

أثر إدارة المشاريع في كفاءة شركات المقاولات في مدينة الرياض
**The Impact of Project Management on the Efficiency of
Contracting Companies in Riyadh**

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(First Trimester 2024)

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Abstract

Project management plays a crucial role in the construction industry, particularly for contracting companies in Riyadh. It ensures efficient project execution, timely delivery, and adherence to quality standards. This article explores the importance of project management in the construction industry and its impact on the efficiency of contracting companies in Riyadh. It discusses the responsibilities of project managers, factors affecting efficiency, project management techniques, case studies, challenges, and the benefits of efficient project management.

General Introduction

The success of construction projects relies heavily on effective project management practices. Project management encompasses the planning, organizing, and controlling of resources to achieve specific project goals within defined constraints. For contracting companies in Riyadh, the capital city of Saudi Arabia, efficient project management plays a pivotal role in delivering projects on time, within budget, and to the satisfaction of clients.

Riyadh, as a major economic and cultural hub in Saudi Arabia, has witnessed significant growth and development in the construction sector in recent years. The contracting industry in Riyadh encompasses a wide range of projects, including residential buildings, commercial complexes, infrastructure development, and mega-projects. The city's rapid expansion and ongoing urbanization have created a dynamic and competitive construction environment, where efficient project management practices are essential for success.

The importance of project management in Riyadh's contracting industry cannot be overstated. Effective project management ensures that projects are executed with precision, minimizing delays, cost overruns, and quality issues. It ensures that resources are allocated optimally, risks are effectively managed, and stakeholder expectations are met. In a highly competitive market, contracting companies in Riyadh rely on efficient project management practices to gain a competitive edge, secure new contracts, and maintain long-term business relationships.

By providing an overview of the contracting industry in Riyadh, this study aims to explore the impact of project management on the efficiency of contracting

companies operating in the city. Understanding the specific challenges, best practices, and benefits associated with project management in Riyadh will contribute to improving project outcomes and driving the overall growth and success of the contracting industry in the region.

1 Overview of the Construction Industry in Riyadh:

The construction industry in Riyadh, the capital city of Saudi Arabia, plays a crucial role in the region's economic growth and development. Here is an overview of the construction industry in Riyadh, highlighting its growth and significance:

1.1 Economic Contribution:

- ✓ The construction industry in Riyadh contributes significantly to the city's economy, creating job opportunities and attracting investments.
- ✓ It is a key driver of economic diversification and supports the government's efforts to reduce dependence on oil revenues.
- ✓ The industry stimulates various sectors such as real estate, infrastructure, commercial, and residential developments, contributing to overall economic growth.

1.2 Infrastructure Development:

- ✓ Riyadh has witnessed substantial infrastructure development in recent years, including the construction of roads, bridges, airports, and public transportation systems.
- ✓ The government's focus on enhancing the city's infrastructure aims to improve connectivity, facilitate economic activities, and enhance the quality of life for residents.
- ✓ Infrastructure projects in Riyadh include the Riyadh Metro, King Salman Energy Park, and the expansion of King Khalid International Airport.

1.3 Real Estate Sector:

- ✓ The real estate sector in Riyadh is a significant component of the construction industry, with a focus on residential, commercial, and mixed-use developments.
- ✓ The demand for housing in Riyadh has been increasing due to population growth and urbanization, leading to the construction of new residential projects.
- ✓ The commercial real estate sector is also thriving, with the development of office buildings, shopping malls, and hospitality projects.

2 Importance of Project Management in Contracting Companies:

The role of project management in contracting companies is crucial for ensuring efficient and successful project execution and delivery. Project managers play a key role in overseeing and coordinating all aspects of a project, from planning to completion. Here are the key responsibilities of project managers in contracting companies:

Project Planning and Scope Management: Project managers are responsible for creating a detailed project plan, defining project objectives, and determining the scope of work. They identify project requirements, establish timelines, allocate resources, and set realistic goals.

Resource Allocation and Management: Project managers ensure that the necessary resources, including manpower, equipment, and materials, are allocated effectively. They coordinate with various stakeholders to ensure that resources are available when needed and manage any resource constraints or conflicts that may arise.

Risk Management: Project managers identify potential risks and develop strategies to mitigate them. They conduct risk assessments, create contingency plans, and monitor risks throughout the project lifecycle. By proactively addressing risks, project managers minimize the impact of unforeseen events on project timelines and budgets.

Cost Control and Budget Management: Project managers are responsible for developing and managing project budgets. They track project expenses, monitor costs, and ensure that the project stays within the allocated budget. They also identify cost-saving opportunities and make informed decisions to optimize project expenditures.

The key responsibilities of project managers in ensuring effective project execution and delivery include:

Planning the Project: Project managers are responsible for formulating a project plan that outlines the project's objectives, scope, resources, timeline, communication strategy, and execution plan.

Creating a Schedule and Timeline: Project managers develop a detailed schedule and timeline that outlines the tasks, milestones, and deadlines for the project. They ensure that the project stays on track and that all activities are completed within the specified timeframe.

Executing each Phase: Project managers oversee the execution of each phase of the project, ensuring that tasks are assigned, progress is monitored, and deliverables are completed according to the project plan.

Managing the Budget: Project managers are responsible for managing the project budget, including estimating costs, tracking expenses, and ensuring that the project stays within the approved budget.

Serving as the Liaison among all Stakeholders: Project managers act as the main point of contact and communication between the project team, clients, sponsors, and other stakeholders. They ensure that all parties are informed, engaged, and aligned throughout the project.

Troubleshooting and Maintenance: Project managers are responsible for identifying and resolving any issues or obstacles that arise during the project. They proactively address risks, solve problems, and make necessary adjustments to keep the project on track.

3 Factors Affecting Efficiency in Contracting Companies:

Efficiency is crucial for contracting companies in Riyadh to ensure successful project completion and client satisfaction. Several factors can impact the efficiency of contracting companies in Riyadh, including:

Resource Allocation and Management :

- Proper allocation of resources, such as labor, equipment, and materials, is essential for efficient project execution.
- Effective management of resources involves optimizing their utilization, ensuring timely availability, and minimizing wastage.

Time Management and Scheduling :

- Efficient time management is crucial for meeting project deadlines and avoiding delays.
- Effective scheduling involves creating realistic project timelines, setting achievable milestones, and closely monitoring progress to ensure timely completion.

Cost Control and Budget Management:

- Efficient cost control and budget management are vital for maintaining profitability and avoiding cost overruns.

- This includes accurate estimation of project costs, effective budget allocation, and regular monitoring of expenses to ensure they align with the allocated budget.

Risk Management and Mitigation Strategies:

- Efficient risk management involves identifying potential risks, assessing their impact, and implementing strategies to mitigate or minimize their effects.
- This includes proactive planning, contingency measures, and regular risk assessments throughout the project lifecycle.

Communication and Collaboration within the Project Team:

- Efficient communication and collaboration among team members, stakeholders, and subcontractors are essential for smooth project execution.
- This includes clear and effective communication channels, regular progress updates, and collaborative problem-solving to address issues promptly.

4 Project Management Techniques and Tools for Efficiency Improvement:

Contracting companies in Riyadh can utilize various project management techniques and tools to improve their efficiency. Here are some key strategies that can be implemented:

Traditional/Waterfall Project Management: This approach follows a sequential, linear process, where each phase (such as initiation, planning, execution, monitoring, and closure) is completed before moving on to the next. It is characterized by detailed upfront planning and a fixed scope. While this approach provides a clear structure, it may be less flexible in adapting to changes during the project's lifecycle.

Lean Project Management: Lean methodologies, inspired by Lean manufacturing principles, focus on eliminating waste and maximizing customer value. They emphasize improving efficiency and reducing unnecessary activities or processes. Lean project management aims to streamline workflows, minimize delays, and optimize resource utilization. It involves techniques such as value stream mapping, just-in-time delivery, and continuous improvement.



Figure1 : Lean Project Management

Agile Project Management: Agile methodologies, such as Scrum and Kanban, are iterative and collaborative approaches that prioritize flexibility and adaptability. They involve breaking down the project into smaller, manageable work increments called sprints or iterations. Agile methodologies promote continuous feedback, frequent communication, and the ability to respond to changing requirements. This approach is particularly beneficial for complex projects with evolving client needs.

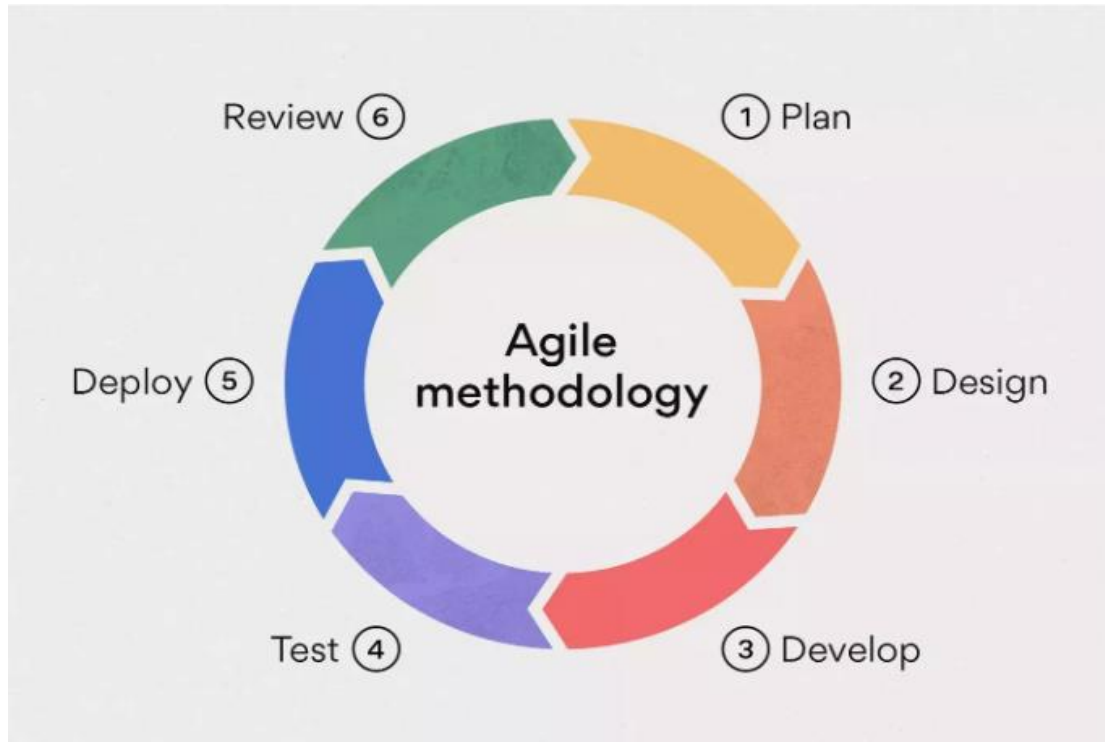


Figure2 : Agile Project Management

5 Case Studies or Examples:

5.1 Case Study 1: Tarouk

Tarouk has more than 40 years of experience in the field of construction with a wide range of technical services including Turnkey Projects for Industrial plants. Commercial Centers, Towers, Office Buildings, Private Banks and Royal Palaces. Our story started in 1979 with electromechanical works with fully qualified engineers, technicians and labors.

Services: Construction, Management, Engineering, MEP



Figure 3: Tarouk Contracting Company

To improve efficiency through effective project management, Tarouk Company can implement the following strategies:

Define Clear Project Goals and Objectives: Clearly define the goals and objectives of each project to ensure that all team members understand what they are working towards. Use SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals to provide a clear direction.

Allocate Resources Appropriately: Properly allocate resources to ensure that the project is completed within the designated timeframe and meets the expected quality standards. Continuously monitor and adjust resource allocation to avoid bottlenecks and ensure optimal resource utilization.

Develop a Risk Management Strategy: Create a comprehensive risk management strategy to identify and mitigate potential risks before they become issues. Prioritize risks and develop contingency plans to minimize disruptions to the project timeline and budget.

Foster Effective Communication: Establish open and transparent communication channels among team members, management, and stakeholders. Schedule regular meetings to discuss project progress, encourage dialogue, and ensure everyone is on the same page. Effective communication helps identify and resolve issues promptly.

5.2 Case Study 2: Saudi-Technical



Figure4 : Saudi Technical Contracting Company

The STL Group impressive track record in construction is a tribute to the dedication of our people guided by a resilient and professional management team enhancing prompt and effective decision-making, while its ever-growing design, engineering and project management capabilities has favorably positioned the company to deliver larger and more sophisticated projects with higher confidence. Building on a tradition of success, reliability and confidence, the STL – Industrial Group which launched in 1999, ushered in a totally new and challenging endeavor, offering market driven solutions and specialized technical services to utilities, construction and industry.

Services: Engineering, Procurement, Construction, Maintenance.

Saudi-Technical companies can improve their efficiency through effective project management by implementing the following strategies:

Embrace Digitalization and Automation: Adopting construction management software and digital tools can optimize resource allocation, streamline workflow, and monitor project progress in real-time. This enhances transparency, accountability, and overall project efficiency.

Implement Lean Construction Principles: Lean construction focuses on continuous improvement and eliminating non-value-added activities. Just-In-Time (JIT) inventory management reduces delays and excess inventory, improving cash flow and resource allocation. Value stream mapping helps identify bottlenecks and inefficiencies, streamlining workflow and enhancing project efficiency.

Utilize Collaborative Technologies: Cloud-based project management platforms enable real-time collaboration among stakeholders, promoting seamless communication and coordination. Augmented reality (AR) allows stakeholders to overlay virtual models onto the physical environment, enhancing communication, reducing errors, and accelerating decision-making.

5.3 Case Study 3: Hatco

Founded in 1976, in the realm of the economic boom of the mid 1970's, Al-Hashimiah Establishment for Trading & Contracting (HATCO) was launched with the vision of creating a firm that could meet the growing demand of the rapidly developing Saudi Arabian construction industry for quality contractors. In order to cope with the demands of the 21st century and to ensure the continuity of the establishment, in 2004 it was converted into a company with limited liability and by that the name became Al-Hashemiah Contracting Company (HATCO).

Services: Construction, Telecommunication, IT Solutions, Electro Mechanical



Figure5 : HATCO Contracting Company

To improve efficiency through effective project management, HATCO company in Riyadh can implement the following strategies:

Set Clear and Achievable Goals: Clearly define project goals that are specific, measurable, achievable, relevant, and time-bound (SMART goals). Breaking down larger goals into smaller milestones can make them more manageable and create a sense of progress.

Encourage and Motivate Team Members: Foster a positive and motivating work environment by recognizing and rewarding team members' achievements. This can include providing flexibility in work arrangements, offering performance bonuses, organizing team-building activities, and creating career development opportunities.

Develop and Enhance Team Skills: Invest in training and development programs to enhance the skills and knowledge of team members. This can include organizing workshops, providing in-house training, and encouraging continuous learning to keep up with industry trends and demands.

Foster Accountability: Clearly define roles and responsibilities for each team member and promote a culture of accountability. Regularly communicate expectations, provide feedback, and celebrate successes. This helps team members take ownership of their work and strive for excellence.

6 Project Management Challenges and Solution:

6.1 Project Management Challenges :

Common Challenges Faced by Contracting Companies in Riyadh when Implementing Project Management Practices and Strategies:

Lack of Proper Planning and Scope Definition:

- Inadequate project planning and scope definition can lead to confusion and delays during project execution.
- Contractors may face challenges in accurately estimating project timelines, resources, and costs without a well-defined scope.

Communication and Coordination Issues :

- Effective communication and coordination among project stakeholders, including clients, contractors, and consultants, are crucial for successful project management.
- Language barriers, cultural differences, and miscommunication can hinder the smooth flow of information and decision-making processes.

Limited Availability of Skilled Labor:

- The availability of skilled labor can be a challenge in Riyadh, leading to delays in project execution.
- Contractors may struggle to find qualified workers with the necessary expertise and experience, resulting in resource constraints and productivity issues.

Regulatory and Permitting Challenges :

- Navigating through complex regulatory requirements and obtaining necessary permits can be time-consuming and challenging for contracting companies.
- Delays in obtaining approvals and permits can significantly impact project timelines and increase costs.

6.2 Potential Solutions and Best Practices:

Comprehensive Project Planning :

- Invest time and effort in thorough project planning, including clear scope definition, realistic timelines, and resource allocation.
- Conduct a detailed feasibility study and risk assessment to identify potential challenges and develop contingency plans.

Effective Communication and Collaboration :

- Foster open and transparent communication channels among project stakeholders.

- Utilize technology tools and platforms to facilitate real-time collaboration and information sharing.

Workforce Development and Training :

- Invest in training and development programs to enhance the skills and capabilities of the workforce.
- Collaborate with educational institutions and vocational training centers to bridge the skills gap and attract qualified talent.

Engage with Regulatory Authorities :

- Establish strong relationships with regulatory authorities and proactively engage in the permitting process.
- Stay updated on the latest regulations and requirements to ensure compliance and minimize delays.

7 Benefits and Impact of Efficient Project Management:

7.1 Benefits of Effective Project Management in Contracting Companies:

Efficient project management has numerous benefits and impacts on contracting companies in Riyadh. Here are some key advantages:

Improved Project Delivery Timelines:

- Efficient project management helps in streamlining processes, coordinating activities, and ensuring timely completion of projects.
- It enables better planning, scheduling, and resource allocation, which leads to improved project timelines and reduced delays.
- Effective communication and collaboration among project teams also contribute to faster project delivery.

Enhanced Resource Utilization and Cost Control:

- Efficient project management allows for better resource allocation and utilization, ensuring that resources are optimally utilized throughout the project lifecycle.
- It helps in identifying and addressing resource constraints, minimizing wastage, and maximizing productivity.

- Effective cost control measures, such as budget monitoring and cost forecasting, are implemented to ensure projects are completed within budget.

7.2 Impact of Efficient Project Management on Contracting Companies:

Here is an analysis of the direct and indirect impact of efficient project management on the overall performance and success of contracting companies,

Cost Savings: Efficient project management helps contracting companies achieve cost savings in several ways. By accurately planning and scheduling projects, companies can optimize resource allocation, minimize idle time, and reduce overtime costs. Effective risk management allows for early identification and mitigation of potential issues, preventing costly delays and rework. Additionally, improved project control and monitoring enable better cost tracking and control, reducing the likelihood of budget overruns.

Improved Client Satisfaction: Efficient project management directly contributes to improved client satisfaction. By delivering projects on time, within budget, and meeting quality standards, contracting companies can enhance their reputation and build trust with clients. Effective communication and stakeholder engagement ensure that client requirements and expectations are properly understood and addressed. This leads to a higher level of client satisfaction, repeat business, and positive referrals.

Increased Competitiveness: Efficient project management gives contracting companies a competitive edge in the market. Companies that consistently deliver projects on time and within budget are more likely to win new contracts and secure repeat business. Effective project management practices demonstrate professionalism, reliability, and the ability to meet client expectations. This enhances the company's reputation and positioning in the industry, making it more competitive against rivals.

Enhanced Project Quality: Efficient project management contributes to improved project quality. Through meticulous planning, thorough risk assessment, and proper execution, companies can minimize errors, defects, and rework. Effective quality control processes ensure that projects meet or exceed client requirements and industry standards. This leads to higher quality deliverables, reduced customer complaints, and improved overall project outcomes.

8 Future Trends and Emerging Technologies in Project Management:

- ✓ Artificial Intelligence (AI) and Machine Learning (ML)
- ✓ Automation and Robotic Process Automation (RPA):
- ✓ Data Analytics:
- ✓ Collaborative Project Management Platforms:

Contracting companies can leverage these technologies by: Evaluating and adopting project management software and tools that incorporate emerging technologies, investing in training and upskilling employees to effectively use new technologies. ...

Summary

Efficient project management plays a crucial role in improving the efficiency of contracting companies in Riyadh. Throughout this paper, we have explored various aspects of project management practices and strategies that can be implemented to enhance efficiency.

We discussed risk mitigation strategies, project management techniques, and tools that contracting companies in Riyadh can utilize. These include lean construction principles, agile project management methodologies, effective use of project management software and technology, and continuous improvement processes.

Furthermore, we highlighted the benefits and impacts of efficient project management on contracting companies in Riyadh. These include improved project delivery timelines, enhanced resource utilization and cost control, minimized risks, increased project success rates, and improved client satisfaction and reputation.

Efficient project management enables contracting companies to streamline processes, optimize resource allocation, and effectively manage risks. It ensures timely project completion, cost control, and client satisfaction. By implementing project management practices, contracting companies in Riyadh can enhance their operational efficiency, achieve better project outcomes, and maintain a competitive edge in the industry.

In conclusion, project management is of paramount importance for contracting companies in Riyadh to improve their efficiency and overall performance. By adopting effective project management practices and strategies, these companies can overcome challenges, optimize resources, and deliver successful projects, ultimately contributing to their growth and success in the industry.

Recommendation

To enhance the efficiency of contracting companies in Riyadh, it is recommended to:

- ✓ Provide comprehensive project management training for employees at all levels.
- ✓ Establish standardized project management processes and procedures.
- ✓ Adopt project management software tools for streamlined processes and improved collaboration.
- ✓ Foster a culture of collaboration and knowledge sharing among project teams.
- ✓ Monitor project performance using KPIs and metrics, and implement continuous improvement initiatives.
- ✓ Embrace agile project management methodologies for adaptability and flexibility.
- ✓ Develop strong relationships with stakeholders to ensure effective communication and decision-making.

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RESEARCH ON

**The impact of project management on the efficiency of contracting
companies in Riyadh**

QUESTIONNAIRE BOOKLET

Master 's Candidate
Saif Mohammed
Ali Hakami
Malek Malaeka

Dear Respondent,

I am a Master's candidate (Project Management) at the Midocen University Currently, I to examine the This study aims am conducting a study titled " **The impact of project management on the efficiency of contracting companies in Riyadh.**

I would like to request your cooperation to answer this questionnaire. Any information obtained will be kept confidential and only used for academic purposes. Your cooperation is highly appreciated.

Thank you in advance for agreeing to participate in this study. If you have any questions, please do not hesitate to contact my honorable supervisor, **Associate Professor** Dr. Al-Faisal Hassan & Dr. Walid Siddiq , or myself

Ali Hakami , Saif Mohammed, Malik Maleka (Master Candidate).

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Section A:

A: Demographic Characteristics

Please tick (✓) the appropriate choice

1- **Gender:** Male ☒ Female ☐

2- **Age:** 20 - 30 years old ☐ 31 - 39 years old ☐

40 - 49 years old ☐ 50 years old and over ☒

3- **Years of Experience:** 5 years & less ☐ 5-10 years ☐

11-20 years ☐ 21 years & above ☒

Section B:

Please indicate your degree of agreement or disagreement with the following statements, so please sign (✓) for the choice that reflects your opinion by choosing one of the five alternatives.

The following set of statements assesses the Integration of project management with contracting companies in Riyadh: Please mark according to your level of agreement.						
Section A: Project Management Processes and Methodologies						
Item No		1	2	3	4	5
	I. Importance of Project Management in the Construction Industry	Strongly Disagree	Disagree	Natural	Agree	Strongly Agree
ASTI1	Recognizing the significance of project management methodologies in optimizing the performance and efficiency of contracting companies in Riyadh.		X			
ASTI2	Understanding the potential impact of effective project management on improving project outcomes and client satisfaction.		X			
II. Project Management Processes and Methodologies		1	2	3	4	5
		Strongly Disagree	Disagree	Natural	Agree	Strongly Agree
ASRII1	Knowledge of various project management processes and methodologies that are commonly employed in contracting companies.		X			
ASRII2	Accurately comprehending how these processes and methodologies contribute to the efficiency of contracting companies.		X			

III. Project Management Challenges and Solution:		1	2	3	4	5
		Strongly Disagree	Disagree	Natural	Agree	Strongly Agree
ASRIII1	Identification and discussion about the challenges faced by contracting companies in Riyadh in project management.		X			
ASRIII2	Recognizing potential solutions and best practices to overcome these challenges and ensure efficient project execution and delivery.		X			
IV. Benefits of Effective Project Management in Contracting Companies		1	2	3	4	5
		Strongly Disagree	Disagree	Natural	Agree	Strongly Agree
ASAIV1	Identification of the benefits that using effective project management practices in contracting companies.		X			
ASAIV2	Talking about how these benefits directly affect the efficiency of contracting companies.		X			
V. Best Practices and Strategies for Improving Efficiency		1	2	3	4	5
		Strongly Disagree	Disagree	Natural	Agree	Strongly Agree
ASEV1	Identification and discussion about the best practices and strategies that contracting companies can implement to enhance their efficiency through project management.		X			
ASEV2	Providing specific recommendations for the Riyadh context to improve efficiency through project management.		X			
Section B: Impact of Efficient Project Management on Contracting Companies in Riyadh						
Item No	I. Case Studies or Examples	1	2	3	4	5
		Strongly Disagree	Disagree	Natural	Agree	Strongly Agree
BSAI1	Avoid presenting actual case studies or examples of the top contracting companies in Riyadh.		X			
BSAI2	Demonstrating how these companies could improve their efficiency through effective project management.		X			
II. Cost Savings and Resource Optimization		1	2	3	4	5
		Strongly Disagree	Disagree	Natural	Agree	Strongly Agree

BSRII1	Analyzing how efficient project management contributes to cost savings and resource optimization in contracting companies in Riyadh.		☒			
BSRII2	Avoid discussing specific examples of cost-saving measures and resource optimization strategies implemented through project management in Riyadh.		☒			
III. Client Satisfaction and Quality Assurance		1	2	3	4	5
		Strongly Disagree	Disagree	Natural	Agree	Strongly Agree
BMIII1	Exploration of the impact of efficient project management on client satisfaction and quality assurance in contracting companies in Riyadh.		☒			
BMIII2	Effective project management practices don't contribute to delivering high-quality projects and meeting client expectations in Riyadh.		☒			
IV. Competitiveness and Market Positioning		1	2	3	4	5
		Strongly Disagree	Disagree	Natural	Agree	Strongly Agree
BEIV1	Analyzing how efficient project management enhances the competitiveness and market positioning of contracting companies in Riyadh.		☒			
BEIV2	Discussing the role of project management in enabling companies to deliver projects on time, within budget, and with superior quality, giving them a competitive edge in Riyadh.		☒			
V. Future Trends and Challenges		1	2	3	4	5
		Strongly Disagree	Disagree	Natural	Agree	Strongly Agree
BSSV1	Being aware of the future trends and emerging technologies in project management can further improve the efficiency of contracting companies.		☒			
BSSV2	The use of technologies such as artificial intelligence, automation, and data analytics could be beneficial for project management in contracting companies.		☒			

SECTION C: OPEN-ENDED QUESTIONS

C1) Please provide ANY other comments regarding this study.

The study extensively explores project management processes, emphasizing their significance and benefits while identifying challenges. To enhance the study, consider industry-specific analysis, cross-regional comparisons, quantitative data for empirical evidence, and exploration of future trends and challenges in project management for contracting companies in Riyadh.

C2) Please provide any comments regarding any aspect that appears to be LACKING in this study.

While the study adequately covers essential aspects of project management, there are opportunities for further development. Incorporating diverse stakeholder perspectives, including clients, project managers, team members, and subcontractors, would provide a more holistic understanding of project management's impact on efficiency. Additionally, delving into the long-term sustainability of project management practices, organizational culture, leadership influences, and strategies for knowledge transfer and learning within contracting companies could enhance the study's depth and contribute valuable insights. Addressing these areas would enrich the research, offering a more nuanced perspective on the efficiency and effectiveness of project management processes in the context of contracting companies.

Gratitude:

We appreciate you for sparing your time to fill out the survey. Your involvement means a lot to us and we highly value it. The information you shared is significant to our analysis and will enable us to make improvements in our bank's performance.

Once again, we are very grateful for your contribution.

Sincerely
Ali Hakami
Saif Mohammed,
Malik Maleka
Midocean University



RESEARCH ON

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I would like to request your cooperation to answer this questionnaire. Any information obtained will be kept confidential and only used for academic purposes. Your cooperation is highly appreciated.

Thank you in advance for agreeing to participate in this study. If you have any questions, please do not hesitate to contact my honorable supervisor, **Associate Professor** Dr. Al-Faisal Hassan & Dr. Walid Siddiq , or myself

Ali Hakami , Saif Mohammed, Malik Maleka (Master Candidate).

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Associate Professor Dr. Al-Faisal
Hassan & Dr. Walid Siddiq
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[il.com](mailto:mr.malek.malaeka@gmail.com)
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0562050602

Section A:

A: Demographic Characteristics

Please tick (✓) the appropriate choice

1- **Gender:** Male ☒ Female ☐

2- **Age:** 20 - 30 years old ☐ 31 - 39 years old ☐
40 - 49 years old ☐ 50 years old and over ☒

3- **Years of Experience:** 5 years & less ☐ 5-10 years ☐
11-20 years ☐ 21 years & above ☒

Section B:

Please indicate your degree of agreement or disagreement with the following statements, so please sign (✓) for the choice that reflects your opinion by choosing one of the five alternatives.

The following set of statements assesses the Integration of project management with contracting companies in Riyadh: Please mark according to your level of agreement.						
Section A: Project Management Processes and Methodologies						
Item No		1 Strongly Disagree	2 Disagree	3 Natural	4 Agree	5 Strongly Agree
ASTI1	Recognizing the significance of project management methodologies in optimizing the performance and efficiency of contracting companies in Riyadh.					✓
ASTI2	Understanding the potential impact of effective project management on improving project outcomes and client satisfaction.					✓
II. Project Management Processes and Methodologies		1 Strongly Disagree	2 Disagree	3 Natural	4 Agree	5 Strongly Agree
ASRII1	Knowledge of various project management processes and methodologies that are commonly employed in contracting companies.					✓
ASRII2	Accurately comprehending how these processes and methodologies contribute to the efficiency of contracting companies.					✓

III. Project Management Challenges and Solution:		1	2	3	4	5
		Strongly Disagree	Disagree	Natural	Agree	Strongly Agree
ASRIII1	Identification and discussion about the challenges faced by contracting companies in Riyadh in project management.					✓
ASRIII2	Recognizing potential solutions and best practices to overcome these challenges and ensure efficient project execution and delivery.					✓
IV. Benefits of Effective Project Management in Contracting Companies		1	2	3	4	5
		Strongly Disagree	Disagree	Natural	Agree	Strongly Agree
ASAIV1	Identification of the benefits that using effective project management practices in contracting companies.					✓
ASAIV2	Talking about how these benefits directly affect the efficiency of contracting companies.					✓
V. Best Practices and Strategies for Improving Efficiency		1	2	3	4	5
		Strongly Disagree	Disagree	Natural	Agree	Strongly Agree
ASEV1	Identification and discussion about the best practices and strategies that contracting companies can implement to enhance their efficiency through project management.					✓
ASEV2	Providing specific recommendations for the Riyadh context to improve efficiency through project management.					✓
Section B: Impact of Efficient Project Management on Contracting Companies in Riyadh						
Item No	I. Case Studies or Examples	1	2	3	4	5
		Strongly Disagree	Disagree	Natural	Agree	Strongly Agree
BSAI1	Avoid presenting actual case studies or examples of the top contracting companies in Riyadh.				✓	
BSAI2	Demonstrating how these companies could improve their efficiency through effective project management.				✓	
II. Cost Savings and Resource Optimization		1	2	3	4	5
		Strongly Disagree	Disagree	Natural	Agree	Strongly Agree

BSRII1	Analyzing how efficient project management contributes to cost savings and resource optimization in contracting companies in Riyadh.					✓
BSRII2	Avoid discussing specific examples of cost-saving measures and resource optimization strategies implemented through project management in Riyadh.				✓	
III. Client Satisfaction and Quality Assurance		1	2	3	4	5
		Strongly Disagree	Disagree	Natural	Agree	Strongly Agree
BMIII1	Exploration of the impact of efficient project management on client satisfaction and quality assurance in contracting companies in Riyadh.					✓
BMIII2	Effective project management practices don't contribute to delivering high-quality projects and meeting client expectations in Riyadh.	✓				
IV. Competitiveness and Market Positioning		1	2	3	4	5
		Strongly Disagree	Disagree	Natural	Agree	Strongly Agree
BEIV1	Analyzing how efficient project management enhances the competitiveness and market positioning of contracting companies in Riyadh.					✓
BEIV2	Discussing the role of project management in enabling companies to deliver projects on time, within budget, and with superior quality, giving them a competitive edge in Riyadh.					✓
V. Future Trends and Challenges		1	2	3	4	5
		Strongly Disagree	Disagree	Natural	Agree	Strongly Agree
BSSV1	Being aware of the future trends and emerging technologies in project management can further improve the efficiency of contracting companies.					✓
BSSV2	The use of technologies such as artificial intelligence, automation, and data analytics could be beneficial for project management in contracting companies.					✓

SECTION C: OPEN-ENDED QUESTIONS

C1) Please provide ANY other comments regarding this study.

The study extensively explores project management processes, emphasizing their significance and benefits while identifying challenges. To enhance the study, consider industry-specific analysis, cross-regional comparisons, quantitative data for empirical evidence, and exploration of future trends and challenges in project management for contracting companies in Riyadh.

C2) Please provide any comments regarding any aspect that appears to be LACKING in this study.

While the study adequately covers essential aspects of project management, there are opportunities for further development. Incorporating diverse stakeholder perspectives, including clients, project managers, team members, and subcontractors, would provide a more holistic understanding of project management's impact on efficiency. Additionally, delving into the long-term sustainability of project management practices, organizational culture, leadership influences, and strategies for knowledge transfer and learning within contracting companies could enhance the study's depth and contribute valuable insights. Addressing these areas would enrich the research, offering a more nuanced perspective on the efficiency and effectiveness of project management processes in the context of contracting companies.

The effective and efficient Project Management allows the contracting companies to successfully deliver cost effective, quality projects on time while remaining within the constraints of health, safety, environment and sustainability.

Gratitude:

We appreciate you for sparing your time to fill out the survey. Your involvement means a lot to us and we highly value it. The information you shared is significant to our analysis and will enable us to make improvements in our bank's performance.

Once again, we are very grateful for your contribution.

Sincerely

Ali Hakami

Saif Mohammed,

Malik Maleka

Midocean University



RESEARCH ON

**The impact of project management on the efficiency of contracting
companies in Riyadh**

QUESTIONNAIRE BOOKLET

Master 's Candidate
Saif Mohammed
Ali Hakami
Malek Malaeka

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Section A: Project Management Processes and Methodologies						
Item No		1	2	3	4	5
	I. Importance of Project Management in the Construction Industry	Strongly Disagree	Disagree	Natural	Agree	Strongly Agree
ASTI1	Recognizing the significance of project management methodologies in optimizing the performance and efficiency of contracting companies in Riyadh.				?	✓
ASTI2	Understanding the potential impact of effective project management on improving project outcomes and client satisfaction.					✓
II. Project Management Processes and Methodologies		1	2	3	4	5
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ASRII1	Knowledge of various project management processes and methodologies that are commonly employed in contracting companies.			✓		
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III. Project Management Challenges and Solution:		1	2	3	4	5
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ASRIII1	Identification and discussion about the challenges faced by contracting companies in Riyadh in project management.			✓		
ASRIII2	Recognizing potential solutions and best practices to overcome these challenges and ensure efficient project execution and delivery.			✓		
IV. Benefits of Effective Project Management in Contracting Companies		1	2	3	4	5
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