

إقرار طالب بإعداد وتسليم بحث علمي

أقر أنا الطالب/الطالبة: حسين هلال حجازي.....

المقيد/ة بكلية: ادارة الاعمال.....

التخصص: ادارة عامة.....

المستوى: ~~بكالوريوس~~ Bachelors

الرقم الجامعي: 233.000.182.....

بأن البحث المقدم بعنوان:

"..... حوكمة المشاريع....."

هو من إعدادي الشخصي بالكامل، وأتحمل المسؤولية الكاملة عنه من جميع الجوانب، وذلك بدايةً من اختيار فكرة البحث، وتحديد المشكلة البحثية، وصياغة الأهداف، ووضع الفروض أو التساؤلات، مرورًا بجمع البيانات والمراجع، وتحليلها باستخدام الأساليب العلمية المناسبة، وصولًا إلى استخلاص النتائج والتوصيات.

كما أقر بما يلي:

الالتزام بالأمانة العلمية في إعداد البحث، وعدم النقل أو الاقتباس غير المشروع.

توثيق جميع المراجع والمصادر المستخدمة توثيقًا علميًا صحيحًا.

أن البحث لم يتم اقتباسه كليًا أو جزئيًا من أي مصدر دون الإشارة إليه.

أن البحث لم يُقدَّم سابقًا لأي جهة تعليمية أخرى للحصول على درجة علمية.

الالتزام بكافة قواعد ومعايير إعداد البحوث العلمية المعتمدة.

وأتحمل المسؤولية القانونية والأكاديمية كاملةً في حال ثبوت خلاف ذلك.

وتحرر هذا الإقرار بناءً على رغبتي، ودون أدنى مسؤولية على المؤسسة التعليمية.

الاسم: م. محمد عازي

التوقيع: [Signature]

التاريخ: ١٩-٦-٢٠٢٦

Final Project 1

Code: MGM 496–PMG496

Project Template

Faculty of Management
Midocean University

Midocean University

Faculty of Management

Department/ Specialization



The Impact of Project Governance on Project Success

Hussain Helal Hejazi

.....

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

1.Chapter 1: Introduction

Projects have become essential tools for organizations seeking to achieve strategic objectives, improve operational performance, and maintain competitiveness in dynamic business environments. However, the increasing complexity of projects has created significant challenges related to decision-making, accountability, risk management, and stakeholder coordination. As a result, organizations have recognized the importance of establishing effective project governance frameworks to ensure that projects are properly directed, monitored, and controlled throughout their life cycle. Project governance provides the structures, processes, and mechanisms required to align project activities with organizational strategies while promoting transparency, accountability, and effective decision-making. Strong governance practices help organizations improve project performance, manage risks efficiently, and increase the likelihood of project success. This chapter introduces the concept of project governance and examines its role in achieving successful project outcomes. It presents the research background, identifies the research problem and existing gaps in the literature, explains the significance of the study, and provides the foundation for investigating the relationship between project governance and project success.

1.1. Research Background

In today's highly competitive and rapidly changing business environment, organizations increasingly rely on projects to implement strategic initiatives, improve operational efficiency, develop innovative products and services, and achieve sustainable competitive advantages. As projects continue to grow in size, complexity, and strategic importance, organizations face increasing challenges in ensuring that projects are completed successfully and deliver the expected benefits. Consequently, the concept of project governance has gained considerable attention from both academics and practitioners as an essential mechanism for improving project performance and organizational success.

Project governance can be defined as the framework of policies, structures, processes, roles, responsibilities, and decision-making mechanisms used to direct, manage, and control projects throughout their life cycle. It provides the link between organizational strategy and project execution by ensuring that projects remain aligned with business objectives, stakeholder expectations, and organizational priorities. Effective project governance establishes accountability, transparency, oversight, and control mechanisms that support informed decision-making and responsible project management.

The growing importance of project governance is largely driven by the increasing complexity of modern projects. Organizations frequently operate in dynamic environments characterized by technological advancement, globalization, regulatory requirements, resource constraints, and changing stakeholder expectations. These factors increase uncertainty and create additional risks that can negatively affect project outcomes. As a result, organizations require governance frameworks that provide strategic direction, facilitate effective decision-making, and ensure that projects remain aligned with organizational goals.

Although project governance and project management are closely related concepts, they serve different purposes within an organization. Project management focuses primarily on planning, executing, monitoring, and controlling project activities to achieve specific objectives within defined constraints such as time, cost, and scope. In contrast, project governance provides the strategic framework within which project management activities are conducted. Governance determines who has authority to make decisions, how project performance is monitored, how risks are managed, and how accountability is maintained throughout the project life cycle.

One of the most important functions of project governance is establishing effective decision-making processes. Projects require numerous strategic and operational decisions throughout their life cycle, and poor decision-making can significantly affect project

outcomes. Effective governance frameworks ensure that decisions are made by appropriate individuals or committees based on reliable information, organizational priorities, and stakeholder interests. Structured decision-making processes help organizations respond quickly to emerging challenges while maintaining alignment with strategic objectives.

Accountability is another fundamental component of project governance. Successful project delivery depends on clearly defined roles, responsibilities, and reporting relationships. Governance frameworks identify the responsibilities of project sponsors, steering committees, project managers, and team members, ensuring that individuals are accountable for their actions and decisions. Strong accountability mechanisms contribute to improved transparency, better communication, and enhanced organizational control over project activities.

Risk management also plays a central role in project governance. Projects are inherently exposed to various uncertainties that may influence their cost, schedule, quality, and overall success. Governance structures establish processes for identifying, assessing, monitoring, and responding to project risks throughout the project life cycle. Effective risk governance enables organizations to proactively manage threats and opportunities, thereby increasing the likelihood of achieving project objectives.

Furthermore, stakeholder management has become increasingly important in contemporary project environments. Modern projects involve diverse

stakeholder groups, including customers, investors, suppliers, regulatory authorities, employees, and community representatives. Each stakeholder group may have different expectations, interests, and levels of influence over project outcomes. Effective governance frameworks ensure that stakeholder concerns are appropriately addressed while maintaining alignment with organizational strategies and project objectives. Strong stakeholder engagement contributes to improved communication, reduced conflicts, and greater project acceptance.

The concept of project success has evolved significantly over the past decades. Traditionally, project success was measured primarily by the ability to complete projects within budget, on schedule, and according to technical specifications. However, modern perspectives recognize that project success extends beyond these traditional criteria to include stakeholder satisfaction, strategic alignment, organizational value creation, benefits realization, sustainability, and long-term business impact. Consequently, organizations increasingly view project governance as a critical factor influencing overall project success.

Several empirical studies have highlighted the positive relationship between effective project governance and successful project outcomes. Research suggests that organizations with mature governance frameworks are more likely to achieve project objectives, improve resource utilization, manage risks effectively, and deliver greater value to stakeholders. Conversely, weak

governance structures often contribute to project failures, cost overruns, schedule delays, stakeholder dissatisfaction, and the inability to realize expected benefits.

Despite the recognized importance of project governance, many organizations continue to face challenges in implementing effective governance practices. Common issues include unclear authority structures, inadequate executive support, ineffective communication channels, insufficient accountability mechanisms, and weak risk management processes. These challenges frequently undermine project performance and reduce the probability of project success.

Given the increasing strategic importance of projects and the growing emphasis on governance practices, it is essential to understand how project governance contributes to successful project outcomes. Therefore, this study investigates the impact of project governance on project success by focusing on key governance dimensions, including decision-making, accountability, and risk control. The findings of this study are expected to provide valuable insights for organizations seeking to improve project performance and achieve sustainable competitive advantages through effective governance practices

1.2. Research Problem

Despite significant advancements in project management methodologies, standards, and technologies, many projects continue to experience budget overruns, schedule delays, scope changes, and failure to achieve their intended strategic objectives. Research indicates that one of the primary reasons behind these challenges is the absence of effective project governance frameworks. While organizations increasingly recognize the importance of governance, many still struggle to establish clear structures for decision-making, accountability, risk management, and performance monitoring. Consequently, project performance may be negatively affected, reducing the likelihood of project success. Therefore, it is essential to investigate the role of project governance in improving project outcomes and organizational performance.

1.2.1. Theoretical Gaps

Although project governance has received increasing attention in project management literature, several theoretical gaps remain. First, previous studies have often focused on individual governance components rather than examining the combined influence of governance dimensions on project success. Second, existing research

provides inconsistent findings regarding the extent to which governance practices affect project performance. Third, there is limited empirical evidence explaining how decision-making quality, accountability mechanisms, and risk control collectively contribute to successful project outcomes. These gaps highlight the need for further research to strengthen theoretical understanding of the relationship between project governance and project success.

1.2.2. Practical Gaps

From a practical perspective, many organizations continue to face difficulties in implementing effective project governance frameworks. In many cases, project roles and responsibilities are not clearly defined, decision-making processes are inefficient, and risk management practices are inadequately integrated into project activities. Furthermore, weak communication channels and insufficient stakeholder involvement often contribute to project delays, budget overruns, and performance deficiencies. As a result, organizations require a better understanding of governance practices that can improve project performance and increase project success rates.

Main Research Question

How does project governance influence project success through decision-making, accountability, and risk control?

1.3. Research Significance

This study is important because it contributes to both academic knowledge and professional practice in the field of project management. The significance of the study can be explained at the theoretical and practical levels.

1.3.1. At the theoretical level

This study contributes to the growing body of knowledge related to project governance and project success. It enhances understanding of how governance mechanisms influence project performance and provides a theoretical foundation for examining the relationship between governance practices and successful project outcomes. Furthermore, the study may serve as a valuable reference for future researchers interested in project governance, organizational effectiveness, and project success factors.

1.3.2. At the practical level

The practical significance of this study lies in its potential to assist organizations, project managers, executives, and stakeholders in improving project performance. The findings can help organizations design and implement more effective governance frameworks, strengthen accountability systems, improve decision-making processes, and enhance risk management capabilities. Ultimately, these improvements can contribute to higher project success rates, better resource utilization, increased stakeholder satisfaction, and greater organizational value creation.

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

- Association for Project Management. (2021). Governance of project management. APM Publishing.
- Garland, R. (2009). Project governance: A practical guide to effective project decision making. Kogan Page.
- Joslin, R., & Müller, R. (2015). Relationships between a project management methodology and project success in different project governance contexts. *International Journal of Project Management*, 33(6), 1377–1392.
- Project management: A systems approach to planning, scheduling, and controlling (13th ed.). Wiley.
- Müller, R. (2009). Project governance. Gower Publishing.
- OECD. (2023). G20/OECD principles of corporate governance. OECD Publishing.
- Project Management Institute. (2021). A guide to the project management body of knowledge (PMBOK® Guide) (7th ed.). Project Management Institute.
- Williams, T. (2017). Identifying success factors in construction projects: A project governance perspective. Routledge.

