

عنوان البحث

تأثير منهجية إدارة المشاريع الرشيقة على مشاريع الأتمتة الصناعية: دراسة حالة في قطاع النفط والغاز في المملكة العربية السعودية

Research Title

The Impact of Agile Project Management Methodology on Industrial Automation Projects: A Case Study of the Oil and Gas Sector in Saudi Arabia

إعداد الطالب/حسين عمار الاحمد

إشراف/

د. فايز علي جراد

د. الفيصل عبدالحميد محمد

العام الدراسي:

2024

Table of Contents

مقدمة	3
Introduction.....	4
Problem Statement.....	6
The Importance of the Study	7
Study Objectives	8
Study Questions.....	9
Hypotheses of Study	11
Previous Studies	12
Theoretical Framework.....	14
Methodology and Research Methods	16
Study Tools	18
Study Boundaries.....	19
References.....	21

مقدمة

مشهد إدارة المشاريع في الأتمتة الصناعية، خصوصًا في قطاع النفط والغاز في المملكة العربية السعودية، يخضع في الغالب لنموذج وترفول التقليدي. هذا النهج الخطي والمتتابع كان منذ زمن طويل المعيار بسبب مراحل المهيكلة وتنفيذه البسيط. ومع ذلك، فقد كشفت التعقيدات المتزايدة والطبيعة الديناميكية للمشاريع الصناعية عن العديد من القيود لنموذج وترفول، خاصة في مراحل مثل الاختبار، التي غالبًا ما تشهد معدلات تغير عالية بسبب التغيرات التنظيمية، والتقدم التكنولوجي، والمشاكل الفنية غير المتوقعة.

في السنوات الأخيرة، شهد قطاع النفط والغاز في المملكة العربية السعودية تقدمًا كبيرًا في تقنيات الأتمتة، مدفوعًا بالحاجة إلى زيادة الكفاءة، والسلامة، والإنتاجية. كانت الشركات الكبرى مثل أرامكو السعودية في طليعة تنفيذ هذه التقنيات، متبينة مشاريع طموحة تدمج الحلول الأتمتة المتقدمة. على الرغم من هذه التقدّمات، فإن صرامة نموذج وترفول تفرض تحديات كبيرة، مثل عدم المرونة في استيعاب التغيرات المتأخرة، والتأخر في اكتشاف المشكلات، وما ينتج عن ذلك من تجاوز التكاليف وتأخيرات في الجدول الزمني. تكون هذه التحديات واضحة بشكل خاص في الشركات الكبرى مثل أرامكو السعودية، حيث تكون المخاطر عالية والقدرة على التكيف في المشروع أمرًا حاسمًا.

على النقيض من ذلك، تقدم منهجيات إدارة المشاريع بالأسلوب الرشيق (Agile) بديلًا واعدًا. تركز Agile على التطوير التكراري، والتغذية الراجعة المستمرة، وتعاون أصحاب المصلحة، مما يعزز بيئة مشروع أكثر مرونة وتكيفًا. تسمح هذه المنهجية بإجراء تعديلات وتحسينات مستمرة، واكتشاف المشكلات في وقت مبكر، والتعامل الفعال مع التغيرات، مما يؤدي إلى تحسين نتائج المشروع المحتملة.

تهدف هذه الأطروحة إلى تقييم الفعالية المحتملة لمنهجيات إدارة المشاريع بالأسلوب الرشيق (Agile) في مشاريع الأتمتة الصناعية داخل قطاع النفط والغاز في المملكة العربية السعودية. نظرًا لعدم توفر دراسات حالة موجودة لـ Agile في هذا القطاع، سيستخدم البحث التحليل النظري والمحاكاة لمقارنة أداء منهجيات Agile وترفول. من خلال تطوير سيناريوهات مشاريع افتراضية بناءً على التحديات الواقعية التي تواجهها الشركات مثل أرامكو السعودية، ستقوم الدراسة بمحاكاة تنفيذ المشروع تحت كلتا المنهجيتين لتقديم تحليل مقارن لنتائجها.

تكمّن أهمية هذه الدراسة في قدرتها على تحويل ممارسات إدارة المشاريع داخل القطاع، مما يعزز مرونة المشاريع، وكفاءتها، ورضا أصحاب المصلحة. من خلال معالجة التحديات المحددة المرتبطة بنموذج وترفول واستكشاف الفوائد النظرية لمنهجيات Agile، تهدف هذه الأبحاث إلى تقديم رؤى عملية وتوصيات عملية لتحسين إدارة المشاريع في مشاريع الأتمتة الصناعية في المملكة العربية السعودية.

في النهاية، تسعى هذه الدراسة إلى المساهمة في المعرفة الواسعة في منهجيات إدارة المشاريع، مما يوفر وجهات نظر قيمة يمكن تطبيقها ليس فقط داخل قطاع النفط والغاز، ولكن أيضًا في صناعات أخرى تواجه تحديات مماثلة.

Introduction

The landscape of project management in industrial automation, particularly within the oil and gas sector in Saudi Arabia, is predominantly governed by the traditional Waterfall model. This linear and sequential approach has long been the standard due to its structured phases and straightforward implementation. However, the evolving complexities and dynamic nature of industrial projects have exposed several limitations of the Waterfall model, especially in phases like testing, which often experience high rates of change due to regulatory shifts, technological advancements, and unforeseen technical issues.

In recent years, the oil and gas sector in Saudi Arabia has witnessed significant advancements in automation technologies, driven by the need for increased efficiency, safety, and productivity. Major companies like Saudi Aramco have been at the forefront of implementing these technologies, undertaking ambitious projects that integrate advanced automation solutions. Despite these advancements, the rigidity of the Waterfall model poses significant challenges, such as inflexibility in accommodating late-stage changes, delayed detection of issues, and resultant cost overruns and schedule delays. These challenges are particularly pronounced in major oil and gas companies like Saudi Aramco, where the stakes are high, and project adaptability is crucial.

In contrast, Agile project management methodologies offer a promising alternative. Agile emphasizes iterative development, continuous feedback, and stakeholder collaboration, fostering a more flexible and adaptive project environment. This methodology allows for continuous adjustments and improvements, early issue detection, and efficient handling of changes, potentially leading to improved project outcomes.

This thesis aims to evaluate the potential effectiveness of Agile project management methodologies in industrial automation projects within Saudi Arabia's oil and gas sector. Given the unavailability of existing Agile case studies in this sector, the research will employ theoretical analysis and simulation to compare the performance of Agile and Waterfall methodologies. By developing hypothetical project scenarios based on real-world challenges faced by companies like Saudi Aramco, the study will simulate project execution under both methodologies to provide a comparative analysis of their outcomes.

The significance of this study lies in its potential to transform project management practices within the sector, enhancing project flexibility, efficiency, and stakeholder satisfaction. By addressing the specific challenges associated with the Waterfall model and exploring the theoretical benefits of Agile methodologies, this research aims to offer actionable insights and practical recommendations for improving project management in industrial automation projects in Saudi Arabia.

Ultimately, this study seeks to contribute to the broader body of knowledge on project management methodologies, providing valuable perspectives that can be applied not only within the oil and gas sector but also in other industries facing similar challenges.

Problem Statement

In Saudi Arabia, the predominant project management methodology for industrial automation projects is the traditional Waterfall model. This model, characterized by its linear and sequential approach, often leads to significant challenges, particularly in phases requiring high adaptability, such as the testing phase.

Specific Challenges in the Waterfall Model:

1. **Inflexibility:** The Waterfall model's rigid structure does not accommodate changes easily once a phase is completed. This is problematic in dynamic industrial environments where new requirements or unforeseen issues frequently arise during the project lifecycle.
2. **High Change Rates During Testing:** Industrial automation projects in Saudi Arabia experience high change rates during the testing phase due to evolving regulatory standards, technological advancements, and unforeseen technical issues. The Waterfall model's sequential nature makes implementing these changes time-consuming and costly.
3. **Delayed Detection of Issues:** Since testing occurs late in the Waterfall model, issues are often detected at the end of the project lifecycle. This can lead to extensive rework and delays as the project must revisit and modify completed phases to address these problems.
4. **Cost Overruns and Schedule Delays:** The extensive rework required to address late-stage changes often results in cost overruns and schedule delays. This is particularly problematic in the industrial automation sector, where projects are complex and time-sensitive.

The Importance of the Study

The significance of this study lies in its potential to transform the project management landscape within the industrial automation sector in Saudi Arabia. Currently, the widespread use of the Waterfall model poses several challenges, including inflexibility, delayed issue detection, and costly late-stage changes. These challenges are particularly pronounced in the testing phase, where high change rates are common due to evolving regulations, technological advancements, and unforeseen technical issues.

Evaluating the potential effectiveness of Agile project management methodologies in this context is crucial for several reasons:

1. **Enhancing Project Flexibility:** Agile methodologies promote a flexible and adaptive approach to project management. This study can demonstrate how such flexibility could benefit industrial automation projects by allowing for continuous adjustments and improvements throughout the project lifecycle.
2. **Improving Efficiency and Reducing Costs:** By integrating testing and feedback into every iteration, Agile methodologies can help detect and address issues early, thereby reducing the need for extensive rework. This can lead to significant cost savings and more efficient project execution.
3. **Contributing to Project Management Knowledge:** This study will contribute to the broader body of knowledge on project management methodologies, offering insights and practical recommendations that can be applied not only in Saudi Arabia but also in similar industrial contexts worldwide.
4. **Facilitating Better Stakeholder Engagement:** Agile methodologies emphasize continuous stakeholder involvement and feedback, which can lead to better project alignment with stakeholder needs and expectations. This can improve project outcomes and satisfaction levels among stakeholders.

Study Objectives

The primary objective of this study is to evaluate the potential effectiveness of Agile project management methodologies in industrial automation projects within the context of oil and gas project in Saudi Arabia. This overarching goal can be broken down into the following specific objectives:

1. Assess the Limitations of the Waterfall Model:

- Identify and analyze the specific challenges and limitations associated with the use of the Waterfall model in industrial automation projects in Saudi Arabia.

2. Evaluate Agile Methodologies:

- Investigate the principles and practices of Agile project management methodologies and their theoretical applicability to industrial automation projects.
- Compare the Agile approach to the Waterfall model in terms of flexibility, efficiency, and adaptability through a theoretical analysis.

3. Perform Theoretical Analysis:

- Conduct a theoretical analysis of how Agile methodologies could be implemented in industrial automation projects in Saudi Arabia.
- Use hypothetical scenarios and models to illustrate potential outcomes and benefits.

4. Identify Best Practices:

- Identify best practices for the potential implementation of Agile methodologies in industrial automation projects based on theoretical analysis and existing literature.
- Develop a framework or set of guidelines for effectively transitioning from Waterfall to Agile methodologies in this sector.

5. Provide Recommendations:

- Provide practical recommendations for project managers and organizations in Saudi Arabia on how to potentially adopt and integrate Agile methodologies into their industrial automation projects.
- Suggest strategies for overcoming potential barriers to Agile adoption and ensuring successful theoretical implementation.

By achieving these objectives, the study aims to demonstrate the potential benefits of Agile methodologies and offer actionable insights that can enhance the management and execution of industrial automation projects in Saudi Arabia.

Study Questions

To comprehensively evaluate the potential effectiveness of Agile project management methodologies in industrial automation projects within Saudi Arabia, this study will address the following key questions:

1. **What are the specific challenges associated with the use of the Waterfall model in industrial automation projects in Saudi Arabia?**
 - How do these challenges impact project flexibility, efficiency, and overall outcomes?
 - What are the implications of high change rates during the testing phase in these projects?
2. **How can Agile project management methodologies address the limitations of the Waterfall model in industrial automation projects?**
 - In what ways can Agile methodologies provide greater flexibility and adaptability in managing these projects?
 - How can continuous feedback and iterative processes within Agile methodologies help in early detection and resolution of project issues?
3. **What are the theoretical benefits of implementing Agile methodologies in industrial automation projects in Saudi Arabia?**
 - How can Agile practices potentially improve project efficiency and reduce costs?
 - What impact can Agile methodologies have on project timelines and stakeholder satisfaction?
4. **What best practices can be identified for the potential implementation of Agile methodologies in industrial automation projects?**
 - What are the critical success factors for transitioning from Waterfall to Agile methodologies in this sector?
 - What strategies can be employed to overcome potential barriers to Agile adoption in industrial automation projects?
5. **How can Agile methodologies support better integration of new technologies and innovations in industrial automation projects?**
 - What frameworks or guidelines can be developed to ensure the successful incorporation of technological advancements within Agile-managed projects?
 - How can Agile methodologies help projects remain competitive and relevant in the rapidly evolving industrial automation sector?

6. What are the potential challenges and limitations of adopting Agile methodologies in the context of industrial automation projects in Saudi Arabia?

- How can these challenges be mitigated or addressed through effective change management and training programs?
- What lessons can be learned from other industries and contexts where Agile has been successfully implemented?

Hypotheses of Study

The study will explore the following hypotheses to evaluate the potential effectiveness of Agile project management methodologies in industrial automation projects in Saudi Arabia:

1. **Hypothesis 1:** Agile project management methodologies can provide greater flexibility and adaptability in managing industrial automation projects compared to the Waterfall model.
2. **Hypothesis 2:** The use of Agile methodologies can lead to earlier detection and resolution of project issues, reducing the overall need for extensive rework during the later stages of the project lifecycle.
3. **Hypothesis 3:** Implementing Agile methodologies in industrial automation projects can result in improved project efficiency, leading to reduced costs and shorter project timelines.
4. **Hypothesis 4:** Agile methodologies can enhance stakeholder engagement and satisfaction by promoting continuous feedback and iterative improvements throughout the project lifecycle.
5. **Hypothesis 5:** The theoretical application of Agile methodologies in industrial automation projects in Saudi Arabia can provide a framework for better integration of new technologies and innovations, maintaining project competitiveness and relevance.

Previous Studies

Overview of Existing Research

Numerous studies have been conducted to evaluate the effectiveness of Agile project management methodologies across various industries. These studies provide a comprehensive understanding of the benefits and challenges associated with Agile practices and offer insights into their potential applicability in the industrial automation sector.

1. **Agile Methodologies in Software Development:** The majority of research on Agile methodologies has been conducted in the software development industry, where Agile practices such as Scrum and Kanban have demonstrated significant improvements in project flexibility, efficiency, and stakeholder satisfaction (Mohammed A. Bindrees, Robert J. Pooley, Idris S. Ibrahim, Nick K. Taylor, October 2014). These studies highlight the iterative nature of Agile methodologies, enabling continuous feedback and adaptation throughout the project lifecycle.
2. **Agile in Manufacturing and Engineering:** Studies exploring the application of Agile methodologies in manufacturing and engineering projects indicate that Agile can enhance project responsiveness and adaptability (Rashina Hoda · James Noble · Stuart Marshall, 2011). These studies emphasize the importance of cross-functional teams and iterative development in managing complex projects with evolving requirements.
3. **Comparative Analysis of Waterfall and Agile:** Comparative studies between Waterfall and Agile project management methodologies reveal that Agile approaches offer superior flexibility and stakeholder engagement (Syed Akhter Hossain ,A B M Moniruzzaman, July 2013). However, these studies also acknowledge the challenges of transitioning from traditional models to Agile, particularly in industries with established rigid structures.
4. **Challenges in Agile Adoption:** Research on the challenges of Agile adoption identifies common barriers such as resistance to change, lack of Agile expertise, and difficulty in aligning Agile practices with existing organizational processes (Renuka Pawar,

Radha Shankarmani, S. S. Mantha, October 2012). These studies suggest that effective change management strategies and comprehensive training programs are critical for successful Agile implementation.

Specific Context in Saudi Arabia

In Saudi Arabia, particularly in large-scale industrial projects managed by major companies like Saudi Aramco, there has been a tendency to adhere strictly to the Waterfall model without adequately considering evolving customer requirements and stakeholder feedback. This approach often leads to significant challenges in adapting to new regulatory standards, technological advancements, and unforeseen technical issues that arise during project execution.

Gaps in Existing Research

Despite the extensive body of research on Agile methodologies, there is a notable gap in studies focusing on the application of Agile in industrial automation projects in Saudi Arabia, especially considering the unique requirements and operational context of key players like Saudi Aramco. This study aims to fill this gap by providing a theoretical analysis of Agile methodologies in this context, offering insights and recommendations for potential implementation.

Theoretical Framework

The theoretical framework for this study will be based on the integration of Agile project management methodologies within the context of industrial automation projects in Saudi Arabia, particularly focusing on the oil and gas sector. The framework will explore how Agile practices can be adapted and applied to meet the unique challenges faced by major companies such as Saudi Aramco, which dominate the industrial landscape in the region.

Key Theories and Models

1. Agile Project Management (APM) Theory:

- **Principles:** Agile project management is founded on principles such as iterative development, customer collaboration, and responsiveness to change. These principles enable continuous improvement and flexibility in project execution.
- **Practices:** Agile practices include regular sprints, daily stand-ups, iterative development cycles, and continuous stakeholder engagement. These practices are designed to foster adaptability and rapid response to evolving project requirements.

2. Change Management Theory:

- **Lewin's Change Management Model:** This model involves three stages: unfreezing (preparing for change), changing (implementing change), and refreezing (solidifying change). This theory can help in understanding how to manage the transition from Waterfall to Agile methodologies within large industrial organizations.
- **Kotter's 8-Step Change Model:** Kotter's model emphasizes creating urgency, building a guiding coalition, developing a vision, and anchoring new approaches in the organizational culture. This model can provide a roadmap for Agile adoption in Saudi Arabia's oil and gas sector.

Application to Industrial Automation in Oil and Gas

1. Contextual Challenges:

- **Regulatory Environment:** The oil and gas sector in Saudi Arabia is heavily regulated. Agile methodologies need to be adapted to comply with strict regulatory requirements while maintaining flexibility and responsiveness.
- **Complexity of Projects:** Industrial automation projects in oil and gas are complex, involving multiple stakeholders, advanced technologies, and substantial investments.

Agile's iterative approach can help manage this complexity by breaking down projects into manageable sprints.

2. Adaptation of Agile Practices:

- **Iterative Development:** Implementing iterative cycles in project execution can help manage changes more effectively, especially during the testing phase where high change rates are observed.
- **Continuous Feedback:** Regular feedback loops involving key stakeholders, including regulatory bodies and technology partners, can ensure that the project remains aligned with the latest requirements and standards.
- **Cross-Functional Teams:** Forming cross-functional teams that include members with expertise in regulatory compliance, technology, and project management can enhance collaboration and innovation.

3. Case Study Considerations:

- **Hypothetical Scenarios:** Due to the unavailability of existing Agile case studies in this sector, the study will use hypothetical scenarios to illustrate the potential application and benefits of Agile methodologies. These scenarios will be based on real-world challenges and requirements of companies like Saudi Aramco.
- **Theoretical Analysis:** The analysis will focus on how Agile practices can theoretically improve project outcomes, such as reducing rework, enhancing flexibility, and ensuring timely delivery of automation solutions.

4. Potential Benefits:

- **Enhanced Flexibility:** Agile methodologies can provide the flexibility needed to adapt to changing project requirements and regulatory standards.
- **Early Issue Detection:** By integrating testing and feedback into every iteration, Agile practices can help identify and resolve issues early, reducing the risk of costly delays and rework.
- **Improved Stakeholder Satisfaction:** Continuous engagement with stakeholders ensures that their needs and expectations are consistently met, leading to higher satisfaction and better project alignment.

Methodology and Research Methods

Qualitative Research through Expert Interviews

Objective: The objective of this methodology is to gather insights from industry experts on the applicability and potential benefits of Agile project management methodologies in industrial automation projects within the context of Saudi Arabia's oil and gas sector. This approach will provide a comprehensive understanding of the real-world challenges and opportunities associated with Agile practices in this industry.

Approach: This research method involves conducting semi-structured interviews with key stakeholders in the oil and gas sector, including project managers, engineers, and other relevant professionals. The interviews will explore their experiences, opinions, and perceptions regarding the use of Agile and Waterfall methodologies in industrial automation projects.

Steps:

1. Develop Interview Guide:

- Create a set of open-ended questions focused on Agile and Waterfall methodologies, project management challenges, and potential benefits of Agile practices.
- Ensure questions cover various aspects of project execution, including planning, development, testing, and stakeholder engagement.

2. Recruit Participants:

- Identify and recruit participants with relevant experience in industrial automation projects within the oil and gas sector in Saudi Arabia.
- Target project managers, engineers, and other key stakeholders from major companies such as Saudi Aramco.

3. Conduct Interviews:

- Schedule and conduct semi-structured interviews with the selected participants.
- Record and transcribe the interviews to ensure accurate data collection.

4. Data Collection:

- Gather qualitative data from the interview responses, focusing on key themes and insights related to the use of Agile and Waterfall methodologies.

5. Data Analysis:

- Use thematic analysis to identify common themes and patterns in the interview responses.
- Analyze the data to understand the challenges, benefits, and potential applications of Agile methodologies in industrial automation projects.

6. Interpretation of Results:

- Interpret the findings to assess the potential benefits and challenges of implementing Agile methodologies in industrial automation projects.
- Identify specific areas where Agile practices can provide significant advantages over the Waterfall model.

7. Validation:

- Validate the findings through expert review and feedback from industry professionals.
- Incorporate any additional insights or adjustments based on expert input to refine the conclusions.

Expected Outcomes: The qualitative research through expert interviews is expected to provide valuable insights into the real-world applicability of Agile methodologies in industrial automation projects. By understanding the perspectives of industry professionals, this study aims to highlight the benefits of Agile practices in terms of flexibility, early issue detection, cost efficiency, and stakeholder engagement.

Study Tools

To effectively conduct the qualitative research through expert interviews, this study will utilize a range of accessible and user-friendly tools designed to facilitate data collection, analysis, and interpretation. These tools are essential for gathering and analyzing qualitative data from industry experts.

Study Tools

1. Interview Guide:

- A structured set of open-ended questions developed to guide the semi-structured interviews.
- The guide will ensure consistency and comprehensiveness in data collection.

2. Data Analysis Software:

- **Microsoft Excel:**
 - Used for organizing and analyzing qualitative data.
 - Allows for coding and thematic analysis to identify common themes and patterns.

3. Survey Tools:

- **Google Forms:**
 - Used to create and distribute structured questionnaires to gather additional insights from a larger sample of industry professionals.
 - Facilitates easy data collection and compilation.

Study Boundaries

Objective: To clearly define the scope and limitations of the study, ensuring that the research is focused and manageable. This section outlines the boundaries within which the study will be conducted, specifying what is included and excluded from the analysis.

Study Boundaries

1. Scope of the Study:

- **Geographical Focus:**

- The study is focused on industrial automation projects within Saudi Arabia, specifically in the oil and gas sector.

- **Industry Focus:**

- The primary focus is on major oil and gas companies, such as Saudi Aramco, which dominate the industrial automation landscape in Saudi Arabia.

2. Methodological Boundaries:

- **Qualitative Analysis:**

- The study will conduct qualitative analysis using expert interviews rather than empirical case studies.
- This approach is necessary due to the unavailability of existing Agile case studies in the industrial automation sector.

- **Data Collection:**

- The research relies on qualitative data gathered from industry experts to model project execution under Agile and Waterfall methodologies.
- Real-world implementation and outcomes will not be directly observed or measured.

3. Data Sources:

- **Literature and Reports:**

- Data will be sourced from existing academic literature, industry reports, and expert input.

- Primary data collection through real-world project observations is not included.
- **Expert Opinions:**
 - Expert input will be gathered through interviews and surveys to inform the scenarios and validate assumptions.

4. Limitations:

- **Generalizability:**
 - The findings from this study may not be directly generalizable to other sectors or regions outside of Saudi Arabia's oil and gas industry.
- **Qualitative Constraints:**
 - While qualitative research provides valuable insights, it may not capture all real-world complexities and nuances of project execution.
 - Assumptions made during the analysis may influence the outcomes and should be interpreted with caution.

5. Time Frame:

- **Project Timelines:**
 - The study will simulate projects with typical durations and timelines relevant to industrial automation in the oil and gas sector.
 - Long-term outcomes and benefits of Agile methodologies will be inferred rather than observed over extended periods.

References

1. Mohammed A. Bindrees, Robert J. Pooley, Idris S. Ibrahim, Nick K. Taylor , (2014). *Re-Evaluating Media Richness Theory in Software Development Settings*. Retrieved from [Scientific Research Publishing \(SCIRP\)](#)
2. Rashina Hoda · James Noble · Stuart Marshall (2011). Developing a grounded theory to explain the practices of self-organizing Agile teams. Retrieved from [ResearchGate](#)
3. Syed Akhter Hossain ,A B M Moniruzzaman, (2013). Comparative Study on Agile software development methodologies. Retrieved from [ResearchGate](#)
4. Renuka Pawar, Radha Shankarmani, S. S. Mantha, (2012). *Agile Methodology Adoption: Benefits and Constraints*. Retrieved from [ResearchGate](#)
5. PMI (Project Management Institute). (2017). *A Guide to the Project Management Body of Knowledge (PMBOK Guide) (6th ed.)*. Retrieved from PMI
6. Aramco Standard for Oil and Gas project execution guide (2021). *Project Execution Guide for Process Automation Systems*. Saudi Aramco. Retrieved from [Saudi Aramco](#)
7. Robert K. Wysocki (2019). *Effective Project Management: Traditional, Agile, Extreme, Hybrid*. Retrieved from [google books](#)
8. Serrador, P., & Pinto, J. K. (2015). Does Agile Work? A Quantitative Analysis of Agile Project Success. *International Journal of Project Management*. Retrieved from [ScienceDirect](#)
9. Honeywell Process automation (2024) , *global project management methodology*. Retrieved from [Honeywell process automation](#)