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**THE EFFECTIVENESS OF PROJECT MANAGEMENT
IN ACHIEVING ORGANIZATIONAL SUCCESS FOR
ENTERTAINMENT EVENTS
A CASE STUDY OF SELA COMPANY**

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Contents

1. Introduction:.....	3
2. Research problem:	4
3. Significance of the Research:.....	5
3.1. Academic Significance:	5
3.2. Practical Significance.....	6
3.3. Organizational Significance.....	6
3.4. National Significance	6

1. Introduction:

Over the last ten years, the growing entertainment sector has accelerated economic growth across multiple industries, developed new tourism opportunities, and elevated the cultural experience and competitiveness of various institutions. Combining the analysis and control dimensions of project management enables the optimal planning and coordination of resources and risks involved in entertainment projects. This provides organizations with the efficiency and effectiveness necessary to maximize the results of the events and the satisfaction of the stakeholders. It has also been recognized that the effectiveness of project management strongly correlates with the success of the organization.

For entertainment organizations, project management strains the control and the creative and innovative dimensions of the organization in the delivery of sustainable events. In Saudi Arabia, the expansion of the entertainment sector due to Vision 2030 has removed numerous barriers to the event services market, while the rapid growth of the sector has introduced a new range of challenges to the event services sector. As the entertainment sector manages complex projects with high levels of stakeholder engagement and advanced technologies, the success of entertainment organizations relies even more on the effectiveness of project management.

Sela Company has established a reputation for excellence in managing entertainment, cultural, and sporting events on a large scale, thus placing the Company among the top organizations in the Saudi entertainment industry. Given its long experience and strategic position in promoting the national development goals, this Company traverses the parameters of this study, which aims at analyzing the correlation between the effectiveness of project management and the success of an organization. This study, therefore, aims at examining the relationship between project management practices and operational efficiency and the satisfaction of stakeholders in the context of entertainment events organized by Sela Company. Additionally, it attempts to expand the literature on the project management and event management practices in Saudi Arabia.

2. Research problem:

Over the past several years, the entertainment industry in the Kingdom of Saudi Arabia has seen phenomenal growth due to the Saudi Vision 2030, which aims to improve the quality of life, diversify the economy, and develop the Kingdom's entertainment and cultural activities. As a result, entertainment events have become highly sophisticated, and, as such, require meticulous and integrated planning, efficient use of available resources, management of risk, collaboration with stakeholders, and the ability to monitor performance. In spite of the entertainment industry's rapid growth, many organizations still experience difficulties in achieving the successful execution of events within the prescribed limits of scope, time, costs, and quality (Al-Qahtani, 2023).

For the purpose of organizing and controlling highly complicated activities, project management has become one of the primary and fundamental managerial techniques. The modern body of knowledge with project management emphasizes that the effective practice of project management highly contributes to the design and delivery of services with low operational risks and a high level of satisfaction among stakeholders, as well as a high rate of successful projects (PMI, 2021). Despite this, the entertainment sector continues to experience difficulties in the application of project management due to the highly dynamic nature of events, the unpredictable nature of the stakeholders, and the time pressure that requires organizations to meet and exceed customer satisfaction (Kerzner, 2022).

Saudi entertainment sector firms are making more investments in large entertainment events to enhance their public involvement and aid in realizing national growth objectives. However, results from previous studies show that the success of an event is related to the effectiveness of project planning, communication management, resource management, risk management, and team management (الحربي، 2023 & عبدالله، 2022). Even with these conclusions, there is still a lack of empirical studies on project management and its contribution to the success of companies, particularly in Saudi entertainment firms.

Sela Company is one of the largest firms in the Saudi entertainment and event management sector, and it organizes all types of large entertainment, sports, and cultural events. The

many types and the complexity of these events require advanced project management in order to achieve the goals of the firm and the company's competitiveness. However, the contribution of the effectiveness of project management to the success of Sela Company is still largely unexplored in most academic works.

The lack of empirical studies on project management and its contribution to the success of entertainment firms in Saudi Arabia has created a research problem. More specifically, there is a need to explore how the dimensions of project management (planning, scheduling, risk management, communication, and performance monitoring) contribute to the success of a firm in terms of operational efficiency, stakeholder satisfaction, quality of services, and overall performance of the firm.

3. Significance of the Research:

This study derives its significance from the growing role of the entertainment sector in supporting economic diversification and social development in the Kingdom of Saudi Arabia. As entertainment events continue to expand within the framework of Saudi Vision 2030, organizations operating in this sector are increasingly required to manage complex projects with high efficiency, while achieving high levels of organizational performance and stakeholder satisfaction. Consequently, understanding the role of effective project management in achieving organizational success has become a practical and academic necessity.

3.1. Academic Significance:

From an academic perspective, this study contributes to enriching the current knowledge related to project and event management by examining the relationship between effective project management and organizational success in the entertainment events sector. While previous studies have explored project management practices in various sectors, research specifically focusing on entertainment events organizations in Saudi Arabia remains limited. Therefore, this study fills a significant gap in the literature by providing empirical evidence from a rapidly growing sector that has not received sufficient academic attention. Furthermore, this study contributes to understanding how project management principles are applied within the unique environment of entertainment events, characterized by high uncertainty, multiple stakeholders, strict deadlines, and extensive media exposure. By examining these relationships within the context of Sela

Company, the study expands upon existing theoretical discussions regarding organizational success factors and the effectiveness of project management in emerging industries.

3.2. Practical Significance

In practice, the findings of this study are expected to provide valuable insights for managers, project leaders, and decision-makers working in entertainment and event management organizations. The study may help organizations identify project management practices that significantly contribute to successful event execution, operational efficiency, stakeholder satisfaction, and organizational performance. The findings may also assist entertainment companies in improving their planning, scheduling, communication, risk management, and resource allocation processes. Additionally, the results can help organizations develop strategies that enhance project outcomes while aligning operational activities with broader organizational objectives.

3.3. Organizational Significance

This study is of particular importance to Sela Company, a leading organization operating in the Saudi entertainment sector. By examining the effectiveness of project management practices within the company, this research may provide evidence-based recommendations that support continuous improvement and organizational excellence. The findings may help identify strengths and areas for further development, contributing to enhanced performance and a sustainable competitive advantage.

3.4. National Significance

At the national level, this study supports the goals of Saudi Vision 2030 by contributing to the development of knowledge related to managing entertainment projects and events. As the entertainment sector continues to grow and attract local and international investment, improving project management effectiveness becomes critical to ensuring the successful delivery of high-quality events that enhance the Kingdom's global image and contribute to economic growth. Furthermore, the study may offer valuable insights to policymakers, government entities, and industry stakeholders seeking to strengthen the institutional capabilities of organizations operating in the entertainment sector. By promoting effective project management practices, the study contributes to broader efforts to improve organizational performance, raise service quality, and ensure the long-term sustainability of entertainment initiatives in Saudi Arabia.