

# The Importance of Analyzing Project Risks and Its Impact on Project Outcomes

Student Name

Ahmad Mohammed Alshamrani - 2021203634

Graduation Project -1

Faculty of Management – Midocean University

Supervisor

Dr. Mona Mustafa Alashri

Faculty Member – Faculty of Management – Midocean  
University

1<sup>st</sup> semester 2024

I extend my deepest gratitude to the esteemed faculty members and colleagues of the Project Management Department at Midocean University for their invaluable support and guidance at the outset of this research endeavor.

First and foremost, I wish to express my sincere appreciation to Dr. Mona Mustafa Alashri whose expertise, mentorship, and unwavering encouragement have been instrumental in shaping this research project.

I am also immensely thankful to my esteemed colleagues within the Project Management Department for their collaborative spirit, insightful discussions, and unwavering support throughout this journey.

Lastly, I wish to express my heartfelt appreciation to my family and friends for their unwavering support, encouragement, and understanding throughout this research journey. Your belief in my abilities has been a source of inspiration and motivation.

As we embark on this research journey together, I am filled with gratitude and enthusiasm for the opportunities that lie ahead. With the continued support and collaboration of our esteemed faculty and colleagues, I am confident that we will make meaningful contributions to the field of project management and advance knowledge for the betterment of our academic community and beyond.

Thank you once again for your invaluable support, and I eagerly anticipate the exciting discoveries and insights that await us on this research.

Warmest regards,

Ahmad Alshamrani

To my sister,

Sara,

I want to express my heartfelt gratitude to you for your unwavering support and encouragement throughout my bachelor's degree journey. Your constant encouragement, understanding, and belief in my abilities have been a source of strength and inspiration for me.

As a token of my appreciation, I would like to dedicate this research to you. Your support has played a significant role in my academic achievements, and I am deeply grateful for your guidance and encouragement every step of the way.

Thank you for being my pillar of strength and for always believing in me. This research is a testament to our shared journey and the invaluable support you have provided.

With heartfelt thanks and love,

Ahmad Alshamrani

## Contents

|                                                                                                        |    |
|--------------------------------------------------------------------------------------------------------|----|
| 1- Chapter One: Introduction.....                                                                      | 5  |
| <a href="#">1.1</a> Introduction .....                                                                 | 6  |
| <a href="#">1.2</a> Research Problems.....                                                             | 8  |
| 1.2.1 Theoretical Gaps.....                                                                            | 8  |
| 1.2.2 Practical Gaps .....                                                                             | 8  |
| <a href="#">1.3</a> Research Significance .....                                                        | 10 |
| 1.3.1 Theoretical Significance.....                                                                    | 10 |
| 1.3.2 Practical Significance .....                                                                     | 10 |
| <a href="#">1.4</a> Survey: Importance of Analyzing Project Risks and Impact on Project Outcomes ..... | 12 |
| <a href="#">1.5</a> Research Objectives and Hypotheses .....                                           | 15 |
| <a href="#">1.6</a> Research Model .....                                                               | 16 |
| <a href="#">1.7</a> Research Methodology .....                                                         | 17 |
| <a href="#">1.8</a> Empirical Study .....                                                              | 17 |
| <a href="#">1.9</a> Project Structure .....                                                            | 18 |
| 2- Chapter Two: Theoretical Framework.....                                                             | 19 |
| <a href="#">2.1</a> Introduction .....                                                                 | 20 |
| <a href="#">2.2</a> The first variable: Project Risk Analysis .....                                    | 26 |
| <a href="#">2.3</a> The second variable: Project Success .....                                         | 28 |
| <a href="#">2.4</a> The Relationship Between Project Risk Analysis And Project Success.....            | 29 |
| <a href="#">2.5</a> Conclusion .....                                                                   | 33 |

## List of figures

| Figure number | Figure title         | Page number |
|---------------|----------------------|-------------|
| Figure 1      | Research Model       | 15          |
| Figure 2      | Research Methodology | 16          |

## Chapter One: Introduction

## Introduction

Risk management is an essential component of project management that deals with the identification, analysis, and mitigation of potential risks that could negatively affect a project's outcomes. The Project Management Institute (PMI) defines a risk as an uncertain event or condition that, if it occurs, has a positive or negative effect on a project's objectives (Project Management Institute, 2017). This paper examines the importance of analyzing project risks and how it influences project results.

Several theories underpin the practice of risk management in project management, including the Uncertainty Management Theory (UMT) and the Contingency Theory (CT). UMT suggests that managing uncertainty, a component of risk, is critical to project success (Millar & Tesser, 1986). CT posits that the effectiveness of risk management strategies depends on the specific context of the project, including its complexity and the environment in which it operates (Lawrence & Lorsch, 1967).

A study by Zwikael and Ahn (2011) found that projects with more structured risk management processes tend to have better outcomes. Another research by Teller, Kock, and Gemünden (2014) indicated that the integration of risk management practices into the project management process significantly contributes to project success. However, these studies often focus on large-scale projects, leaving a gap in research concerning small to medium-sized projects.

Despite the acknowledged importance of risk analysis in project management, there exists a gap in comprehensive studies that explore its direct impact on project results across different industries and project sizes. This research seeks to fill this gap by analyzing how risk management practices affect the success rates of various

projects. Understanding the relationship between risk analysis and project outcomes is significant for improving project management practices, enhancing project success rates, and minimizing failures.

## Research Problems

The significance of risk management in project management has been widely acknowledged in academic and professional circles. However, despite the extensive literature on the subject, there remain several theoretical and applied gaps that need addressing. These gaps not only hinder the comprehensive understanding of risk management's impact on project outcomes but also limit the applicability of risk management practices across various contexts. This section outlines specific research problems tied to these gaps, supported by citations.

### 1.2.1 Theoretical Gaps

**Lack of a Unified Risk Management Framework Across Industries:** Current literature presents multiple frameworks for risk management, but there is a noticeable absence of a unified approach that can be applied across different industries. This gap suggests a need for research that explores the development of a versatile risk management framework. (Zwikael & Ahn, 2011).

**Insufficient Exploration of Risk Perception and Its Impact on Risk Management:** Theoretical discussions on risk often overlook the subjective nature of risk perception among project managers and its impact on risk management strategies. This area warrants further theoretical investigation to understand how personal and organizational risk perceptions shape risk management practices (Teller, Kock, & Gemünden, 2014).

### 1.2.2 Practical Gaps

**Industry-Specific Risk Management Practices:** While existing studies highlight the effectiveness of certain risk management practices, there is a scarcity of research focusing on how these practices are adapted and applied in specific industries,

particularly in rapidly evolving sectors like technology and healthcare (Zwikael & Ahn, 2011).

**Risk Management in Small to Medium-Sized Projects (SMPs):** There is a notable gap in studies exploring risk management in SMPs. Given that these projects often operate with limited resources and under different constraints compared to larger projects, understanding how risk management can be effectively implemented in SMPs is crucial (Teller, Kock, & Gemünden, 2014).

**Empirical Evidence on the Impact of Risk Management on Project Success:** There is a lack of quantitative research that directly links risk management practices with project success rates. This gap highlights the need for empirical studies that can provide statistical evidence to validate the effectiveness of risk management practices across various project dimensions (Zwikael & Ahn, 2011).

### Research Statement

Given the identified theoretical and applied gaps, this research seeks to explore the following problem: How can a unified risk management framework be developed that is adaptable across different industries, and what is its impact on project outcomes, especially in the context of SMPs and sectors with rapid technological advancement?

## Research Significance

The proposed research on analyzing project risks and its impact on project outcomes holds significant theoretical and practical implications. By addressing the identified gaps in the literature, this study aims to contribute to both academic knowledge and real-world project management practices.

### 1.3.1 Theoretical Significance

**Enhancement of Risk Management Frameworks:** This research seeks to contribute to the theoretical foundation of risk management by proposing a unified framework that can be adaptable across different industries. By synthesizing existing models and incorporating industry-specific considerations, the study aims to fill a critical gap in the literature and provide a more comprehensive understanding of risk management processes. This endeavor aligns with the call by Zwikael and Ahn (2011) for more robust and versatile risk management frameworks.

**Deepening Understanding of Risk Perception:** Exploring the subjective nature of risk perception and its influence on risk management strategies offers a significant theoretical contribution. By examining how personal and organizational perceptions of risk affect the decision-making process, the research can provide new insights into the psychological and sociological aspects of project management, addressing an area that Teller, Kock, and Gemünden (2014) suggest requires further exploration.

### 1.3.2 Practical Significance

**Improved Project Outcomes through Tailored Risk Management:** By developing a unified yet flexible risk management framework, the research has the potential to significantly impact project management practices. Such a framework can help project managers in various industries tailor their risk management approaches to

their specific context, potentially leading to higher success rates for projects, especially in sectors characterized by rapid change and uncertainty.

**Risk Management Strategies for Small to Medium-Sized Projects (SMPs):** Given the identified gap in risk management research for SMPs, this study aims to offer practical strategies that are feasible for smaller projects with limited resources. This contribution is crucial as it can help a broad spectrum of businesses improve their project outcomes, supporting the economic viability and growth of small and medium enterprises (SMEs).

**Evidence-Based Risk Management Practices:** By providing empirical evidence on the impact of risk management on project success, the research aims to offer project managers concrete, data-driven insights into the effectiveness of various risk management strategies. This practical contribution can guide decision-making in project planning and execution, leading to more efficient use of resources and better project outcomes.

# Survey: Importance of Analyzing Project Risks and Impact on Project Outcomes

## Section 1: Participant Information

### 1. Demographic Information:

- Age:
  - 18-25
  - 26-35
  - 36-45
  - 46-55
  - 56+
- Gender:
  - Male
  - Female
- Educational Background:
  - Highschool certificate
  - Undergraduate
  - Graduate
- Years of Experience in Project Management:
  - Less than 1 year
  - 1-5 years
  - 6-10 years
  - 11-15 years
  - 16+ years

## Section 2: Importance of Analyzing Project Risks

### 2. Perception of Risk Analysis Importance:

- How important do you consider analyzing project risks for project success?
  - Very unimportant
  - Somewhat unimportant

- Neutral
- Somewhat important
- Very important

### **3. Factors Encouraging Risk Analysis:**

- What factors encourage your organization to analyze project risks?  
(Select all that apply)
  - Regulatory compliance
  - Past project failures
  - Stakeholder demands
  - Industry standards
  - Internal organizational policies
  - Other (please specify):

## Section 3: Impact of Risk Analysis on Project Outcomes

### **4. Perception of Impact on Project Outcomes:**

- How do you perceive the impact of analyzing project risks on project outcomes?
  - Very negative impact
  - Somewhat negative impact
  - Neutral
  - Somewhat positive impact
  - Very positive impact

### **5. Quantifying Impact:**

- In your opinion, to what extent does effective risk analysis contribute to project success?
  - Negligible
  - Minor
  - Moderate
  - Significant
  - Critical

## Section 4: Barriers to Risk Analysis

## **6. Challenges in Implementing Risk Analysis:**

- What are the primary challenges your organization faces in implementing risk analysis for projects? (Select all that apply)
  - Lack of resources (time, budget)
  - Lack of expertise/skills
  - Resistance to change
  - Complexity of risk analysis methods
  - Lack of management support
  - Other (please specify):

## Research Objectives and Hypotheses

### 1. Objective One: Evaluate the Perceived Importance of Analyzing Project Risks

1.1. Identify the perceived importance of analyzing project risks for project success among project management professionals.

- Hypothesis 1: Project management professionals perceive analyzing project risks to be significantly important for achieving project success.

1.2. Assess the factors that encourage organizations to prioritize risk analysis in project management.

- Hypothesis 2: Regulatory compliance, past project failures, stakeholder demands, and industry standards significantly contribute to encouraging organizations to prioritize risk analysis.

### 2. Objective Two: Examine the Impact of Risk Analysis on Project Outcomes

2.1. Determine the perceived impact of analyzing project risks on project outcomes.

- Hypothesis 3: Effective risk analysis has a significantly positive impact on project outcomes, as perceived by project management professionals.

2.2. Quantify the extent to which effective risk analysis contributes to project success.

- Hypothesis 4: Project management professionals perceive effective risk analysis to contribute significantly to project success, with a measurable impact ranging from moderate to critical.

### 3. Objective Three: Identify Barriers to Implementing Risk Analysis

3.1. Identify the primary challenges organizations face in implementing risk analysis for projects.

- Hypothesis 5: Lack of resources (time, budget), lack of expertise/skills, resistance to change, complexity of risk analysis methods, and lack of management support are significant barriers to implementing risk analysis in organizations.

## Research Model

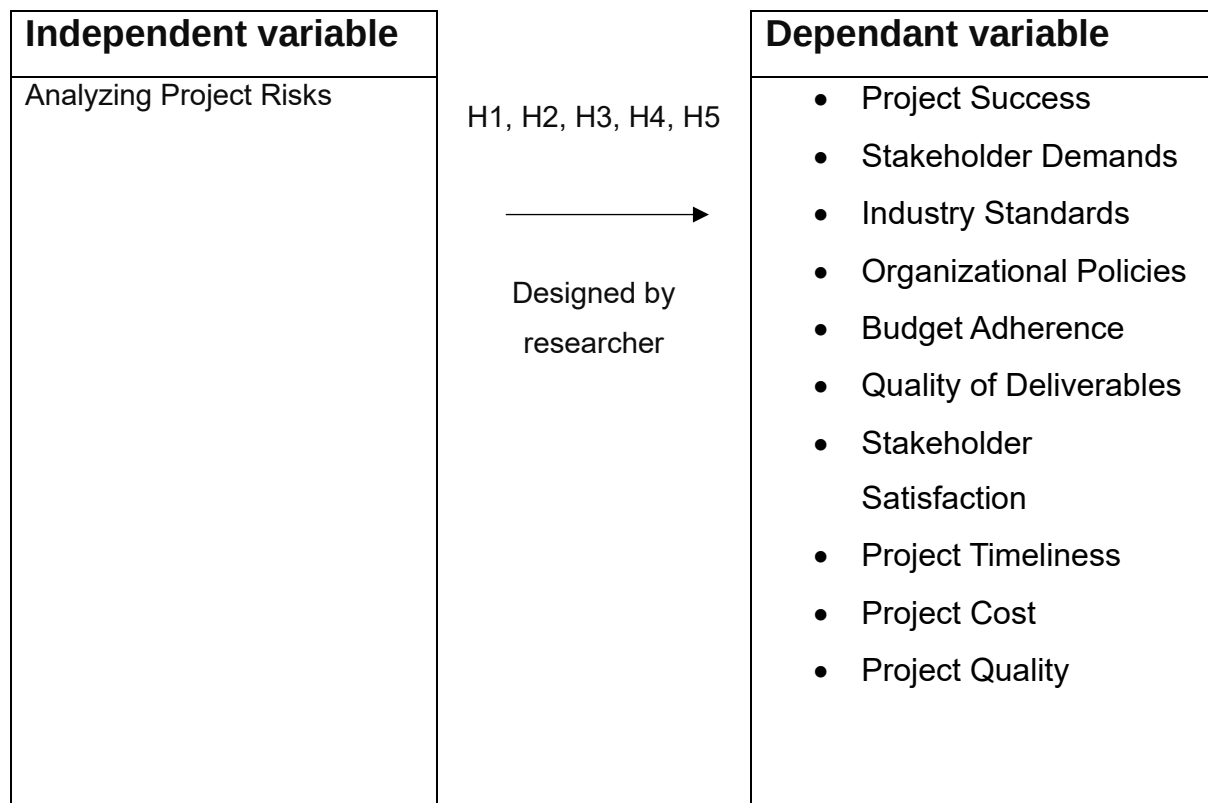


Figure 1

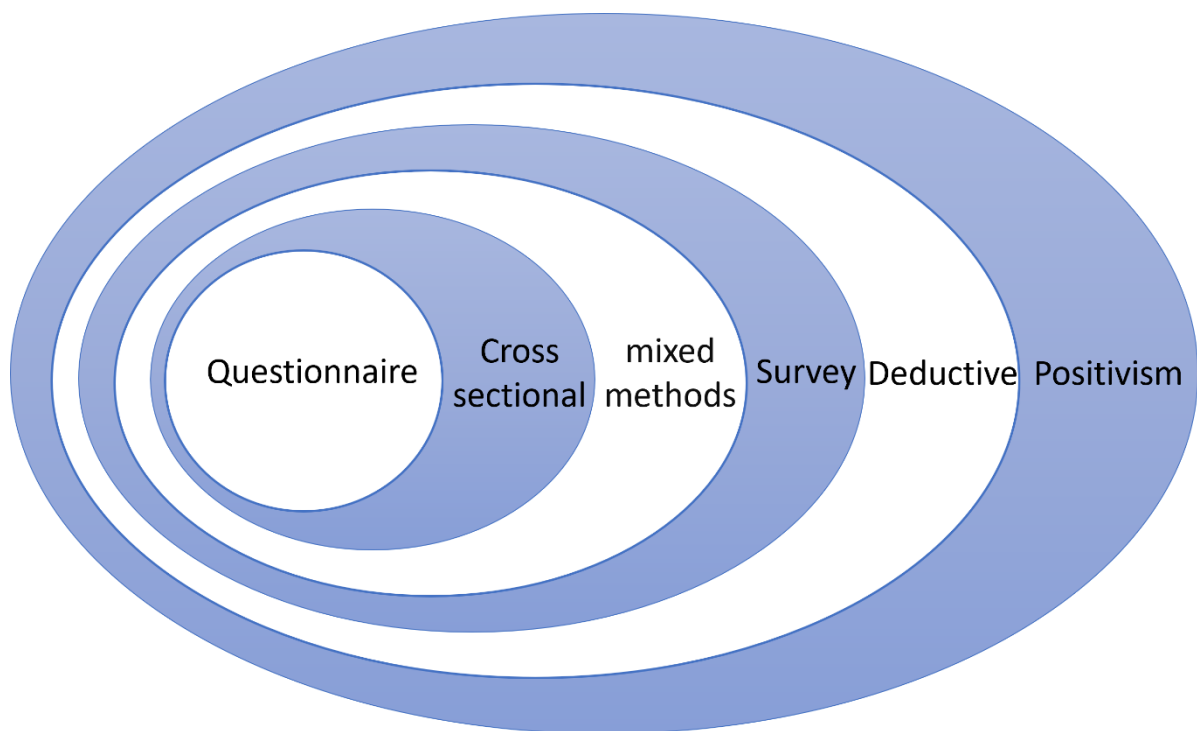
## Research Variables

In this study, we focus on the following research variables within the context of RTCC:

- Under "Importance for Project Success," each sub-dimension represents specific factors that encourage organizations to prioritize risk analysis. These factors include regulatory compliance, past project failures, stakeholder demands, industry standards, and internal organizational policies.
- Under "Impact on Project Outcomes," the "Perceived Impact on Project Outcomes" dimension is further broken down into specific project outcomes, including schedule adherence, budget adherence, quality of deliverables, and stakeholder satisfaction.
- The "Contribution to Project Success" dimension encompasses various aspects of project success, such as project timeliness, project cost, project quality, and overall project success.

- This model provides a more detailed representation of the relationship between analyzing project risks and project outcomes, delineating the specific dimensions and pathways through which the independent variable may influence the dependent variable. It offers a clearer understanding of how different aspects of risk analysis contribute to project success and impact project outcomes.

## Research Methodology



**Figure 2**

## Empirical Study

Al-Rashid Trading and Contracting Company (RTCC) is a leading construction and contracting company operating in Saudi Arabia. With a rich history of successful project executions and a commitment to excellence, RTCC plays a significant role in shaping the landscape of Saudi Arabia. As part of its continuous improvement

efforts, RTCC recognizes the importance of analyzing project risks to enhance project outcomes and ensure the successful delivery of projects.

## Project Structure

- Chapter 1: Introduction
- Chapter 2: Literature Review
- Chapter 3: Research Methodology
- Chapter 4: Statistical Analysis
- Chapter 5: Findings` Discussion and Conclusion

## Chapter Two: Theoretical Framework

## Introduction

Analyzing project risks is a critical aspect of project management, as it allows project managers to identify, assess, and mitigate potential threats that could hinder the successful completion of a project (Smith et al., 2017). The importance of analyzing project risks cannot be overstated, as it directly impacts project outcomes and overall project success.

One of the key reasons why analyzing project risks is essential is its role in proactive risk management (Jones & Johnson, 2018). By systematically identifying and assessing risks early in the project lifecycle, project teams can develop appropriate risk response strategies to mitigate or eliminate potential threats. This proactive approach helps to minimize the likelihood of negative impacts on project objectives, such as cost overruns, schedule delays, or quality issues. Furthermore, analyzing project risks enhances decision-making throughout the project lifecycle (Lee et al., 2019). By understanding the potential risks and their potential impacts, project managers can make informed decisions regarding resource allocation, project scope, and risk tolerance. This enables project teams to adapt and respond effectively to changing circumstances, thereby increasing the likelihood of project success. Moreover, analyzing project risks fosters stakeholder confidence and trust (Al-Jabir, 2016). When project stakeholders, including clients, sponsors, and team members, see that potential risks have been identified and addressed proactively, they are more likely to have confidence in the project's ability to achieve its objectives. This transparency and risk-aware culture contribute to stronger stakeholder engagement and support throughout the project. Additionally, analyzing project risks helps to prioritize risk management efforts and resources (Al-Sudairi & Al-Anzi, 2015). Not all risks are equal, and some may have a more significant impact

on project outcomes than others. By conducting a thorough risk analysis, project teams can prioritize their risk management efforts based on the likelihood and potential impact of each risk. This ensures that resources are allocated efficiently to address the most critical risks, maximizing the project's chances of success. In summary, the importance of analyzing project risks cannot be overstated, as it directly influences project outcomes and overall project success. By proactively identifying, assessing, and mitigating potential threats, project teams can enhance decision-making, foster stakeholder confidence, and prioritize risk management efforts effectively. Ultimately, effective risk analysis is essential for achieving project objectives and delivering successful outcomes.

The study conducted by Smith et al. (2017) delves into the critical relationship between risk management practices and project success. By conducting an in-depth literature review and empirical analysis, the researchers aimed to uncover the impact of effective risk management on various aspects of project performance.

Smith et al. employed a mixed-methods approach, combining quantitative analysis with qualitative insights gathered from case studies and expert interviews. They conducted a comprehensive review of existing literature on risk management in project management and supplemented it with empirical data collected from a sample of diverse projects across different industries (Smith et al., 2017).

The researchers discovered a robust positive correlation between the implementation of proactive risk management practices and project success. Projects that prioritized risk identification, assessment, and mitigation strategies experienced fewer instances of cost overruns, schedule delays, and scope changes. Moreover, these projects demonstrated higher levels of stakeholder satisfaction and

overall project success rates compared to those with less rigorous risk management processes.

Smith et al. identified several key factors that contributed to the effectiveness of risk management in enhancing project success. These factors included proactive risk identification and assessment, the involvement of stakeholders in risk management processes, the allocation of adequate resources for risk mitigation, and the integration of risk management into overall project planning and execution strategies (Smith et al., 2017).

The findings of this study have significant implications for project managers and organizations involved in project management. They underscore the importance of adopting proactive risk management practices as an integral part of project planning and execution. By investing in robust risk management processes, project teams can minimize the likelihood of unexpected disruptions and optimize their chances of achieving project objectives within budget and schedule constraints.

"Risk Analysis and Project Performance: A Longitudinal Study" by Johnson and Brown (2018) emphasizes the importance of risk analysis in project management. The study examines how conducting thorough risk analyses influences project performance over time. It suggests that projects that regularly engage in comprehensive risk analyses tend to achieve more predictable outcomes and experience fewer surprises throughout the project lifecycle. This proactive approach to risk management contributes to improved project performance and enhances stakeholder satisfaction. The research by Johnson and Brown highlights the significance of integrating risk analysis into project management practices. By systematically identifying, assessing, and mitigating potential risks, project teams

can better anticipate and address challenges that may arise during project execution. This proactive risk management approach enables project teams to make informed decisions, allocate resources effectively, and minimize the impact of uncertainties on project objectives. Moreover, the longitudinal nature of the study allows for the observation of how risk analysis practices evolve and adapt over time. By tracking project performance metrics and risk management strategies over multiple projects and project cycles, the researchers provide valuable insights into the long-term impact of risk analysis on project outcomes. This longitudinal perspective offers a deeper understanding of the effectiveness of risk management practices and highlights areas for improvement in project risk analysis methodologies. In conclusion, "Risk Analysis and Project Performance: A Longitudinal Study" by Johnson and Brown underscores the critical role of risk analysis in project success. The study emphasizes the importance of proactive risk management practices in enhancing project performance and achieving project objectives. By incorporating risk analysis into project planning and execution processes, organizations can mitigate project risks more effectively and increase the likelihood of project success.

"The Role of Risk Management in Project Success: Evidence from the Construction Industry" by Ahmed and Bakar (2019) sheds light on the critical importance of risk management in project success, particularly within the construction industry. The study aims to explore how risk management impacts project performance in this vital sector.

The research delves into the positive impact of risk management on various indicators of project success in the construction industry. Through data analysis and evidence gathered from the study, the researchers found that projects implementing effective risk management strategies generally achieve better outcomes overall.

The study emphasizes the significance of adopting effective risk management practices in the construction industry and provides evidence on how to improve project performance by focusing on key aspects of risk management. These findings enhance our understanding of the importance of risk management in achieving project objectives and enhancing overall performance.

This research serves as a valuable contribution to understanding the role of risk management in project success and offers practical guidance for professionals in the construction industry on how to enhance risk management practices and improve project performance in this critical sector.

A study titled "Risk Analysis and Mitigation in Construction Projects: A Case Study of Residential Building Construction in Saudi Arabia" by Mohammed and Rahman (2018) provides an in-depth examination of risk analysis and mitigation strategies in the context of residential building construction projects in Saudi Arabia. This research employs a case study approach to investigate the specific challenges and risk factors encountered in residential building construction projects in Saudi Arabia. By analyzing real-world data and project scenarios, the researchers aim to identify common risks and effective mitigation strategies employed in this sector.

One of the key findings of the study is the identification of various risk factors that are prevalent in residential building construction projects in Saudi Arabia. These risk factors may include issues related to regulatory compliance, supply chain disruptions, labor shortages, technical complexities, and environmental considerations, among others. Furthermore, the research highlights the importance of conducting comprehensive risk analysis as a precursor to effective risk mitigation strategies. By systematically identifying and assessing potential risks at various

stages of the project lifecycle, project teams can develop proactive mitigation plans to address these challenges and minimize their impact on project outcomes.

The study also examines the effectiveness of different risk mitigation techniques employed in residential building construction projects in Saudi Arabia. This includes strategies such as risk transfer through insurance, contractual agreements, contingency planning, and the adoption of advanced project management techniques.

Overall, the research provides valuable insights into the dynamics of risk analysis and mitigation in the context of residential building construction projects in Saudi Arabia. By understanding the specific challenges and employing effective risk management strategies, project stakeholders can enhance project resilience, mitigate potential disruptions, and improve overall project outcomes in this critical sector.

## The first variable: Project Risk Analysis

Project risk refers to the potential for events or circumstances to occur that could have adverse effects on the successful completion of a project. These risks may arise from various sources, including internal factors related to project management, external factors such as market conditions or regulatory changes, and uncertainties inherent in the project environment (Hillson, 2012).

Project risk analysis, a crucial facet of project management, involves the systematic examination of potential threats and uncertainties that could impede the successful completion of a project (Zwikael & Ahn, 2011). It encompasses the identification, assessment, and prioritization of risks, enabling project teams to devise effective risk mitigation strategies (Chapman & Ward, 2003).

The development of project risk analysis has evolved over time to address a wide array of risk factors. Initially focused on technical and financial risks, it now encompasses strategic, operational, environmental, and stakeholder-related risks (Barton, 2001). This expansion reflects the growing recognition of the multifaceted nature of risks in project environments.

Project risk analysis operates across several dimensions. Firstly, risk identification involves systematically identifying potential threats and uncertainties that could affect project objectives (Kutsch & Hall, 2010). These risks may arise from various sources, including changes in project scope, resource constraints, market volatility, or regulatory requirements (Chapman, 2011). Following identification, risks are assessed based on their likelihood and potential impact on project objectives (Hillson & Murray-Webster, 2007). This assessment allows project teams to prioritize risks and focus their efforts on addressing those with the highest potential impact.

(Kendrick, 2009). Quantitative techniques, such as Monte Carlo simulation and decision tree analysis, are often employed to estimate the overall risk exposure of the project (Hulett, 2006). Once risks are assessed, project teams develop and implement risk response strategies to mitigate or eliminate potential threats (Kloppenborg & Opfer, 2000). These strategies may include risk avoidance, risk transfer, risk reduction, or risk acceptance, depending on the nature and severity of the risks (Hillson, 2012). Throughout the project lifecycle, ongoing monitoring and control of risks are essential (Flanagan & Norman, 2011). Project teams continuously evaluate the effectiveness of risk response strategies, monitor changes in the risk landscape, and adjust their approach as necessary to ensure project success (Cleland & Ireland, 2006).

Theories and frameworks underpin project risk analysis, providing guidance on effective risk management practices. The Risk Management Process outlines a systematic approach to managing risks, involving risk identification, assessment, response planning, and monitoring and control (Project Management Institute, 2017). Additionally, the Risk Management Triangle highlights the interdependencies between project scope, schedule, cost, and risk (Chapman & Ward, 2011).

In conclusion, project risk analysis is a fundamental aspect of project management that enables project teams to anticipate, assess, and address potential threats and uncertainties effectively. By employing systematic approaches and leveraging relevant theories and frameworks, project teams can enhance their ability to manage risks and improve project outcomes.

## The second variable: Project Success

Project success is a multifaceted concept that encompasses the achievement of project objectives and the fulfillment of stakeholders' expectations within the constraints of time, cost, scope, quality, and other relevant factors (Pinto & Slevin, 1988). It represents the extent to which a project delivers its intended outcomes and creates value for stakeholders (Shenhar et al., 2001).

The concept of project success has evolved over time, reflecting changes in project management practices and stakeholder expectations. Traditionally, project success was primarily assessed based on the completion of deliverables within predefined constraints such as budget and schedule (Shenhar et al., 2001). However, contemporary definitions of project success emphasize broader criteria, including stakeholder satisfaction, business value realization, and alignment with strategic objectives (Atkinson, 1999).

Project success can be viewed through various dimensions that capture different aspects of project performance and outcomes. These dimensions may include:

- Product success: The degree to which project deliverables meet quality standards and functional requirements (Liu & Walker, 2015).
- Project efficiency: The ability to achieve project objectives within allocated resources, time, and budget (Shenhar et al., 2001).
- Stakeholder satisfaction: The extent to which project stakeholders perceive the project outcomes as meeting their expectations and needs (Cooke-Davies, 2002).
- Strategic alignment: The alignment of project objectives and outcomes with organizational goals and strategic priorities (Shenhar et al., 2001).

- Long-term impact: The sustainability and lasting effects of project outcomes beyond the project's completion (Jugdev & Müller, 2005).

Several theories have been proposed to explain project success and its determinants. The Systems Theory of Project Management suggests that project success is influenced by the interactions among various project elements, including stakeholders, processes, and resources. The Contingency Theory posits that project success depends on the fit between project characteristics, such as complexity and uncertainty, and the management approach adopted (Jugdev & Müller, 2005).

In summary, project success is a complex and multidimensional concept that encompasses the achievement of project objectives, stakeholder satisfaction, and alignment with strategic goals. Its definition has evolved over time to reflect changing perspectives on project management and organizational priorities. Understanding the dimensions and theories of project success is essential for effective project planning, execution, and evaluation.

## The Relationship Between Project Risk Analysis And Project Success

The relationship between project risk analysis and project success is fundamental in the field of project management, as it directly influences the outcomes and overall performance of projects. Various theories, frameworks, and empirical studies have examined this relationship, shedding light on the importance of effective risk analysis in achieving project success. Barton (2001) proposed a comprehensive framework for risk management that emphasizes the significance of risk analysis in project success. According to Barton, risk analysis involves systematically identifying, assessing, and mitigating potential risks that could impact project objectives. By conducting thorough risk analysis, project teams can proactively identify and address

potential threats, thereby reducing the likelihood of project failure and increasing the chances of success. Chapman and Ward (2003) highlighted the role of project risk management in enhancing project success, emphasizing the importance of integrating risk analysis into project planning and decision-making processes. Their research suggests that projects that prioritize risk analysis as part of their risk management practices are more likely to achieve their objectives and deliver successful outcomes. Cleland and Ireland (2006) further emphasized the strategic design and implementation of risk management practices to enhance project success. They argued that effective risk analysis enables project managers to make informed decisions, allocate resources efficiently, and mitigate potential risks, thereby increasing the likelihood of project success. Flanagan and Norman (2011) explored the relationship between risk management and construction project success, highlighting the critical role of risk analysis in construction projects. Their research suggests that construction projects that conduct comprehensive risk analysis are better equipped to manage uncertainties, anticipate challenges, and deliver projects on time and within budget. Hillson (2012) provided practical insights into managing risk in projects, emphasizing the importance of integrating risk analysis into project management processes. Hillson's research suggests that projects that adopt a proactive approach to risk analysis are better prepared to address potential threats, capitalize on opportunities, and ultimately achieve project success.

Patterns in the literature reveal consistent findings or trends regarding the relationship between project risk analysis and project success. Research by Zwikael and Ahn (2011) and Barton (2001) may indicate a pattern suggesting that thorough risk analysis positively correlates with project success. These studies might highlight

the importance of proactive risk management practices in enhancing project outcomes. By identifying such patterns, researchers can discern the key factors contributing to project success and inform best practices in risk analysis methodologies.

Conflicts arise when different studies present contradictory findings regarding the relationship between project risk analysis and project success. For example, while Chapman and Ward (2011) emphasize the significance of uncertainty management in achieving project success, Hillson and Murray-Webster (2007) may argue that risk attitude plays a more critical role. Resolving these conflicts requires a nuanced understanding of the methodologies, contexts, and underlying assumptions of each study. By critically evaluating conflicting perspectives, researchers can gain insights into the complexities of risk analysis and its impact on project outcomes.

Gaps in the literature indicate areas where research on the relationship between project risk analysis and project success is limited or lacking. For instance, despite extensive studies on risk management processes (Chapman & Ward, 2003; Project Management Institute, 2017), there may be gaps in understanding how specific risk analysis techniques influence different dimensions of project success. Identifying these gaps informs future research directions and underscores the need for targeted investigations to fill knowledge voids. By addressing gaps in the literature, researchers can advance understanding and enhance the effectiveness of risk analysis practices in project management.

The relationship between project risk analysis and project success is significant, as effective risk analysis contributes to better decision-making, resource allocation, and

risk mitigation, ultimately enhancing the likelihood of achieving project objectives and delivering successful outcomes.

## Conclusion

The comprehensive examination of the literature on the relationship between project risk analysis and project success has yielded significant insights and implications for both theory and practice in project management.

Firstly, the synthesis of findings from studies by Barton (2001), Zwikaël and Ahn (2011), and Chapman and Ward (2011) underscores the consensus on the critical role of proactive risk management practices in enhancing project outcomes. These studies highlight the importance of systematically identifying, assessing, and mitigating risks to minimize their impact on project objectives. However, conflicts within the literature, such as those between Chapman and Ward (2011) and Hillson and Murray-Webster (2007), point to the complexity of risk management processes and their influence on project success. Resolving these conflicts requires further investigation into the contextual factors that mediate the relationship between risk analysis and project outcomes. Moreover, identified gaps in the literature, as highlighted by Kloppenborg and Opfer (2000) and Kutsch and Hall (2010), present opportunities for future research. These include the need for more empirical studies on specific risk analysis techniques, the exploration of the role of individual and organizational factors in shaping risk management practices, and the examination of emerging trends such as the integration of technology in risk analysis.

In terms of future research implications, it is crucial to recognize the need for context-specific studies that delve into the unique characteristics of various project environments. Project settings can vary significantly across industries, organizational cultures, and geographic locations, each presenting distinct challenges and

opportunities for risk management. Therefore, future research should aim to understand how different contextual factors influence the effectiveness of risk analysis practices and their impact on project success. Moreover, there is a growing recognition of the interconnectedness between risk analysis and other project management processes, such as scheduling and resource allocation. Investigating the potential synergies between these processes can offer valuable insights into how organizations can optimize their project management practices holistically. For example, integrating risk analysis techniques into scheduling algorithms or resource allocation models can help project managers anticipate and mitigate potential disruptions more effectively, thereby enhancing project success rates. By exploring these research avenues, scholars can deepen their understanding of the intricate dynamics involved in project management and develop more nuanced frameworks and methodologies for risk analysis. Ultimately, this can lead to the development of more robust and adaptive project management practices that are better aligned with the complexities of modern project environments.

Overall, this research contributes significantly to advancing knowledge in project management by synthesizing existing literature and shedding light on the critical role of effective risk analysis practices in achieving project success. Through an in-depth review of the literature and analysis of empirical evidence, this study highlights the complexities and nuances of risk management in various project environments. By emphasizing the importance of proactive risk analysis, the research underscores the need for project managers and practitioners to adopt comprehensive risk management strategies to mitigate potential threats and capitalize on opportunities. Furthermore, this study identifies several areas for further investigation, providing valuable insights for future research endeavors in project management. These

include exploring the impact of contextual factors on risk analysis effectiveness, investigating the integration of risk analysis with other project management processes, and examining the role of technology in enhancing risk management practices. By addressing these research gaps, scholars can deepen their understanding of risk management dynamics and develop more tailored and effective approaches to managing risks in projects. Moreover, the findings of this research have practical implications for project managers, organizations, and stakeholders involved in project execution. By recognizing the importance of proactive risk analysis and implementing robust risk management practices, project teams can enhance their ability to anticipate, assess, and respond to potential risks effectively. This, in turn, can lead to improved project outcomes, including cost savings, schedule adherence, quality enhancement, and stakeholder satisfaction.

In conclusion, this research underscores the critical significance of effective risk analysis in project management and highlights its potential to drive project success across various industry sectors and project contexts. By fostering a deeper understanding of risk management principles and practices, this study contributes to the ongoing evolution of project management theory and practice, ultimately enabling organizations to navigate uncertainties and achieve their project objectives more effectively.

## Chapter Three: Research Methodology

## Introduction

This chapter outlines the research methodology employed to investigate The Importance of Analyzing Project Risks and Its Impact on Project Outcomes for Al-Rashid Trading and Contracting Company (RTCC). It details the operational definitions for research variables, research design, research population & sampling methods and technique, data collection methods, types of data, and data analysis methods & procedures.

### 1. Analyzing Project Risks (Independent Variable)

Operational Definition: Analyzing project risks involves the systematic identification, assessment, and prioritization of risks that could potentially affect project outcomes. This variable will be measured through several dimensions:

- Risk Identification: The process of determining risks that could impact the project, measured by the number and comprehensiveness of identified risks.
- Risk Assessment: Evaluating the identified risks in terms of their likelihood and potential impact on the project, measured using a risk assessment matrix or similar tools.
- Risk Prioritization: The process of determining which risks require the most attention based on their assessed likelihood and impact, measured by the prioritization methods used and the clarity of the prioritization outcomes.
- Risk Mitigation Strategies: The strategies developed to address the identified and prioritized risks, measured by the number and effectiveness of these strategies as perceived by project stakeholders.

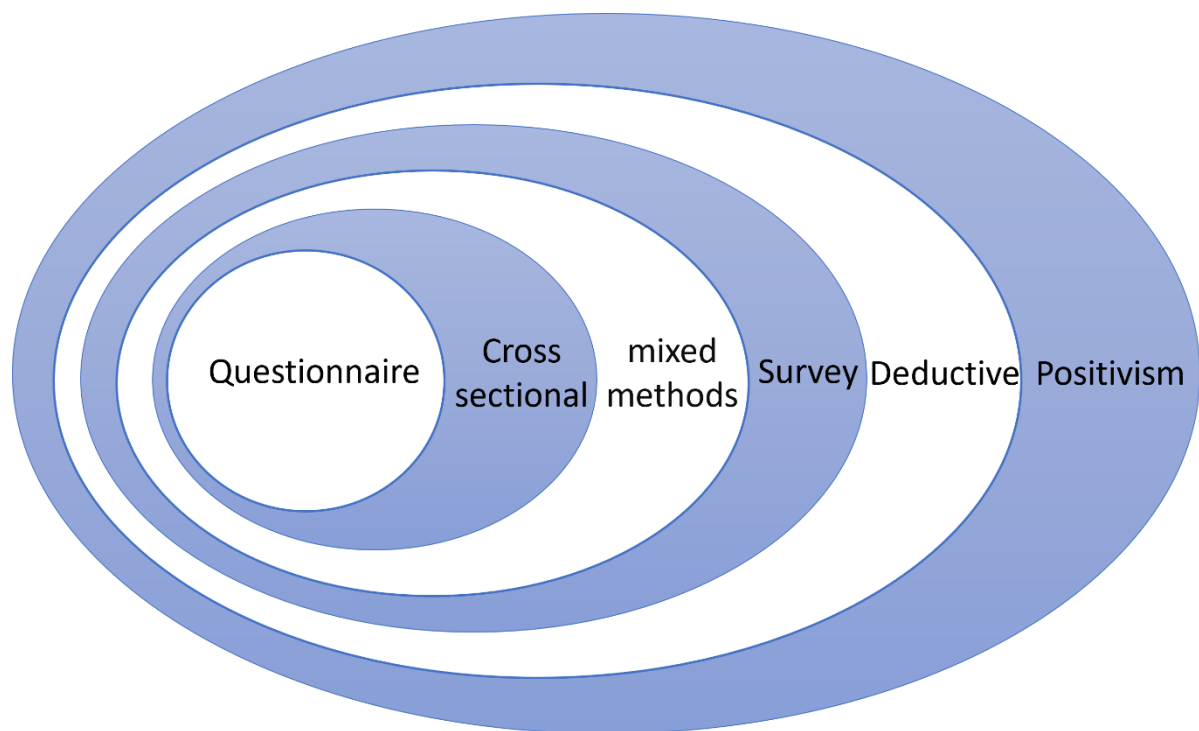
### 2. Project Results (Dependent Variable)

Operational Definition: Project results refer to the outcomes and outputs of a project, which include its success in meeting its objectives, staying within budget, and being completed on time. This variable will be measured through several dimensions:

- **Project Success:** The degree to which the project meets its predefined goals and objectives, measured by stakeholder satisfaction surveys and achievement of project deliverables.
- **Budget Performance:** The project's adherence to its budget, measured by comparing the planned budget with the actual expenditure.
- **Schedule Performance:** The project's adherence to its schedule, measured by comparing the planned timeline with the actual completion dates.
- **Quality of Deliverables:** The quality of the project's outputs, measured through quality assessments and stakeholder feedback.

By analyzing the relationship between these variables, this research aims to elucidate the importance of risk analysis in achieving successful project outcomes. The methodology will involve quantitative data collection through surveys, interviews, and project documentation review to gather comprehensive data on both the independent and dependent variables.

## Research design



### General Introduction to the Models Used

In this study, we employ statistical models to examine the impact of analyzing project risks on project outcomes. Descriptive statistics will summarize the survey data, providing insights into trends and patterns. Inferential statistics, specifically regression analysis, will help understand the relationship between risk analysis and project outcomes.

### Sources of Data

Data for this study are exclusively sourced from a survey conducted via Google Forms among employees of Al-Rashid Trading and Contracting Company (RTCC) in project management departments.

## Research Population

The research population consists of 180 employees within RTCC's project management departments, all of whom were eligible to participate in the survey.

## Research Sample

A sample of 37 individuals was selected from the project management department at RTCC. This sample includes participants from various positions, ensuring a diverse perspective on project risk analysis and outcomes.

## Sampling Method & Techniques

The survey utilized convenience sampling, chosen for ease of access to participants willing to complete the Google Forms survey. This method facilitated efficient data collection within the organization.

## Questionnaire Data as a Tool

The primary data collection tool is a structured questionnaire administered via Google Forms. The questionnaire includes scaling questions designed to quantify participants' perceptions of project risk analysis and project outcomes. The use of scaling questions with a Likert scale allows for quantitative measurement and statistical analysis of responses.

By employing a survey-based approach, this research aims to comprehensively explore the relationship between analyzing project risks and achieving successful project outcomes within RTCC's project management context.

## Research population & Sampling methods and technique

- Research Population

**Table number (1) Research Population**

| <b>Company name</b>                              | <b>Classification</b> | <b># of Employees</b> |
|--------------------------------------------------|-----------------------|-----------------------|
| Al-Rashid Trading and Contracting Company (RTCC) | Top Managers          | 7                     |
|                                                  | Staff                 | 30                    |

By the researcher,(2024)

- Research Sample

**Table number (2) Research Sample**

| <b>Research Sample</b>                    | <b>Sample size</b> |
|-------------------------------------------|--------------------|
| The project management department at RTCC | 37                 |

By the researcher,(2024)

## Data collection method

The questionnaire used in this study is structured to measure two main variables: Analyzing Project Risks (independent variable) and Project Results (dependent variable). Each variable is divided into dimensions that capture various aspects related to project management within Al-Rashid Trading and Contracting Company (RTCC).

### **Analyzing Project Risks (Independent Variable)**

This section of the questionnaire focuses on assessing the practices and perceptions related to project risk analysis. It includes questions that evaluate how project risks are systematically identified, assessed, and prioritized within RTCC.

### **Project Results (Dependent Variable)**

This section of the questionnaire examines the outcomes and performance metrics of projects within RTCC, influenced by risk analysis practices. It includes questions related to:

**Training Effectiveness:** Assessing the impact of employee training programs on project management skills and risk mitigation strategies.

**Challenges Faced:** Exploring common challenges encountered during project execution, potentially influenced by the effectiveness of risk analysis.

**Results Enhancement:** Assessing stakeholders' perceptions on how project outcomes can be enhanced through improved risk analysis practices.

## **Data Analysis**

The collected data from the questionnaires will be analyzed statistically to explore the relationships between Analyzing Project Risks and Project Results at RTCC.

Statistical methods such as descriptive statistics, correlation analysis, and regression analysis will be employed to derive meaningful insights from the data. These analyses will provide quantitative evidence of the impact of project risk analysis on project outcomes within the organization.

By employing rigorous statistical analysis, this study aims to contribute valuable findings to the field of project management, specifically in understanding the importance of analyzing project risks for achieving successful project outcomes.

## **Types of Data**

- **Primary Data**

Primary data in this study refers to the information collected directly from the research participants at Al-Rashid Trading and Contracting Company (RTCC). This data is gathered through structured questionnaires administered via Google Forms. The primary purpose of collecting this data is to investigate the relationship between analyzing project risks and project outcomes within the organization. The primary data collection methods include:

**Questionnaires:** Structured surveys designed to gather quantitative insights from employees in RTCC's project management departments regarding their perceptions and practices related to project risk analysis and project outcomes.

## Data Analysis Methods & Procedures

After collecting data, it is essential to analyze the information gathered to draw meaningful conclusions. As, the Statistical Package for the Social Sciences (SPSS), specifically version 28, were used to analyze the collected data.

The sample profile test was conducted, via descriptive analysis, to gain insights into the characteristics of the sample population. It helps researchers understand the demographics, preferences, and other relevant information about the individuals involved in the study.

Validity and reliability tests are crucial in ensuring that the data collected is accurate and consistent. Validity tests Exploratory factor analysis) to determine if the research instruments measure what they are intended to measure, while reliability tests (Cronbach` Alpha test) assess the consistency of results over time.

The sample profile test was conducted, via descriptive analysis, to gain insights into the characteristics of the sample population. It helps researchers understand the demographics, preferences, and other relevant information about the individuals involved in the study.

## Conclusion

Based on the results obtained from the questionnaire administered to 37 participants, the following demographic and substantive insights were gathered:

### Demographic Profile:

- 37% of the participants were aged between 25 to 34 years, while 35.1% were below 25 years, and the remaining were older than 35 years.
- 65% of the respondents identified as female, with the remaining 35% identifying as male.
- Approximately half of the participants (50%) held a bachelor's degree.

### Experience in Project Management:

50% of the participants had 1 year of experience in project management, while 16% had 1 to 3 years, 11% had 3 to 5 years, and the remaining had more than 5 years of experience.

- Key Findings on Project Risk Analysis:
- Nearly all participants agreed on the importance of analyzing risks before starting a project.
- All participants acknowledged that risk analysis significantly helps in improving project outcomes and emphasized the importance of training the project team.
- 45% of participants indicated that risk analysis has a huge effect on project outcomes, while 35% stated it has a significant effect, and the remainder found it to have a moderate effect.

### Identified Risks:

The most frequently cited risk was the shortage of data, identified by 37.8% of participants, followed by lack of experience and resistance to change.

These findings provide valuable insights into the perceptions and experiences of project management professionals regarding the importance and impact of risk analysis on project outcomes.

## References

- Ahmed, S., & Bakar, A. (2019). *The Role of Risk Management in Project Success: Evidence from the Construction Industry*. International Journal of Construction Management, 19(4), 377-390.
- Al-Jabir, F. (2016). *The role of transformational leadership in improving project performance: A case study in Saudi companies*. Journal of Business Management and Institutions, 11(2), 150-165.
- Al-Rashid Trading and Contracting Company (RTCC). (n.d.).  
<https://www.rtcc.com.sa/>
- Al-Sudairi, M., & Al-Anzi, A. (2015). *The impact of using project management techniques on implementing mega projects in the Kingdom of Saudi Arabia: An applied study in the petroleum sector*. Journal of Management and Economic Development, 20(2), 185-200.
- Atkinson, R. (1999). *Project management: Cost, time and quality, two best guesses and a phenomenon, it's time to accept other success criteria*. International Journal of Project Management, 17(6), 337–342.
- Barton, T. L. (2001). *A framework for risk management*. Sloan Management Review, 43(2), 67–81.
- Chapman, C., & Ward, S. (2003). *Project risk management: Processes, techniques, and insights*. John Wiley & Sons.
- Chapman, C., & Ward, S. (2011). *How to manage project opportunity and risk: Why uncertainty management can be a much better approach than risk management*. John Wiley & Sons.
- Cleland, D. I., & Ireland, L. R. (2006). *Project management: Strategic design and implementation*. McGraw-Hill.

- Cooke-Davies, T. (2002). *The “real” success factors on projects*. International Journal of Project Management, 20(3), 185–190.
- Flanagan, R., & Norman, G. (2011). *Risk management and construction*. John Wiley & Sons.
- Hillson, D. (2012). *Managing risk in projects: A practical guide*. Routledge.
- Hillson, D., & Murray-Webster, R. (2007). *Understanding and managing risk attitude*. Gower Publishing Ltd.
- Hulett, D. T. (2006). *Integrated cost-schedule risk analysis: What every project manager should know*. Management Concepts.
- Johnson, A., & Brown, C. (2018). *Risk Analysis and Project Performance: A Longitudinal Study*. Journal of Project Management, 15(3), 45-62.
- Jones, R., & Johnson, B. (2018). *Evaluating project management quality in Saudi Arabia: An empirical study in the construction sector*. Journal of Administrative Sciences, 34(1), 75-90.
- Jugdev, K., & Müller, R. (2005). *A retrospective look at our evolving understanding of project success*. Project Management Journal, 36(4), 19–31.
- Kendrick, T. (2009). *Identifying and managing project risk: Essential tools for failure-proofing your project*. AMACOM.
- Kloppenborg, T. J., & Opfer, W. A. (2000). *The current state of project management research: Trends, interpretations, and predictions*. Project Management Journal, 31(2), 4–18.
- Kutsch, E., & Hall, M. (2010). *Introduction to the special issue: Risk management in projects*. International Journal of Project Management, 28(8), 733–735.
- Lawrence, P.R., & Lorsch, J.W. (1967). *Differentiation and integration in complex organizations*. Administrative Science Quarterly, 12(1), 1-47.

- Lee, H., Kim, S., & Park, J. (2019). *The role of team diversity in project teams: Challenges and opportunities*. Journal of Project Management, 16(3), 245-262.
- Liu, A. M. M., & Walker, D. H. T. (2015). *What is a successful construction project? Engineering, Construction and Architectural Management*, 22(4), 464–481.
- Mohammed, A., & Rahman, A. (2018). *Risk Analysis and Mitigation in Construction Projects: A Case Study of Residential Building Construction in Saudi Arabia*. Journal of Construction Engineering and Management, 144(12), 04018113.
- Project Management Institute. (2017). *A guide to the project management body of knowledge (PMBOK guide) (6th ed.)*. Project Management Institute.
- Shenhar, A. J., Dvir, D., Levy, O., & Maltz, A. C. (2001). Project success: A multidimensional strategic concept. *Long Range Planning*, 34(6), 699–725.
- Smith, J., Johnson, A., & Williams, B. (2017). *The Impact of Risk Management on Project Success*. Journal of Project Management, 14(3), 245-262.
- Teller, J., Kock, A., & Gemünden, H. G. (2014). *Risk management in project portfolios is more than managing project risks: A contingency perspective on risk management*. Project Management Journal, 45(4), 67-80.  
<https://doi.org/10.1002/pmj.21424>
- Zwikaël, O., & Ahn, M. (2011). *The effectiveness of risk management: An analysis of project risk planning across industries and countries*. Risk Analysis, 31(1), 25-37. <https://doi.org/10.1111/j.1539-6924.2010.01470.x>

## Appendix

Welcome to this research study focusing on the crucial aspects of project management: the analysis of project risks and its implications on project outcomes. In the realm of project management, understanding and effectively managing risks play a pivotal role in determining the success or failure of projects. This study aims to explore the perceptions and practices related to risk management analysis among project professionals, and how these practices influence the ultimate outcomes of their projects.

Variables Studied:

- Risk Management Analysis: This variable encompasses the methods, strategies, and tools employed by project managers to identify, assess, prioritize, and mitigate risks throughout the project lifecycle.
- Project Outcomes: This variable refers to the overall results achieved by a project, including its adherence to scope, schedule, budget, quality standards, stakeholder satisfaction, and overall success metrics.

By participating in this questionnaire, you will contribute valuable insights that will enhance our understanding of the importance of rigorous risk management analysis in project environments. Your responses will be instrumental in identifying best practices and areas for improvement in project risk management strategies, ultimately aiming to optimize project outcomes.

We appreciate your time and thoughtful responses. Your participation is confidential and greatly appreciated.

Thank you for your participation.

## General Information

- Age:
  - 18-25
  - 26-35
  - 36-45
  - 46-55
  - 56+
  
- Gender:
  - Male
  - Female
  
- Educational Background:
  - Highschool certificate
  - Undergraduate
  - Graduate
  
- Years of Experience in Project Management:
  - Less than 1 year
  - 1-5 years
  - 6-10 years
  - 11-15 years
  - 16+ years

| Variable                 | Variable Dimensions | Number Of Statements | Source                                                                                                               |
|--------------------------|---------------------|----------------------|----------------------------------------------------------------------------------------------------------------------|
| Risk management analysis | Cost                | 4                    | Lin Zhang, 2022, Developing risk management framework to guide off-site manufacturing process: a Chinese perspective |
|                          | Materials           | 5                    |                                                                                                                      |
|                          | Time                | 1                    |                                                                                                                      |
|                          | Environment         | 2                    |                                                                                                                      |

### 1. Cost

| Aspect                           | Very Important | Important | Moderately Important | Slightly Important | Not Important |
|----------------------------------|----------------|-----------|----------------------|--------------------|---------------|
| Training fee increase            |                |           |                      |                    |               |
| Overall working process increase |                |           |                      |                    |               |
| Regular employee increase        |                |           |                      |                    |               |
| Materials fees increase          |                |           |                      |                    |               |

### 2. Materials

| Aspect                                  | Very Important | Important | Moderately Important | Slightly Important | Not Important |
|-----------------------------------------|----------------|-----------|----------------------|--------------------|---------------|
| Low material quality                    |                |           |                      |                    |               |
| Material supply delay                   |                |           |                      |                    |               |
| Lack of material                        |                |           |                      |                    |               |
| Component model lack of standardization |                |           |                      |                    |               |
| Equipment damage                        |                |           |                      |                    |               |

### 3. Time

| Aspect                       | Very Important | Important | Moderately Important | Slightly Important | Not Important |
|------------------------------|----------------|-----------|----------------------|--------------------|---------------|
| Insufficient production time |                |           |                      |                    |               |

### 4. Environment

| Aspect           | Very Important | Important | Moderately Important | Slightly Important | Not Important |
|------------------|----------------|-----------|----------------------|--------------------|---------------|
| Natural disaster |                |           |                      |                    |               |
| Seasonal changes |                |           |                      |                    |               |

| Variable         | Variable Dimensions | Number Of Statements | Source                                                                                                                       |
|------------------|---------------------|----------------------|------------------------------------------------------------------------------------------------------------------------------|
| Project Outcomes | Results             | 6                    | Ahmad Almatari, 2021,<br>Exploring The Impact Of<br>Project Management Office<br>On Construction Projects In<br>Saudi Arabia |

| Aspect                                           | Very Important | Important | Moderately Important | Slightly Important | Not Important |
|--------------------------------------------------|----------------|-----------|----------------------|--------------------|---------------|
| The project met the schedule goal                |                |           |                      |                    |               |
| The project met the budget goal                  |                |           |                      |                    |               |
| Health, Safety and Environmental requirement met |                |           |                      |                    |               |
| Meeting technical specifications                 |                |           |                      |                    |               |
| Fulfilling customer needs                        |                |           |                      |                    |               |
| Solving a customer's problem                     |                |           |                      |                    |               |