

Final Project 1

Code: MGM 496-PMG496

Project Template

Faculty of Management
Midocean University

Midocean University

Faculty of Management

Department/ Specialization (Project Management)



Project title

**The Effect of Communication Management on Project
Success in Construction Projects in Saudi Arabia**

Student name

Eman Abdulkarim Al Somali

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.....	8
1.2.1. Theoretical Gaps	8
1.2.2. Practical Gaps	9
1.3. Research Significance	9
1.3.1. At the theoretical level	10
1.3.2. At the practical level	10
1.4. Research Questions	10
1.5. Research Objectives	11
1.6. Research Hypotheses.....	11
1.7. Research Model.....	12
1.8. Research Methodology.....	12
1.9. Scope of The Study	13
1.10. The Suggested Project Structure.....	13
2. Chapter 2: Literature Review	14
2.1. Introduction	14
2.2. The independent variable	14
2.3. The dependent variable	15
2.4. The relationship between the independent and the dependent variables	15
2.5. Conclusion.....	16
References.....	16

1. Chapter 1: Introduction

1.1. Research Background

Project management has become an essential practice for organizations seeking to achieve their goals efficiently and effectively. Regardless of the industry, projects are used to deliver products, services, and organizational improvements. As projects continue to increase in size and complexity, organizations are paying greater attention to the factors that contribute to project success. Among these factors, communication management is frequently identified as one of the most important elements influencing project performance and outcomes.

Communication is a fundamental activity that takes place throughout the entire project life cycle. Project managers, team members, clients, contractors, consultants, and other stakeholders rely on communication to exchange information, discuss progress, address challenges, and make decisions. Effective communication ensures that project information is delivered to the right people at the right time and in an understandable manner. As a result, communication supports coordination, collaboration, and alignment among all parties involved in a project.

Communication management refers to the processes used to plan, collect, distribute, monitor, and control project information. According to project management literature, communication management helps ensure that stakeholders receive the information they need to perform their responsibilities and contribute to project objectives. It also supports transparency and promotes a shared understanding of project goals, expectations, and requirements. When communication is managed effectively, project teams are more likely to work efficiently and respond quickly to project issues.

Project success is generally associated with completing a project within the approved scope, time, cost, and quality requirements. However, modern project management recognizes that project success also includes stakeholder satisfaction, achievement of business objectives, and long-term project value. Because communication affects almost every aspect of project execution, it plays a significant role in determining whether a

project is considered successful. Clear communication helps reduce uncertainty, improve teamwork, and facilitate decision-making throughout the project.

The construction industry is one of the sectors where communication management is particularly important. Construction projects typically involve numerous stakeholders, including project owners, architects, engineers, contractors, subcontractors, suppliers, consultants, and government authorities. These stakeholders often have different responsibilities and expectations, making effective communication necessary to maintain coordination and avoid misunderstandings. The large volume of information exchanged during construction projects increases the importance of having well-structured communication processes.

Construction projects are also characterized by high levels of complexity and risk. Changes in project scope, technical requirements, safety regulations, and stakeholder expectations can occur at different stages of project execution. To manage these challenges successfully, project participants must communicate continuously and accurately. Failure to communicate important information may result in delays, additional costs, quality issues, disputes, and reduced stakeholder satisfaction. Consequently, many project management studies consider communication to be a critical success factor in construction projects.

Poor communication remains one of the most common challenges faced by construction projects around the world. In many cases, project problems can be traced to incomplete information, unclear instructions, delayed reporting, or ineffective coordination between project participants. These communication failures may create confusion regarding project responsibilities and lead to errors that affect overall project performance. Therefore, organizations increasingly seek to strengthen communication management practices in order to improve project outcomes and reduce project risks.

The growing use of technology has changed the way communication takes place within projects. Digital communication platforms, project management software, cloud-based systems, and virtual meeting

applications have improved information sharing and collaboration among project teams. These tools provide opportunities for faster communication and better access to project information. Nevertheless, technology alone cannot guarantee effective communication. Successful communication still depends on proper planning, stakeholder engagement, and clear communication channels.

In Saudi Arabia, the construction industry has experienced significant expansion in recent years as a result of Vision 2030 and the government's commitment to economic diversification and infrastructure development. Several large-scale projects have been launched to support national development goals and enhance economic growth. These projects require cooperation among various organizations and stakeholders, making communication management an important factor in ensuring project success.

Mega projects such as NEOM, The Red Sea Project, Qiddiya, Diriyah Gate, and King Salman Park have increased the demand for effective project management practices within the Kingdom. Due to their size and complexity, these projects involve multiple stakeholders working across different locations and disciplines. Effective communication is necessary to coordinate activities, manage expectations, and ensure that project objectives are achieved. Any breakdown in communication may have serious consequences for project performance and overall success.

Previous studies have highlighted a positive relationship between communication management and project success. Research findings generally suggest that projects with effective communication practices are more likely to meet their objectives and achieve higher levels of stakeholder satisfaction. However, communication challenges continue to exist in many construction projects, particularly those involving complex stakeholder relationships and large project teams. This indicates the need for further investigation into the role of communication management within different project environments.

Based on the importance of communication in construction projects and the ongoing development of the Saudi construction sector, this study aims to

examine the effect of communication management on project success in construction projects in Saudi Arabia. Understanding this relationship may help project managers and organizations improve communication practices and enhance the likelihood of successful project delivery.

1.2. Research Problem

Despite the growing importance of communication management in project management, communication-related challenges continue to affect the performance of construction projects worldwide. Construction projects involve multiple stakeholders with different responsibilities, objectives, and expectations, making communication a complex process. In many cases, ineffective communication results in misunderstandings, delays in decision-making, conflicts among project participants, cost overruns, schedule delays, and reduced project quality. Although communication management is recognized as a critical success factor, many construction projects still experience difficulties in maintaining effective information flow among stakeholders.

In Saudi Arabia, the rapid growth of the construction industry and the implementation of large-scale projects under Vision 2030 have increased the need for effective communication management practices. However, evidence from industry reports and previous studies suggests that communication issues remain a common challenge in construction projects. Therefore, there is a need to better understand how communication management influences project success within the Saudi construction sector and identify whether improving communication practices can contribute to better project outcomes.

1.2.1. Theoretical Gaps

Previous studies have examined communication management and project success in different industries and countries. However, limited research has specifically focused on the relationship between communication management and project success within the context of construction projects in Saudi Arabia. Furthermore, existing studies often examine project success from a general perspective without fully exploring how communication management contributes to different dimensions of project success, such as time performance, cost performance, quality achievement, and stakeholder satisfaction. This study seeks to address this gap by providing additional empirical evidence on the effect of communication management on project success in Saudi construction projects.

1.2.2. Practical Gaps

From a practical perspective, many construction organizations continue to face communication-related challenges despite the availability of advanced communication technologies and project management tools. Project stakeholders may experience delays in information sharing, unclear communication channels, incomplete reporting, and coordination difficulties. These issues can negatively affect project performance and reduce the likelihood of achieving project objectives. Therefore, construction companies need practical evidence regarding the role of communication management in improving project success. The findings of this study may help project managers and organizations develop more effective communication practices that support successful project delivery.

What is the effect of communication management on project success in construction projects in Saudi Arabia?

1.3. Research Significance

This study is important because communication management is widely recognized as a critical factor influencing project success. In construction projects, effective communication facilitates coordination among stakeholders, supports decision-making processes, reduces misunderstandings, and contributes to achieving project objectives. Given the increasing complexity of construction projects in Saudi Arabia, understanding the impact of communication management on project success is essential for both academic researchers and industry practitioners. The significance of this study can be explained at both the theoretical and practical levels.

1.3.1. At the theoretical level

At the theoretical level, this study contributes to the existing body of knowledge on project management by examining the relationship between communication management and project success within the construction industry. Although previous studies have investigated communication as a project management factor, limited research has focused specifically on construction projects in Saudi Arabia. Therefore, this study provides additional evidence that may support existing theories and expand the academic understanding of how communication management affects project outcomes. The findings may also serve as a useful reference for future researchers interested in project management and construction-related studies.

1.3.2. At the practical level

At the practical level, the study provides valuable insights for project managers, contractors, consultants, and construction organizations operating in Saudi Arabia. The findings may help practitioners understand the importance of effective communication and its role in improving project performance. In addition, the study may assist organizations in developing communication strategies and practices that enhance coordination, reduce project risks, minimize delays, and improve stakeholder satisfaction. Ultimately, the results may contribute to increasing the likelihood of successful project delivery in the construction sector.

1.4. Research Questions

This study seeks to answer the following research questions:

What is the level of communication management effectiveness in construction projects in Saudi Arabia?

What is the level of project success in construction projects in Saudi Arabia?
Is there a significant relationship between communication management and project success in construction projects in Saudi Arabia?
To what extent does communication management affect project success in construction projects in Saudi Arabia?

1.5. Research Objectives

The main objective of this study is to examine the effect of communication management on project success in construction projects in Saudi Arabia.

The specific objectives of the study are:

To identify the level of communication management effectiveness in construction projects in Saudi Arabia.

To assess the level of project success in construction projects in Saudi Arabia.

To examine the relationship between communication management and project success.

To determine the effect of communication management on project success in construction projects in Saudi Arabia.

1.6. Research Hypotheses

Based on the study objectives and research questions, the following hypotheses are proposed:

H0 (Null Hypothesis):

There is no significant effect of communication management on project success in construction projects in Saudi Arabia.

H1 (Alternative Hypothesis):

There is a significant effect of communication management on project success in construction projects in Saudi Arabia.

1.7. Research Model

The conceptual model of this study consists of:

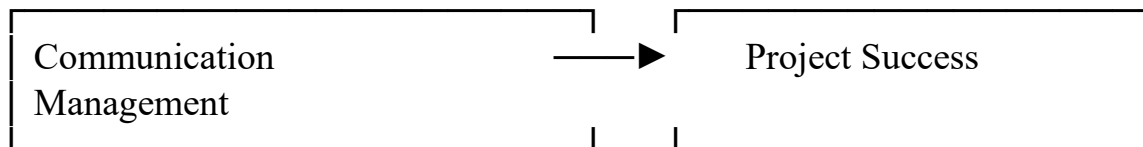
Independent Variable (IV):

Communication Management

Dependent Variable (DV):

Project Success

The study assumes that effective communication management positively influences project success in construction projects.



1.8. Research Methodology

This study will adopt a quantitative research approach to examine the effect of communication management on project success in construction projects in Saudi Arabia. A descriptive and analytical research design will be used to investigate the relationship between the study variables. The study will collect primary data through a structured questionnaire distributed to professionals working in the construction sector, including project managers, engineers, consultants, and contractors. The questionnaire will be designed to measure communication

management practices and project success indicators.

The target population of the study consists of individuals involved in construction projects in Saudi Arabia. A suitable sampling technique will be used to select respondents who have sufficient experience in project management and construction activities. The collected data will be analyzed using statistical methods to identify the relationship between communication management and project success and to test the proposed hypotheses. The findings will help determine whether effective communication management contributes significantly to successful project outcomes.

1.9. Scope of The Study

This study is limited to construction projects in Saudi Arabia and focuses on examining the effect of communication management on project success. Communication management represents the independent variable, while project success represents the dependent variable. The study targets professionals working in construction projects, including project managers, engineers, consultants, and contractors. The research is conducted within the Saudi construction industry and therefore the findings may not be generalized to other industries or countries without considering contextual differences.

1.10. The Suggested Project Structure

The proposed research consists of five chapters. Chapter One presents the introduction, research background, research problem, research significance, research questions, research objectives, research hypotheses, research model, research methodology, and scope of the study. Chapter Two reviews the relevant literature related to communication management and project success. Chapter Three explains the research methodology, including research design, population, sampling procedures, data collection methods, and data analysis techniques. Chapter Four presents and analyzes the research findings. Finally, Chapter Five provides the conclusions, recommendations, limitations of the study, and suggestions for future research

2.Chapter 2: Literature Review

2.1. Introduction

Communication management and project success are among the most widely discussed topics in project management literature. Researchers have emphasized that effective communication plays a critical role in coordinating project activities, facilitating decision-making, and improving stakeholder engagement. In construction projects, where multiple parties are involved, communication becomes even more important due to the complexity of project tasks and the need for continuous information exchange. This chapter reviews previous studies and theoretical concepts related to communication management and project success and examines the relationship between these two variables.

2.2. The independent variable

Communication Management

Communication management refers to the processes used to create, collect, distribute, store, and retrieve project information throughout the project lifecycle. According to project management literature, effective communication ensures that the right information reaches the right stakeholders at the right time. Communication management includes communication planning, information sharing, stakeholder communication, reporting, and feedback mechanisms.

In construction projects, communication management helps coordinate activities among project owners, consultants, contractors, suppliers, and other stakeholders. Effective communication reduces misunderstandings, supports collaboration, improves problem-solving, and contributes to better project performance. Conversely, poor communication may lead to delays, conflicts, cost overruns, and reduced project quality.

2.3. The dependent variable

Project Success

Project success refers to the achievement of project objectives within the planned scope, time, cost, and quality requirements. Traditional measures of project success focus on completing projects on schedule, within budget, and according to specifications. However, modern research suggests that project success also includes stakeholder satisfaction, effective project delivery, and the achievement of organizational goals.

In the construction industry, project success is influenced by several factors, including leadership, risk management, resource allocation, and communication practices. Successful projects are characterized by efficient execution, strong stakeholder relationships, and the ability to meet project expectations.

2.4. The relationship between the independent and the dependent variables

Previous studies have consistently suggested that communication management has a positive impact on project success. Effective communication enables project teams to share information accurately, coordinate activities efficiently, and address project challenges in a timely manner. It also improves stakeholder engagement and supports informed decision-making throughout the project lifecycle.

In construction projects, communication management becomes particularly important due to the involvement of multiple stakeholders and the complexity of project operations. Researchers have found that projects with effective communication practices are more likely to achieve their objectives, reduce project risks, and improve overall performance. Therefore, communication management is considered a significant factor that contributes to project success.

2.5. Conclusion

This chapter reviewed the literature related to communication management and project success. It discussed communication management as the independent variable and project success as the dependent variable. The chapter also examined the relationship between these variables and highlighted the importance of effective communication in improving project outcomes. The literature suggests that communication management plays a significant role in enhancing project success, particularly in construction projects.

References

- Project Management Institute. (2021). *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* (7th ed.). PMI.
- Kerzner, H. (2022). *Project Management: A Systems Approach to Planning, Scheduling, and Controlling* (13th ed.). Wiley.
- Turner, J. R. (2016). *Gower Handbook of Project Management*. Routledge.
- Verma, V. K. (2014). *The Human Aspects of Project Management: Human Resources Skills for the Project Manager*. PMI.
- Pinto, J. K. (2019). *Project Management: Achieving Competitive Advantage* (5th ed.). Pearson.