

Midocean University

Faculty of Management

Project Mangment / Bachelor of Project Management



Project title

Causes of Project Failure

Student name

Jafer Ali Alsadiq
221001562

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Supervisor
Dr. Abdulrahim Nader

Faculty member- Faculty of management- Midocean University

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1. Chapter 1: Introduction

1.1. Research Questions

- What are the primary causes of project failure in the construction industry?
- How do factors such as unclear objectives, poor planning, and lack of communication contribute to project failure?
- What project management practices can effectively mitigate these causes?
- How does leadership influence the success or failure of construction projects?

1.2. Research Objectives

- To identify and analyze the key causes of project failure in the construction industry.
- To evaluate the impact of poor planning, communication, and leadership on project outcomes.
- To propose effective project management strategies to reduce failure rates.
- How does leadership influence the success or failure of construction projects?
- To develop a framework for improving project success in construction projects.

1.3. Research Hypotheses

- H1: Unclear project objectives significantly increase the likelihood of project failure.
- H2: Poor communication among stakeholders is a major contributor to project failure.
- H3: Effective leadership positively influences project success.
- H4: Implementing structured risk management practices reduces the risk of project failure.

1.4. Research Model

The conceptual research model developed for this study aims to illustrate the relationships between key variables that influence project outcomes in the construction industry. The model identifies seven **independent variables**—unclear objectives, poor planning, lack of communication, inadequate resources, poor leadership, risk management failure, and scope creep—which are hypothesized to contribute to the **dependent variable**, project failure or success. Each of these variables encompasses specific dimensions; for example, "poor planning" may include inadequate scheduling, unrealistic timelines, or lack of contingency planning, while "lack of communication" may involve unclear reporting lines or ineffective stakeholder engagement. By breaking down each variable into its dimensions, the model allows for a more nuanced understanding of how these factors interact and influence project outcomes. The model adopts a **deductive logic**, grounded in existing literature, and is designed to be tested through both **quantitative** (e.g., surveys) and **qualitative** (e.g., interviews) methods. This structure not only supports hypothesis testing but also provides a framework for exploring the deeper, contextual factors behind project success or failure. The visual representation of the model will further clarify the directional influence of each independent variable on the dependent outcome, offering a comprehensive view of the dynamics at play in project management.

1.4.1 Visual Representation Of Research Model :

Diagram Features:

Independent Variables:

Unclear Objectives

Poor Planning

Lack of Communication

Inadequate Resources

Poor Leadership

Risk Management

Scope Creep

Failure



Dependent Variable:

Project Failure / Success

Each arrow represents a hypothesized influence from an independent variable to the outcome.

1.5 Empirical Study

The empirical study for this research will be conducted within **Al-Binaa Construction Co.**, a mid-sized construction firm located in Jubail Industrial City. This setting is highly relevant to the research topic, as the company regularly undertakes complex projects that are susceptible to the challenges explored in this study, such as poor planning, resource constraints, and leadership issues. The organization provides a conducive environment for data collection, with accessible project teams and management willing to participate in surveys and interviews. This accessibility ensures that the researcher can effectively carry out observations and gather both quantitative and qualitative data. Ethical considerations will be strictly upheld throughout the study, including informed consent, confidentiality, and voluntary participation. The company's internal policies support ethical research practices, and all participants will be briefed on their rights and the purpose of the study. Furthermore, Al-Binaa Construction Co. is representative of many similar firms in the regional construction sector, making the findings potentially generalizable to other organizations facing comparable project management challenges. By focusing on this setting, the study aims to generate practical insights that are both contextually grounded and broadly applicable.

Reason: The construction industry often faces challenges related to project management, making it a suitable case for studying project failure causes and solutions.

1.6 Research Methodology

1.6.1 Research Philosophy

This study adopts a **pragmatic philosophy**, combining elements of both **positivism** and **interpretivism**. The positivist aspect supports the use of quantitative methods (e.g., surveys and statistical analysis), while the interpretivist aspect justifies the use of qualitative methods (e.g., interviews) to understand the subjective experiences of project managers.

1.6.2 Research Approach

A **deductive approach** is used to test hypotheses derived from existing theories about project failure. This approach allows the study to move from general theories to specific observations, particularly through hypothesis testing using survey data.

1.6.3 Research Strategy

The research strategy combines:

- **Survey** (quantitative): To collect broad data on project failure causes from employees at **Al-Binaa Construction Co.**
- **Case Study** (qualitative): To explore in-depth insights from selected projects and senior managers within the same company.

1.6.4 Research Choice

This study uses a **mixed-methods** approach:

- **Quantitative:** Surveys distributed to project managers and team members.
- **Qualitative:** Semi-structured interviews with senior project leaders and analysis of project documentation.

1.6.5 Time Horizon

A **cross-sectional** time horizon is adopted, meaning data will be collected at a single point in time to capture the current state of project management practices and challenges.

1.6.6 Data Collection and Analysis Techniques

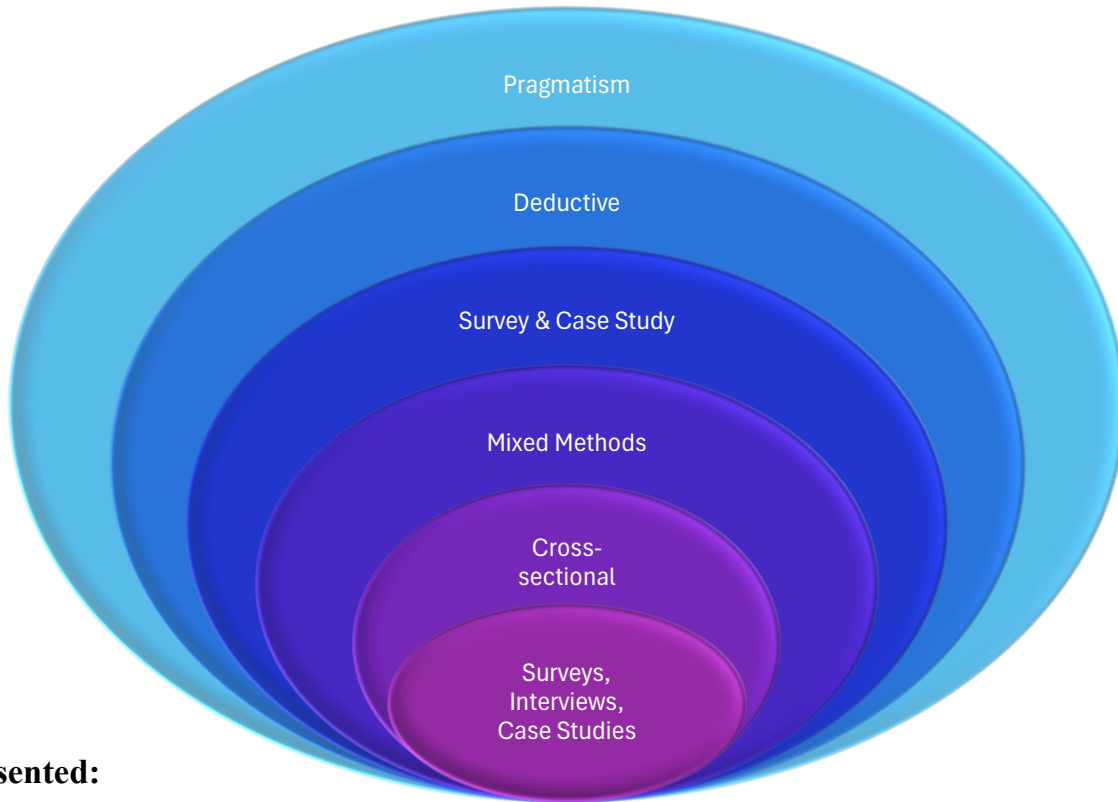
Data Collection:

- **Surveys:** Structured questionnaires using Likert scales.
- **Interviews:** Semi-structured interviews with open-ended questions.
- **Case Studies:** Review of project reports and documentation from Al-Binaa Construction Co.

Data Analysis:

- **Quantitative:** Descriptive statistics and **regression analysis** to test hypotheses.
- **Qualitative:** **Thematic analysis** to identify patterns and themes in interview responses.

1.6.7 The research onion diagram



Layers Represented:

1. **Research Philosophy: Pragmatism**
2. **Research Approach: Deductive**
3. **Research Strategy: Survey & Case Study**
4. **Research Choice: Mixed Methods**
5. **Time Horizon: Cross-sectional**
6. **Data Collection: Surveys, Interviews, Case Studies**

1.7 Scope of The Study

This study focuses on identifying and analyzing the key causes of project failure within the construction industry, with a specific emphasis on mid-sized construction firms operating in Jubail Industrial City, such as Al-Binaa Construction Co. The research investigates seven independent variables—unclear objectives, poor planning, lack of communication, inadequate resources, poor leadership, risk management failure, and scope creep—and their impact on the dependent variable, project success or failure. The study is limited to projects executed within the past five years to ensure relevance and accuracy of data. It includes both quantitative data collected through surveys and qualitative insights gathered from interviews and case studies. While the findings aim to provide practical recommendations for improving project outcomes, the study does not cover other industries or external macroeconomic factors that may influence project performance. The scope is intentionally narrowed to allow for a focused and in-depth analysis of internal project management practices within the selected context.

1.8 The Suggested Project Structure



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