

Midocean University

Faculty of Management

Department/ Specialization



Project title

**Project risk management strategies and their impact
on achieving organizational strategic goals**

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10

1. Chapter 3: Research Methodology

1.1. Introduction

This chapter outlines the methodological framework utilized for the field study and to test the impact of project risk management strategies on the achievement of strategic organizational objectives.

1.2. Operational definitions for research variables

To transform abstract theoretical concepts into measurable empirical indicators, the research variables are operationally defined as follows:

The Independent Variable: Project Risk Management (PRM) Strategies

PRM strategies are operationally defined as the structural behaviors and actions implemented by organizations to manage uncertainties and risks at the project level. This construct is measured across four sub-dimensions:

- Risk Avoidance: The frequency and structural capacity of the organization to alter project plans, scopes, or technical trajectories to completely eliminate identified threats.
- Risk Mitigation: The operational practices actively aimed at lowering the likelihood of a risk occurring or reducing its negative impact on project constraints (time, cost, quality).
- Risk Transfer: The institutional reliance on outsourcing, legal subcontracts, or insurance mechanisms to shift the financial and operational liability of risks to external third parties.
- Risk Acceptance: The deliberate strategy of absorbing and tolerating risk consequences, operationally monitored by the actual presence and formal allocation of financial and temporal contingency reserves.

The Dependent Variable: Achievement of Strategic Objectives

- This variable is operationally defined as the level of success an organization exhibits in realizing its long-term goals, corporate governance targets, and strategic initiatives through its project portfolios. It is measured via the following organizational performance benchmarks:
- Resource Allocation Efficiency: The optimal distribution of financial and human capital without wasting funds on non-viable or strategically irrelevant projects.
- Strategic Alignment Rate: The degree to which completed projects successfully deliver the capabilities and infrastructure required to fulfill the organization's 21st-century vision.
- Reputational and Sustainability Protection: The preservation of corporate market value, institutional reputation, and business continuity over the long term within highly volatile environments.

1.3. Research design (research onion)

This study adopts the structural framework of Saunders' Research Onion to ensure methodological alignment from abstract philosophy down to operational tools:

- Research Approach: "To effectively investigate the dynamic relationship between **project risk management strategies** and their impact on **achieving organizational strategic goals**, this study adopts the **descriptive analytical approach**. This methodology is uniquely suited for the study's scope, as it extends beyond the mere surface-level documentation of risk management practices. It provides a comprehensive, systematic description of contemporary risk strategies while simultaneously analyzing their underlying mechanisms. By deploying this approach, the study can break down complex organizational variables, evaluate their current deployment, and critically analyze how proactive risk mitigation directly correlates with the realization of long-term strategic objectives."
- Research Strategy: A Survey Strategy is deployed. Data is collected through a standardized and structured questionnaire distributed to a targeted sample population, enabling quantitative generalizations.
- Research Choice: A Mono-method Quantitative design is chosen. The study focuses entirely on statistical data collected through the survey instrument to address the research questions.
- Time Horizon: A Cross-Sectional time horizon is applied. Data is collected from the study population at a single point in time (during the current year, 2026), representing a realistic snapshot of current management practices.
- Techniques and Procedures: This layer involves distributing the questionnaire electronically and via fieldwork to relevant managers, followed by data coding, entry, and analysis using statistical software.

1.4. Research population & Sampling methods and technique

The target population comprises management professionals bridging operational execution and strategic planning within contemporary organizations operating in developing environments (specifically the Saudi-Arabia region). This includes: Senior Executives, Strategic Planning Directors, Portfolio Managers, and Project Managers.

1.5. Data collection method

Primary data collection is executed through a **Structured Questionnaire**, explicitly designed and peer-reviewed (validated by expert arbitrators) for this study. The questionnaire is divided into three primary sections:

1. **Demographic Data:** Capturing respondent position, years of experience, organization size, and sector.
2. **Independent Variable Core:** Items measuring the implementation level of risk avoidance, mitigation, transfer, and acceptance strategies.
3. **Dependent Variable Core:** Items measuring the organization's success rate in achieving its overarching strategic objectives.

1.6. Types of data

To achieve a holistic empirical evaluation, two distinct types of data are gathered and modeled:

- **Primary Data:** Raw quantitative data collected directly for the first time from the target sample via the survey questionnaire to capture actual, current perceptions and practices regarding risk management and strategic success for the year 2026.
- **Secondary Data:** Documentary and foundational data extracted from academic literature, previous studies, administrative textbooks, and corporate governance annual reports. Secondary data is used to ground the research problem and construct its theoretical framework.
- **Sample Size:** The study aims to draw a representative sample ranging from 10 to 50 qualified respondents from the selected organizations to ensure the statistical capacity necessary for regression modeling.

1.7. Statistical analysis procedures

The collected quantitative data is processed, coded, and analyzed using the Statistical Package for the Social Sciences (SPSS), applying the following statistical tools (Descriptive Statistics):

Frequencies, percentages, arithmetic means, and standard deviations will be calculated to determine demographic profiles and answer Sub-questions 1 and 2 regarding the current application level of risk strategies and strategic success.

1.8. Conclusion

This chapter lays out a detailed methodological roadmap for evaluating the impact of project risk management strategies on achieving an organization's strategic objectives. The study employs a descriptive analytical approach, implemented through a single-method, cross-sectional quantitative survey design to collect data from regional management professionals during 2026. By translating key independent and dependent variables into measurable empirical indicators and integrating primary survey data with core academic literature, the framework ensures high reliability and structural consistency. Ultimately, detailed sampling techniques and data processing procedures using SPSS software provide a powerful empirical engine for analyzing field data, testing research hypotheses, and answering the study's central questions, which will be addressed in the subsequent analysis chapter.

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Appendix

Questioner:

Part 1: Implementation Level - How frequently does your organization perform a formal risk assessment before initiating a new project?

- ☐ Always
- ☐ Often
- ☐ Sometimes
- ☐ Rarely
- ☐ Never

To what extent are project risk mitigation plans documented and communicated to stakeholders?

- ☐ Comprehensive and formal
- ☐ Informal but documented
- ☐ Verbal communication only
- ☐ Minimal communication
- ☐ None

How often do your organization review and update its risk register during the project lifecycle?

- ☐ Continuously
- ☐ Monthly
- ☐ Quarterly
- ☐ Only at project end
- ☐ Never

Part 2: Strategic Success - How effective is your organization in meeting its defined financial performance targets?

- ☐ Extremely effective
- ☐ Very effective
- ☐ Moderately effective
- ☐ Slightly effective
- ☐ Not effective

To what degree has your organization successfully entered or expanded into intended target markets?

- ☐ Fully achieved
- ☐ Largely achieved
- ☐ Partially achieved
- ☐ Minimal achievement
- ☐ No achievement

How would you rate the organization's ability to maintain a competitive advantage in the current market?

- Superior
- Strong
- Average
- Below average
- Weak

Part 3: Correlation & Impact - Do you believe that rigorous risk management directly enables the realization of strategic business goals?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

How often does a failure in risk management directly result in missing a key strategic milestone?

- Very frequently
- Frequently
- Occasionally
- Rarely
- Never

To what extent do you agree that investment in risk management processes improves overall strategic decision-making?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Overall, what is the impact level of effective project risk management on your organization's ability to achieve its strategic objectives? (1: Minimal impact, 10: Crucial impact)

1	2	3	4	5	6	7	8	9	10
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