



THE IMPACT OF PROJECT RISK MANAGEMENT ON PROJECT  
SUCCESS

SALEH AL JOHAR

**Prepared by: Saleh Al-Johar**  
**Student ID: 232001504**  
**Supervised by: Dr. Abdelrahim Nader**  
**Department of Project Management**  
**MID OCEAN UNIVERSITY**  
**2026**

# ABSTRACT

This study examines the impact of project risk management on project success by exploring how structured risk practices influence cost, time, and quality performance. As modern project environments become increasingly complex, risk management plays a crucial role in anticipating threats and reducing uncertainty. The study aims to highlight the importance of risk management as a driver of project performance and organizational effectiveness.

## Contents

|                                 |    |
|---------------------------------|----|
| 1. INTRODUCTION .....           | 4  |
| 2. PROBLEM STATEMENT.....       | 4  |
| 3. RESEARCH IMPORTANCE .....    | 5  |
| 4. RESEARCH OBJECTIVES.....     | 6  |
| 5. RESEARCH QUESTIONS.....      | 6  |
| 6. RESEARCH HYPOTHESES .....    | 7  |
| 7. SCOPE OF THE STUDY .....     | 7  |
| 8. THEORETICAL FRAMEWORK .....  | 8  |
| 9. LITERATURE REVIEW .....      | 9  |
| 10. METHODOLOGY .....           | 10 |
| 11. CONCEPTUAL MODEL.....       | 10 |
| 12. EXPECTED RESULTS .....      | 11 |
| 13. RECOMMENDATIONS .....       | 11 |
| 14. CONCLUSION .....            | 12 |
| 15. REFERENCES (APA STYLE)..... | 12 |

# 1. INTRODUCTION

Organizations today operate in dynamic environments with high levels of uncertainty. Projects—being temporary and unique—are naturally exposed to risks. Project risk management has become essential to achieving project success by providing a systematic approach to identifying, analyzing, evaluating, and mitigating risks. Without effective risk management, projects often suffer from delays, cost overruns, and quality failures.

# 2. PROBLEM STATEMENT

Despite advancements in project methodologies and frameworks, many organizations continue to fail in applying risk management effectively. This leads to unexpected disruptions, missed deadlines, and financial losses.

The core problem addressed in this research is:

To what extent does project risk management influence project success in modern organizational environments?

### 3. RESEARCH IMPORTANCE

#### **Theoretical Importance**

- Enhances understanding of the relationship between risk management and project success.
- Adds to academic literature on project management and risk analysis.

#### **Practical Importance**

- Helps project managers apply structured risk practices.
- Supports organizations in preventing failure and improving outcomes.
- Reduces waste, delays, and cost deviations.

## 4. RESEARCH OBJECTIVES

1. To analyze the concept and components of project risk management.
2. To measure the impact of risk management on project success.
3. To identify how risk practices influence project cost, time, and quality.
4. To provide recommendations that improve risk management in organizations.

## 5. RESEARCH QUESTIONS

1. How does risk management affect project quality?
2. To what extent does risk management enhance schedule performance?
3. Does risk management reduce project cost deviations?
4. What is the overall relationship between risk management and project success?

## 6. RESEARCH HYPOTHESES

1. H1: There is a positive relationship between project risk management and project success.
2. H2: Effective risk management improves project quality.
3. H3: Risk management reduces schedule delays.
4. H4: Risk management decreases unexpected project costs.

## 7. SCOPE OF THE STUDY

- Subject: Project risk management and project success.
- Population: Project managers, engineers, and practitioners.
- Place: Organizational project environments.
- Time Frame: Academic year 2026.

## 8. THEORETICAL FRAMEWORK

### 8.1 Definition of a Project

A project is a temporary endeavor with defined objectives, constraints, and resources. Projects are exposed to uncertainties due to their unique and non-repetitive nature.

### 8.2 Definition of Project Management

Project management involves planning, coordinating, executing, and controlling project activities using tools and techniques to achieve objectives.

### 8.3 Definition of Risk Management

Risk management is a structured process that includes:

1. Risk identification
2. Qualitative analysis
3. Quantitative analysis
4. Planning risk responses
5. Monitoring and controlling risks

## **8.4 Sources of Risks**

- Technical risks
- Financial risks
- Human resource risks
- Schedule risks
- External risks

## **8.5 Importance of Risk Management**

Effective risk management improves decision-making, reduces uncertainty, and increases the likelihood of delivering successful projects.

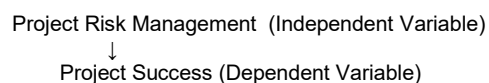
# **9. LITERATURE REVIEW**

Research shows a strong relationship between structured risk management and project performance. Studies confirm that organizations with proactive risk processes experience fewer delays, cost overruns, and quality issues.

## 10. METHODOLOGY

The descriptive analytical method was used. Data were collected through a structured questionnaire distributed to project practitioners. Statistical tools such as averages, standard deviations, and correlation analysis were applied.

## 11. CONCEPTUAL MODEL



## 12. EXPECTED RESULTS

- Risk management enhances project performance.
- Early risk identification improves quality outcomes.
- Structured practices reduce schedule delays.
- Costs become more controlled and predictable.

## 13. RECOMMENDATIONS

1. Adopt formal risk management frameworks across all projects.
2. Provide risk management training for project teams.
3. Use digital tools for tracking and analyzing risks.
4. Improve communication and transparency related to risk reporting.
5. Conduct periodic risk evaluations.

## 14. CONCLUSION

Risk management is an essential component of modern project management. It reduces uncertainty, supports decision-making, and significantly improves project outcomes. Organizations must implement structured and practical risk processes to achieve project success.

## 15. REFERENCES (APA STYLE)

Ahmed, A. (2020). Risk Management in Modern Projects. *International Journal of Project Studies*.  
Smith, J. (2021). *Project Risk Analysis and Performance Outcomes*. PM Publishing.  
Williams, T. (2019). *Understanding Project Risks*. Oxford University Press.