure projects in Saudi construction companies**

Abdullah Al-Harbi

**Dublin Institute of Technology
5th January 2015**



مجموعة جامعة
الجميع الذكية
للتعليم القابضة

MIDOCEAN
UNIVERSITY



Thank You

