

نموذج

مشروع خطة أطروحة للتسجيل لدرجة الدكتوراه

العنوان باللغة العربية:

تأثير مكاتب إدارة المشاريع على الخطة الاستراتيجية في القطاع الخاص
ومدى توافقها مع استراتيجية رؤية المملكة العربية السعودية 2030

ب. العنوان باللغة الإنجليزية:

The influence of project management offices on the
strategic planning within the private sector and their
alignment with the objectives of Saudi Arabia's Vision 2030

أروى محمد عبدالرحمن العواد	:	اسم الباحث
2021206354	:	الرقم الأكاديمي
كلية الإدارة	:	الكلية

1446 هـ - 2024 م

مقدمة الدراسة

(يعطى الباحث فكرة عن متغيرات الموضوع من العام إلى الخاص).

قواعد الكتابة والمراجع وفقاً لنظام جمعية علم النفس الأمريكية APA (الإصدار السابع)
American Psychological Association (APA) Edition 7th

The project management office (PMO) is essential in implementing an organization's strategic plan, ensuring coherence with long-term objectives. The PMO faces the challenge of identifying projects that are in harmony with the organizational strategy; however, its influence can effectively mitigate this issue.

The strategic functions of the PMO further underscore the importance of alignment with the organization, especially in relation to Saudi Vision 2030. Additionally, the PMO's responsibilities include improving project success factors throughout the organization, taking into account new external circumstances. Looking forward, the evolution of project management innovation will certainly impact the operations of PMOs and their alignment with organizational strategies, underscoring the necessity for PMOs to modify their governance and project organization methods. In conclusion, the PMO is instrumental in ensuring that an organization's projects are aligned with its strategic plan and long-term visions, such as Vision 2030. The selection of aligned projects, the establishment of standards, and the adaptation to future innovations all play a significant role in enhancing strategic execution and alignment. (1)

In the current dynamic business landscape, it is essential for organizations to be both agile and strategic in order to meet their objectives. This necessity is especially pronounced in the context of an ambitious long-term initiative aimed at diversifying the economy, enhancing public service sectors, and increasing the participation of Saudi citizens in the workforce. A vital element in achieving these aspirations is the effective alignment of organizational projects with the broader strategic framework. This is where Project Management Offices (PMOs) become instrumental. Functioning as centralized entities that oversee project management practices, PMOs are crucial in the selection, governance, and execution of projects that drive the organization toward its strategic goals.

Saudi Vision 2030 serves as a pivotal framework for achieving strategic objectives, highlighting essential pillars such as economic diversification, social inclusion, and sustainability. Project offices play a vital role in transforming these pillars into actionable projects and initiatives, ensuring effective resource management, coordination, and risk mitigation. By adhering to the foundational principles of Saudi Vision 2030, project offices can make substantial contributions toward fulfilling these objectives. (2)

The risks associated with PMOs become apparent when organizations fail to integrate service management and project management into a cohesive platform. This lack of

integration can lead to inadequate transparency and communication, resulting in isolated operations that hinder growth and success. When organizations handle tickets, change management, and projects independently, the repercussions can be extensive.

While resource optimization is a primary goal of the PMO, other critical areas include communication, tracking, and information sharing. Utilizing a unified platform can address these challenges effectively. Consolidating all operations into a single platform enhances visibility across the entire organization, allowing for a comprehensive overview through a single dashboard. This integration enables the PMO to gain insights into broader operations, fostering a more collaborative team environment. Advanced project management methodologies can assist PMOs in adapting to evolving strategic directions, ensuring alignment with the organization's overall business strategy and demonstrating their value in achieving strategic goals.

The article delves into the significant role of PMOs in shaping an organization's strategic plan and their alignment with Saudi Vision 2030, exploring their functions, impacts, and future implications. Saudi Vision 2030 represents a significant benchmark in the pursuit of strategic goals, underscoring critical pillars such as economic diversification, social inclusion, and sustainability. Project offices are instrumental in converting these pillars into concrete projects and initiatives, facilitating effective resource allocation, coordination, and risk management.

By aligning with the core tenets of Saudi Vision 2030, project offices can play a crucial role in achieving these objectives. The risks associated with PMOs become evident when organizations do not unify their service management and project management efforts. This disconnection can lead to insufficient transparency and communication, creating silos that impede growth and success. When organizations manage tickets, change management, and projects in isolation, the consequences can be significant. While resource optimization is a key focus of the PMO, other important areas include communication, tracking, and information transfer. Implementing a single platform can effectively address these issues.

Having all operations centralized in one location enhances visibility across the organization, allowing for a streamlined overview through a single dashboard. This approach enables the PMO to gain insights into the broader operational landscape, promoting a more integrated. Standardization and methodology are crucial elements of effective project management. They provide a framework for consistent, efficient, and successful project execution.(3)

يراعى استخدام الأرقام العربية وليست الهندية

مشكلة الدراسة وأسئلتها: (في حدود 500 كلمة)

(يعطى الباحث فكرة عن موضوع الدراسة والأساس النظري الذي تقوم عليه والأسئلة التي ستحاول الدراسة الإجابة عليها).

(يمكن أن تتضمن الدراسة الاستطلاعية التي ترتبط بمشكلة الدراسة)
قواعد الكتابة والمراجع وفقاً نظام جمعية علم النفس الأمريكية APA (الإصدار السابع)
American Psychological Association (APA) Edition 7th

Research Problem:

The research problem focuses on understanding how PMOs contribute to the successful execution of an organization's strategic plan, especially in the context of long-term visions like Saudi Vision 2030. It aims to explore the challenges and opportunities associated with aligning projects with strategic goals and the role that PMOs play in addressing these challenges.

- PMOs need to embrace innovation and agility to drive project success in a competitive environment. This involves adopting new project management methodologies and tools, as well as fostering a culture of creativity and experimentation.
- The rapid pace of change in the business landscape presents challenges for PMOs, as they must adapt to new technologies, evolving market trends, and shifting strategic priorities.
- Leveraging data analytics and insights can help PMOs make informed decisions and optimize project performance. By tracking key metrics and analyzing project data, PMOs can identify areas for improvement and make data-driven adjustments to their strategies.

Research Questions:

The main n Question:

- How do Project Management Offices (PMOs) contribute to the successful implementation of an organization's strategic plan, particularly in the context of long-term visions like Saudi Vision 2030?

Sub-Questions:

- How can PMOs effectively align project portfolios with organizational strategic goals?
- How can PMOs measure the impact of projects on the achievement of strategic goals?

- What strategies can PMOs employ to foster a culture of innovation and agility?
- How can PMOs adapt to rapid changes in technology and market trends?
- What key performance indicators (KPIs) should PMOs track to measure project success?
- What are the primary challenges faced by PMOs in aligning projects with strategic goals?

يراعى استخدام الأرقام العربية وليست الهندية

أهمية الدراسة (النظرية والتطبيقية):

This study is important for several reasons:

- **Improved Strategic Execution:** By understanding how PMOs can effectively align projects with strategic goals, organizations can enhance their overall performance and achieve better outcomes and especially in the context of long-term visions like Saudi Vision 2030.
- **Enhanced Decision-Making:** Data-driven insights from PMOs can lead to more informed and effective decision-making.
- **Increased Organizational Agility:** By adopting agile methodologies and practices, PMOs can help organizations adapt to changing market conditions and customer needs.
- **Optimized Resource Allocation:** Effective PMO practices can help organizations allocate resources efficiently, reducing costs and maximizing returns.
- **Expanding Knowledge Base:** Your research can contribute to the existing body of knowledge on project management, strategic management, and organizational behavior.
- **Identifying Research Gaps:** By identifying gaps in the literature, you can propose new areas for future research..
- **Support Public-Private Partnerships:** By understanding the challenges and opportunities associated with large-scale projects, policymakers can design effective policies to support public-private partnerships.

أهداف الدراسة:

(يراعى عند كتابة هدف الدراسة قاعدة SMART وهي)

<i>Specific</i>	• محدد
<i>Measurable</i>	• قابل للقياس
<i>Achievable</i>	• يمكن تحقيقه
<i>Realistic</i>	• واقعي
<i>Timely</i>	• محدد بوقت

In essence, the study aims to illuminate the PMO's critical role as a strategic enabler, helping organizations to select the right projects, implement effective processes, and align their efforts with broader visions for the future. By doing so, the research can have both immediate practical value and longer-term academic impact.

1. To Identify the Key Roles of PMOs in Strategic Alignment :

Specific: Identify the core functions and responsibilities of PMOs in aligning projects with strategic goals.

Measurable: Develop a framework or model that outlines the key roles and responsibilities of PMOs in strategic alignment.

Achievable: Conduct a literature review and case study analysis to identify best practices and successful PMO models.

Relevant: The findings of this research will be relevant to organizations seeking to improve their project management practices and strategic execution.

2. To Explore the Impact of PMOs on Organizational Performance

Specific: Measure the impact of PMO practices on key performance indicators (KPIs) such as project success rates, time-to-market, and return on investment.

Measurable: Collect quantitative data on project performance metrics and analyze the relationship between PMO maturity and organizational performance.

Achievable: Conduct a survey or case study research to gather empirical data on the impact of PMOs.

Relevant: The findings of this research will be relevant to organizations seeking to improve their overall performance and competitiveness.

Time-bound: Complete this research within a specific timeframe, such as nine months.

3. To Develop a Framework for Evaluating PMO Effectiveness

Specific: Develop a framework for assessing the effectiveness of PMOs in aligning projects with strategic goals.

Measurable: The framework should include a set of key performance indicators (KPIs) that can be used to measure PMO performance.

Achievable: Conduct a literature review and expert interviews to identify key factors that contribute to PMO effectiveness.

Relevant: The framework will be useful for organizations seeking to establish or improve their PMO functions.

Time-bound: Complete the development of the framework within a specific timeframe, such as six months.

4. **Contributing to the Academic Field:** While the study has practical aims, it also seeks to advance our theoretical understanding of the PMO's strategic roles. By contributing to the existing body of knowledge, the research can help shape the ongoing evolution of project management thought and practice, particularly as organizations navigate the challenges of aligning with long-term visions like Saudi Vision 2030.

By achieving these goals, the study aims to provide valuable insights into the role of PMOs in supporting the realization of Saudi Vision 2030 and other long-term strategic objectives.

فرضيات الدراسة:

The PMO's influence on strategic alignment with Saudi Vision 2030, here are potential study hypotheses:

Hypothesis 1: PMO Maturity and Strategic Alignment

- Organizations with more mature PMOs have higher levels of strategic alignment.
- PMOs that are more integrated with strategic planning processes have a greater impact on organizational performance.

Hypothesis 2: PMO Practices and Project Success

- The adoption of standardized project management methodologies is positively correlated with project success rates.

- Effective risk management practices implemented by PMOs reduce project failure rates.
- The use of data analytics and performance metrics improves project decision-making and overall project performance.

Hypothesis 3: PMO Challenges and Opportunities

- PMOs face significant challenges in aligning projects with long-term strategic goals, particularly in dynamic environments.
- The adoption of agile methodologies can enhance PMO agility and responsiveness to changing priorities.
- Effective communication and collaboration between PMOs and other organizational functions are crucial for successful project execution.

These hypotheses can be tested through a variety of research methods, including surveys, case studies, and statistical analysis. By testing these hypotheses, you can gain valuable insights into the role of PMOs in strategic alignment and organizational performance.

نموذج الدراسة

PMO Maturity:

The degree of development and sophistication of the PMO

The structure, processes, and tools utilized by the PMO

The PMO's alignment with strategic planning initiative

Strategic Alignment Practices:

The congruence of projects with the overarching organizational strategy

Practices related to portfolio management

The effectiveness of communication and collaboration efforts

Project Management Practices:

The application of standardized methodologies (such as Agile and Waterfall)

Approaches to risk management

Strategies for managing change

Project Success:

The timely delivery of projects, adherence to budget constraints, and fulfillment of quality standards

Levels of customer satisfaction

Engagement of stakeholders

Dependent Variable:

Organizational Performance:

Financial outcomes

Market share metrics

Customer satisfaction levels

Employee satisfaction rates

Hypothesized Relationships:

PMO Maturity and Strategic Alignment:

An increase in PMO maturity correlates with enhanced strategic alignment.

Strategic Alignment and Project Success:

Stronger strategic alignment is associated with improved project success rates.

Project Management Practices and Project Success:

Effective project management methodologies contribute to greater project success.

Project Success and Organizational Performance:

Successful project outcomes have a beneficial effect on organizational performance.

Research Methodology:

A mixed-methods approach could be utilized, integrating both quantitative and qualitative research techniques:

Quantitative Research:

Survey: Create a questionnaire to gather data from PMO leaders, project managers, and other pertinent stakeholders.

Statistical Analysis: Employ statistical methods (such as correlation and regression analysis) to examine the relationships among the variables.

Qualitative Research:

Case Studies: Perform case studies on organizations with advanced PMOs to explore their practices and effects.

Interviews: Conduct semi-structured interviews with PMO leaders and other significant stakeholders to obtain comprehensive insights.

Case Studies

Survey Results.

Recommendations.

Conclusion

الدراسات المرجعية:

(المؤلف ، السنة +العنوان + هدف + نتائج)

(يعرض الباحث عينة من الدراسات المرجعية الحديثة ذات علاقة وثيقة بموضوع الدراسة مباشرة وما يميز دراسته عن الدراسات الأخرى)

قواعد الكتابة والمراجع وفقاً لنظام جمعية علم النفس الأمريكية APA (الإصدار السابع)
American Psychological Association (APA) Edition 7th

4- Aubry, M., & Lavoie, J. (2019). (The Role of the PMO in the Digital Age. In the Handbook of Project Management)

The primary goal of this Handbook "The Role of the PMO in the Digital Age," within the Handbook of Project Management, delves into the evolving role of Project Management Offices (PMOs) in today's digitally driven world. They emphasize that PMOs are no longer isolated entities but integral parts of a complex network connecting strategy, projects, and organizational structures.

The authors advocate for a shift from traditional, positivist approaches to understanding PMOs. They propose a new framework that incorporates elements from innovation, sociology, and organizational theory. This framework highlights the importance of considering social systems of innovation, organizational culture, and power dynamics within the PMO.

Key points from the chapter include:

- *The PMO's role in fostering innovation and agility within organizations.*
- *The need for PMOs to adapt to the rapid pace of technological change.*
- *The importance of building strong relationships with key stakeholders.*
- *The role of PMOs in supporting organizational transformation.*

The result of the study:

By adopting a more holistic and nuanced understanding of PMOs, organizations can leverage these offices to drive strategic initiatives, improve project performance, and ultimately achieve their business objectives in the digital age.

5-Patton, R. (2014). The Complete Project Management Office Handbook. J. Ross Publishing

The primary goal of this book is to provide practical guidance and best practices for setting up and operating successful PMOs. It aims to help organizations improve project performance, reduce costs, and achieve strategic objectives.

Key points from the book include:

- ***PMO Maturity Model:*** *The book introduces a PMO maturity model that helps organizations assess their current PMO capabilities and identify areas for improvement.*
- ***PMO Functions:*** *It outlines a comprehensive set of PMO functions, including strategic planning, portfolio management, methodology development, and resource management.*
- ***Best Practices:*** *The book provides practical advice on how to implement best practices in project management, such as using standardized methodologies and tools.*
- ***Organizational Alignment:*** *It emphasizes the importance of aligning the PMO with the organization's strategic goals and objectives.*
- ***Continuous Improvement:*** *The book encourages a culture of continuous improvement within the PMO, advocating for regular reviews and adjustments to processes and practices.*

The result of the study:

By following the guidance provided in this book, organizations can establish and manage PMOs that deliver significant value and contribute to overall organizational success.

6-Gartner. (2020). The PMO Maturity Model: A Roadmap for Improving Project Management Practices.

The primary goal of this report is to provide a framework for organizations to evaluate their PMO maturity level and identify areas for improvement. It aims to help organizations enhance their project management practices, improve project outcomes, and ultimately achieve their strategic objectives.

Key Results and Contributions:

- *PMO Maturity Model: Gartner proposes a five-level PMO maturity model that helps organizations assess their current PMO capabilities and identify areas for improvement.*
- *Benefits of PMO Maturity: The report highlights the benefits of PMO maturity, including improved project success rates, increased organizational efficiency, and better alignment with strategic goals.*
- *Roadmap for Improvement: Gartner provides a roadmap for organizations to advance their PMO maturity, including steps such as defining the PMO's role, establishing governance processes, and implementing best practices.*
- *Best Practices: The report outlines best practices for PMO operations, including portfolio management, resource management, and risk management.*

By leveraging Gartner's PMO Maturity Model, organizations can take a proactive approach to improving their project management practices and driving better business outcomes

7-Saudi Vision 2030. (2016). Kingdom of Saudi Arabia.

The primary goal of Saudi Vision 2030 is to reduce Saudi Arabia's dependence on oil, diversify its economy, and create a vibrant society. It aims to position Saudi Arabia as a global investment powerhouse and a hub connecting three continents: Asia, Africa, and Europe.

Key Results and Contributions:

- *Economic Diversification: The Vision aims to diversify the economy by developing non-oil sectors such as tourism, technology, and renewable energy.*
- *Social Reform: It seeks to empower women, promote youth entrepreneurship, and enhance the quality of life for all citizens.*
- *Public Sector Reform: The Vision aims to streamline government processes, reduce bureaucracy, and improve public services.*
- *Infrastructure Development: It focuses on developing world-class infrastructure, including transportation, logistics, and telecommunications.*

The result of the vision:

By implementing ambitious reforms and investing in key sectors, Saudi Vision 2030 aims to create a sustainable and prosperous future for Saudi Arabia.

8-Linking Project Management to Business Strategy, by Aaron Shenhar,2007

The author "Linking Project Management to Business Strategy" aims to bridge the gap between strategic planning and project execution. The book seeks to improve project success rates by aligning projects with an organization's overall business objectives.

Key Results and Contributions:

- *Strategic Alignment: The book emphasizes the importance of aligning projects with the organization's strategic goals. It provides frameworks and methodologies to ensure that projects contribute to the organization's long-term vision.*
- *Project Portfolio Management: Shenhar discusses the role of project portfolio management in selecting and prioritizing projects that align with the organization's strategic objectives.*
- *Project Leadership: The book explores the leadership skills required to successfully lead projects, including the ability to build strong teams, manage stakeholders, and make critical decisions.*
- *Risk Management: It highlights the importance of effective risk management in mitigating potential risks and ensuring project success.*
- *Post-Project Review: Shenhar advocates for conducting thorough post-project reviews to learn from both successes and failures and continuously improve project management practices.*

The result of the book:

By following the principles outlined in this book, organizations can enhance their project management capabilities, improve project outcomes, and achieve their strategic goals.

10-STRATEGY PLANNING & EXECUTION FROM A TO Z By Rachad Baroudi PhD, 2011

Rachad Baroudi's "Strategy Planning & Execution From A to Z" aims to bridge the gap between strategic planning and execution. The book provides a practical guide to the entire strategic planning cycle, from development to implementation. It focuses on identifying and addressing common weaknesses in strategic planning and execution processes, helping organizations improve their overall performance.

Key Results and Contributions:

- *Comprehensive Coverage: The book covers all stages of the strategic planning cycle, including vision and mission development, SWOT analysis, goal setting, strategy formulation, and implementation.*

- *Practical Tools and Techniques:* It offers a variety of practical tools and techniques to help organizations develop and implement effective strategies.
- *Identification of Weaknesses:* The book highlights common weaknesses in strategic planning and execution, enabling organizations to avoid pitfalls and improve their processes.
- *Actionable Insights:* It provides actionable advice on how to overcome challenges and achieve strategic objectives.

The result of the book:

By following the guidance provided in this book, organizations can enhance their strategic planning and execution capabilities, improve their decision-making processes, and achieve sustainable growth.

11-Strategic Project Management Contemporary Issues and Strategies for Developing Economies by Corlane Barclay Kweku-Muata Osei-Bryson(2016)

"Strategic Project Management: Contemporary Issues and Strategies for Developing Economies" aims to address the unique challenges faced by developing economies in managing projects effectively. It provides practical guidance and insights to improve project management practices and achieve better outcomes.

Key Results and Contributions:

- *Focus on Developing Economies:* The book specifically addresses the context of developing economies, highlighting the unique challenges and opportunities in these settings.
- *Contemporary Issues:* It explores contemporary issues in project management, such as globalization, technology advancements, and sustainability.
- *Strategic Alignment:* The book emphasizes the importance of aligning projects with strategic objectives to maximize their impact.
- *Best Practices:* It shares best practices in project management, including risk management, stakeholder management, and change management.
- *Case Studies:* The book includes case studies from various developing economies to illustrate practical applications of project management principles.

The result of the book:

By providing a comprehensive overview of strategic project management concepts and their application in developing economies, this book empowers organizations to improve their project performance and contribute to national development.

12- Your Next Five Moves (Master the Art of Business Strategy by Patrick Bet-David with Greg Dinkin, 2020)

"Your Next Five Moves" by Patrick Bet-David and Greg Dinkin aims to empower readers to develop a strategic mindset and make informed decisions that drive business success. The book provides a practical framework for analyzing complex situations, identifying opportunities, and executing effective strategies.

- *Key Results and Contributions:*
- *Strategic Thinking: The book encourages readers to think strategically and anticipate future challenges and opportunities.*
- *Decision-Making: It provides a structured approach to decision-making, emphasizing the importance of gathering information, evaluating options, and making timely decisions.*
- *Leadership Development: The book explores leadership qualities and skills necessary for success, including communication, motivation, and team building.*
- *Risk Management: It highlights the importance of identifying and mitigating risks to protect the business.*
- *Adaptability: The book emphasizes the need to be adaptable to changing circumstances and to embrace innovation.*

The result of the book:

By applying the principles and strategies outlined in this book, readers can enhance their business acumen, improve their decision-making abilities, and achieve long-term success.

مصطلحات الدراسة وتعريفاتها الإجرائية

Project Management Office (PMO): centralized function responsible for the standardized management of projects. It provides methodologies, tools, and templates to ensure effective project execution.

Saudi Vision 2030: A comprehensive strategic framework launched by the Kingdom of Saudi Arabia to diversify its economy and reduce its dependence on oil.

Project Governance: The framework of processes, roles, and responsibilities used to ensure that projects are executed effectively and efficiently, aligned with the organization's strategic objectives

Project Performance: The extent to which a project meets its defined objectives in terms of time, cost, and quality.

Organizational Strategy: The overall direction and goals of an organization.

Project Portfolio Management (PPM): The centralized management of a portfolio of projects to achieve strategic objectives

Risk Management: The systematic process of identifying, assessing, and mitigating risks to project success.

Change Management: The process of managing change within an organization to minimize disruption and maximize adoption.

إجراءات الدراسة: (في حدود ورقتين)

منهج الدراسة:

منهج وصفي تحليلي وكمي تحليلي .

مجتمع وعينة الدراسة:

- مجتمع الدراسة:

القطاع خاص في شركات صندوق الاستثمارات العامة في المملكة العربية السعودية.

- عينة الدراسة:

رؤساء قطاعات وموظفين في مكتب الادارة الاستراتيجية ومكتب ادارة المشاريع شركات صندوق الاستثمارات العامة في المملكة العربية السعودية.

وسائل جمع بيانات الدراسة:

كتب ومواقع الكترونية و نموذج إستبيان

خطوات تنفيذ خطة الدراسة:

من أهم خطوات تنفيذ خطة الدراسة:

st1. وضع عنوان الدراسة.

nd2. كتابة مقدمة الدراسة .

rd3. تحديد مشكلة الدراسة.

th4. تحديد أهداف الدراسة.

th5. تحديد أهمية البحث.

th6. تحديد الدراسات السابقة.

.th7	وضع فرضيات الدراسة.
.th8	تحديد منهج الدراسة .
.th9	نتائج الدراسة .
.th10	المصادر والمراجع.
.th11	خاتمة الدراسة .

المراجع:

(يضع الباحث المصادر والمراجع التي أعتمد عليها في الدراسة).

قواعد توثيق المراجع وفقاً نظام جمعية علم النفس الأمريكية APA (الإصدار السابع)
American Psychological Association (APA) Edition 7th

1. Project Management Institute(your key to strategy execution and results delivery: CONFERENCE PAPER PMO, Strategy 5 May 2014 ,Aziz, Emad)
<https://www.pmi.org/learning/library/project-management-office-strategy-execution>
2. *Saudi Arabian Government Reports: These reports, often published by government agencies like the Council of Economic and Development Affairs (CEDA), provide detailed insights into the implementation of Vision 2030.*
3. *Agile Software Development, Principles, Patterns, and Practices 2003, Robert Cecil Martin.*
4. Aubry, M., & Lavoie, J. (2019). *The Role of the PMO in the Digital Age*. In *the Handbook of Project Management*. Wiley.
5. Patton, R. (2014). *The Complete Project Management Office Handbook*. J. Ross Publishing
6. Gartner. (2020). *The PMO Maturity Model: A Roadmap for Improving Project Management Practices*.
7. Saudi Vision 2030. (2016). Kingdom of Saudi Arabia. [Link to Vision 2030 Document](#)
8. Linking Project Management to Business Strategy, by Aaron Shenhar,2007
9. STRATEGIC PLANNING FOR PROJECT MANAGEMENT USING A PROJECT MANAGEMENT MATURITY MODEL, by H A R O L D K E R Z N E R , PhD, 2001
10. STRATEGY PLANNING & EXECUTION FROM A TO Z By Rachad Baroudi PhD, 2011

11. Strategic Project Management Contemporary Issues and Strategies for Developing Economies by Corlane Barclay Kweku-Muata Osei-Bryson(2016)
12. Your Next Five Moves (Master the Art of Business Strategy by Patrick Bet-David with Greg Dinkin, 2020)
13. VISIONS OF DIVERSITY: THE KINGDOM OF SAUDI ARABIA'S VISION 2030 AND ITS EFFORTS TO BUILD A DIVERSIFIED ECONOMY by MADISON DERENDINGER and BRIAN FRANK, JUNE 2023.
14. Strategic Project Management (Strategic Success),by Paul Roberts, 2012
15. Project Management: a strategic managerial approach by jack & scott (2018)
16. WEAKNESSES & TIPS, by Rachad Baroudi PhD , March 2011
17. A Strategic-Oriented Implementation of Projects, by Mihaly Gorog.2018.
18. Creating Your Strategic Plan: A Workbook for Public and Nonprofit Organizations, John M. By sonfarnum K. Alston,
19. The Strategic Project Office: A Guide to Improving Organizational Performance (PM Solutions Research), by J. Kent Crawford , 2001
20. Al Ameri, T. Z. A. (2016). The roles of the project management office in the execution of the organizations strategic plan. Retrieved from https://scholarworks.uaeu.ac.ae/all_dissertations/56/