

## نموذج

### مشروع خطة أطروحة للتسجيل لدرجة الدكتوراه

العنوان باللغة العربية:

تأثير مكاتب إدارة المشاريع على الخطة الاستراتيجية في القطاع الخاص  
السعودي  
( دراسة ميدانية )

ب. العنوان باللغة الإنجليزية:

**The Impact of Project Management Offices on Strategic  
Plan in the Saudi Private Sector  
(Field Study)**

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1446هـ - 2024 م

## مقدمة الدراسة

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

قواعد الكتابة والمراجع وفقاً نظام جمعية علم النفس الأمريكية APA (الإصدار السابع)

**American Psychological Association (APA) Edition 7<sup>th</sup>**

The project management office (PMO) is essential in implementing an organization's strategic plan, ensuring coherence with long-term objectives. The PMO faces the challenge of identifying projects that are in harmony with the organizational strategy; however, its influence can effectively mitigate this issue. .(1)

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

In the current dynamic business landscape, it is essential for organizations to be both agile and strategic in order to meet their objectives. This necessity is especially pronounced in the context of an ambitious long-term initiative aimed at diversifying the economy, enhancing public service sectors, and increasing the participation of Saudi citizens in the workforce. A vital element in achieving these aspirations is the effective alignment of organizational projects with the broader strategic framework. This is where Project Management Offices (PMOs) become instrumental. Functioning as centralized entities that oversee project management practices, PMOs are crucial in the selection, governance, and execution of projects that drive the organization toward its strategic goals. (2)

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

The risks associated with PMOs become apparent when organizations fail to integrate service management and project management into a cohesive platform. This lack of integration can lead to inadequate transparency and communication, resulting in isolated operations that hinder growth and success. When organizations handle tickets, change management, and projects independently, the repercussions can be extensive. (3)

While resource optimization is a primary goal of the PMO, other critical areas include communication, tracking, and information sharing. Utilizing a unified platform can address these challenges effectively. Consolidating all operations into a single platform enhances visibility across the entire organization, allowing for a comprehensive overview through a single dashboard. This integration enables the PMO to gain insights into broader operations, fostering a more collaborative team environment. Advanced project management methodologies can assist PMOs in adapting to evolving strategic directions, ensuring alignment with the organization's overall business strategy and demonstrating their value in achieving strategic goals. (3)

The article delves into the significant role of PMOs in shaping an organization's strategic plan and their alignment with Saudi Vision 2030, exploring their functions, impacts, and future implications. Saudi Vision 2030 represents a significant benchmark in the pursuit of strategic goals, underscoring critical pillars such as economic diversification, social inclusion, and sustainability. Project offices are instrumental in converting these pillars into concrete projects and initiatives, facilitating effective resource allocation, coordination, and risk management. (3)

By aligning with the core tenets of Saudi Vision 2030, project offices can play a crucial role in achieving these objectives. The risks associated with PMOs become evident when organizations do not unify their service management and project management efforts. This disconnection can lead to insufficient transparency and communication, creating silos that impede growth and success. When organizations manage tickets, change management, and projects in isolation, the consequences can be significant. While resource optimization is a key focus of the PMO, other important areas include communication, tracking, and information transfer. Implementing a single platform can effectively address these issues. (3)

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

يراعى استخدام الأرقام العربية وليست الهندية

## مشكلة الدراسة وأسئلتها: (في حدود 500 كلمة)

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

(يمكن أن تتضمن الدراسة الأستطلاعية التي ترتبط بمشكلة الدراسة )  
قواعد الكتابة والمراجع وفقاً نظام جمعية علم النفس الأمريكية APA (الإصدار السابع)  
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### **Research Problem:**

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

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

### **Research Questions:**

#### The main n Question:

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

#### Sub-Questions:

- What methods can PMOs utilize to ensure project portfolios are in sync with organizational strategic objectives?
- How can PMOs evaluate the influence of projects on the fulfillment of strategic targets & key performance indicators (KPIs)?
- What approaches can PMOs adopt to encourage a culture of innovation and flexibility?

يراعى استخدام الأرقام العربية وليست الهندية

## أهمية الدراسة (النظرية والتطبيقية):

This study is important for several reasons:

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

## أهداف الدراسة:

(يراعى عند كتابة هدف الدراسة قاعدة SMART وهي )

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

To address your study objectives regarding the role of Project Management Offices (PMOs) in aligning project portfolios with organizational strategic objectives, consider the following methods and approaches:

## 1. Ensuring Portfolio Alignment with Strategic Objectives

- **Portfolio Prioritization:** Establish criteria to evaluate and prioritize projects based on their alignment with strategic goals. Regularly review and adjust the project portfolio to ensure ongoing alignment.
- **Strategic Alignment Frameworks:** Utilize frameworks such as the Balanced Scorecard or Strategy Maps to visualize and measure how projects contribute to strategic objectives.
- **Stakeholder Engagement:** Involve stakeholders in discussions about strategic priorities and ensure that project selection processes reflect these priorities.
- **Regular Review Cycles:** Conduct periodic reviews of project performance and alignment with strategic goals, making necessary adjustments to portfolios as strategic objectives evolve.

## 2. Evaluating Influence of Projects on Strategic Targets & KPIs

- **Performance Metrics:** Develop key performance indicators (KPIs) that correlate directly with strategic objectives and use them to assess project performance.
- **Benefits Realization Management:** Implement a benefits realization framework to monitor, measure, and report the actual benefits versus planned benefits of projects.
- **Value Analysis:** Conduct value analyses of ongoing projects to determine their impact on achieving strategic goals, using both qualitative and quantitative data.
- **Dashboards and Reporting Tools:** Incorporate real-time dashboards that visualize project metrics and their alignment with strategic KPIs, facilitating easier tracking and evaluation.

## 3. Encouraging a Culture of Innovation and Flexibility

- **Empowered Teams:** Create an environment where teams feel empowered to experiment and innovate, encouraging them to take calculated risks in the pursuit of strategic objectives.
- **Agile Methodologies:** Adopt agile project management practices that promote flexibility, iterative development, and responsiveness to change.
- **Innovation Programs:** Establish formal initiatives, such as innovation labs or idea management platforms, to encourage and capture innovative ideas from employees across the organization.
- **Training and Development:** Offer training programs that focus on creative problem-solving, design thinking, and other methodologies that foster innovation and adaptability.

By employing these methods, PMOs can effectively ensure that project portfolios are aligned with the strategic objectives of the organization, evaluate the influence of projects on key performance indicators, and foster a culture conducive to innovation and flexibility.

## فرضيات الدراسة:

Here are some potential study hypotheses that can be formulated based on your study objectives regarding the role of PMOs in aligning project portfolios with organizational strategic objectives:

### Hypotheses for Study Objectives

#### 1. Ensuring Portfolio Alignment with Strategic Objectives

- **Hypothesis 1:** Project portfolios managed by PMOs that utilize a formal portfolio prioritization framework are more likely to achieve alignment with organizational strategic objectives compared to those that do not.
- **Hypothesis 2:** The frequency of strategic review cycles conducted by PMOs positively correlates with the successful alignment of projects with the organization's strategic goals.

#### 2. Evaluating Influence of Projects on Strategic Targets & KPIs

- **Hypothesis 3:** PMOs that implement a benefits realization management framework will have significantly better project outcomes related to strategic targets compared to those that do not utilize such a framework.
- **Hypothesis 4:** There is a positive relationship between the implementation of performance metrics linked to strategic objectives and the overall effectiveness of project execution in meeting key performance indicators (KPIs).

#### 3. Encouraging a Culture of Innovation and Flexibility

- **Hypothesis 5:** PMOs that adopt agile methodologies are more likely to foster a culture of innovation and flexibility among project teams compared to traditional project management approaches.
- **Hypothesis 6:** Organizations with formal innovation programs supported by their PMOs will report higher levels of employee engagement and creativity in project execution than those without such programs.

These hypotheses can serve as a foundation for further research, assessments, and analysis, providing a structured approach to examining the effectiveness of PMOs in maintaining strategic alignment, evaluating project impacts, and fostering innovation.

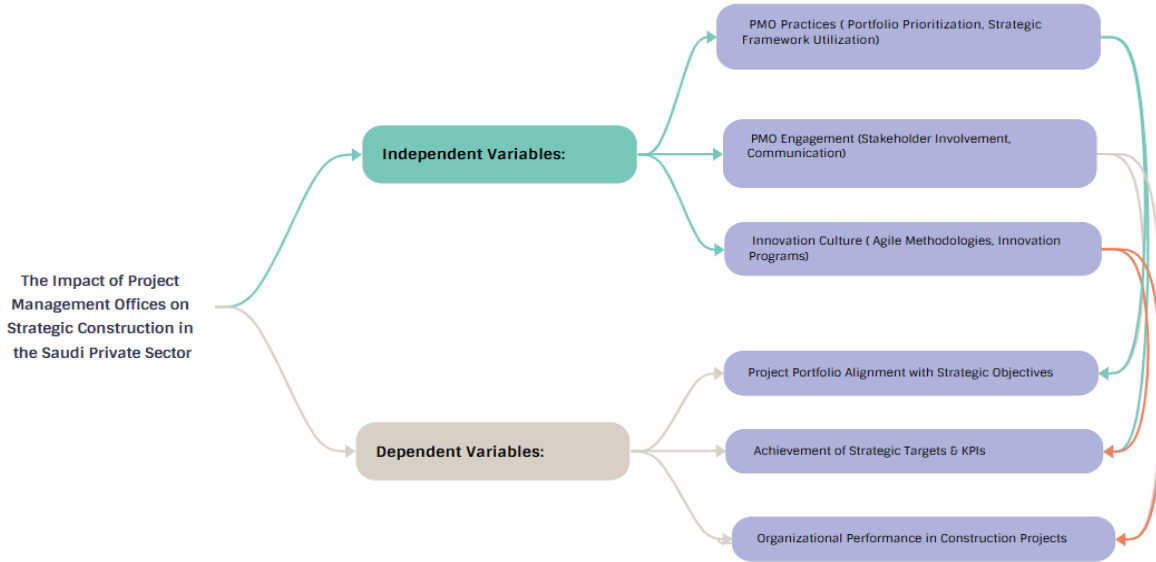
## نموذج الدراسة

#### Independent Variables:

- PMO Practices (Portfolio Prioritization, Strategic Framework Utilization)
- PMO Engagement (Stakeholder Involvement, Communication)
- Innovation Culture (Agile Methodologies, Innovation Programs)

#### Dependent Variables:

- Project Portfolio Alignment with Strategic Objectives
- Achievement of Strategic Targets & KPIs
- Organizational Performance in Construction Projects



- PMO Practices **supports** Project Portfolio Alignment with Strategic Objectives and Achievement of Strategic Targets & KPIs.
- PMO Engagement **supports** Project Portfolio Alignment with Strategic Objectives and Organizational Performance in Construction Projects.
- Innovation Culture **supports** Achievement of Strategic Targets & KPIs and Organizational Performance in Construction Projects.

#### الدراسات المرجعية:

(المؤلف ، السنة +العنوان + هدف + نتائج)

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

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#### 4-- EXPLORING THE PROJECT MANAGEMENT OFFICE (PMO) – ROLE, STRUCTURE AND PROCESSES(2016)

##### ***Study Problem:***

*The primary problem addressed in this paper is the lack of comprehensive frameworks and empirical studies that adequately describe the specification, functioning, and effectiveness of Project Management Offices (PMOs) in technology and engineering projects. Despite the increasing adoption of PMOs across various industries beyond IT, there remains a limited understanding of their roles, structures, processes, and impact on project success*

##### ***Research Questions:***

1. *What are the different roles of PMOs in organizing and managing technology and engineering projects?*
2. *How do these roles differ across various types of PMOs (supportive, controlling, and directive)?*
3. *What are the essential structural components and processes required for an effective PMO?*
4. *How can these components and processes be standardized while still allowing for flexibility in approach?*
5. *What are the benefits associated with implementing a PMO in organizations undertaking technology and engineering projects?*
6. *How do these benefits vary depending on project complexity and organizational context?*
7. *What are the challenges organizations face when designing and implementing PMOs, particularly in engineering contexts?*
8. *How can these challenges be addressed to improve the effectiveness of PMOs in achieving project outcomes?*
9. *How does the PMO contribute to strategic alignment and overall organizational performance in technology and engineering industries?*

##### **My opinion:**

##### **Current study:**

*in this study, the Organizations missed a PMO framework, standardization communication & Implement KPIs that should align with their specific needs and strategic goals, considering the organizational context, level of project complexity, and the industry in which they operate.*

##### **My *Recommendations* based on my research study:**

*Develop a Tailored PMO Framework & standardization is important for efficiency and effectiveness, organizations should allow for flexibility in their PMO processes to foster creativity and adapt to unique project requirements. This balance is particularly critical in agile environments. Standardize Processes with a Focus on Flexibility. In addition , Effective communication strategies should be developed to ensure all stakeholders understand the PMO's roles, processes, and the benefits it provides, fostering greater acceptance and collaboration.*

## 5-The contribution of project management offices (PMO) to the strategy implementation in Project-Based Businesses: systematic literature review and proposal of a mode (2021)

### ***Study Problem:***

*the lack of standardization in project management concepts and approaches, which can lead to doubts and decrease the validity of research. The study aims to address this issue by investigating the contribution of Project Management Offices (PMOs) to strategy implementation in Project-Based Businesses (PBB).*

### ***Research Questions:***

- *What are the actions that PMOs can take to collaborate with strategy implementation in PBB?*
- *How can PMOs contribute to strategy implementation in PBB?*

### **My opinion :**

#### **Current study:**

*This study missing the conversation and engagement with stakeholders - it's clear that addressing the lack of standardization in project management could significantly enhance the contributions of PMOs to strategy implementation and missed the Collaborating closely with stakeholders, aligning project goals with strategic objectives, and they missing the communication across teams would be effective actions for PMOs to enhance their impact..*

My **Recommendations** based on my research study:

*To enhance their impact, PMOs should collaborate closely with stakeholders, align project goals with strategic objectives, and foster communication across departments.*

*Stakeholder Engagement: Involve stakeholders in discussions about strategic priorities and ensure that project selection processes reflect these priorities.*

## 6-Key Performance Indicators (KPIs) for measuring PMOs Services in selected Organisations in Botswana(2022)

### ***Study Problem:***

*The primary problem addressed in this research study is the lack of formal measurement systems and Key Performance Indicators (KPIs) used by Project Management Offices (PMOs) to assess the effectiveness and*

*efficiency of their services in various organizations in Botswana. This gap in measurement limits organizations' ability to evaluate the value contribution of PMOs towards successful project delivery, which is expected to be within the constraints of time, budget, and quality specifications.*

#### **Research Questions:**

- *What are the current practices related to the measurement of PMO services in selected organizations in Botswana?*
- *How do these practices affect project delivery success?*
- *What specific KPIs are utilized by the identified PMOs to measure their effectiveness and efficiency?*
- *Are these KPIs aligned with the organizational goals and the expected outcomes of project management?*
- *What challenges do organizations face in establishing and implementing formal measurement regimes for their PMOs?*
- *How do these challenges affect the overall performance and credibility of PMOs?*
- *What are the common factors that led to the establishment of PMOs in the selected organizations?*
- *How do those factors correlate with the success or failure of project completions?*
- *How does the lack of KPIs in most organizations impact the perceived value of the PMOs?*

#### **My opinion :**

#### **Current study:**

*This study addressing that missing the benchmark PMO practices for effective performance measurement and KPI strategies. Formal systems with clear KPIs and the balanced scorecard framework improve assessment across various perspectives. Should Involving stakeholders increases commitment, while addressing barriers like cultural resistance and resource shortages is essential for effective measurement.*

#### **My Recommendations based on my research study:**

*Organizations should benchmark their PMO practices to identify best practices in performance measurement and KPI utilization. Implementing formal performance measurement systems with defined KPIs, using the balanced scorecard framework, and involving stakeholders can enhance performance monitoring. Addressing barriers like cultural resistance and resource limitations is also essential for effective measurement.*

## **7-The impact of Project Management Offices on organizational performance(2023)**

#### **Study Problem:**

*The effectiveness of Project Management Offices (PMOs) in facilitating the implementation of strategies within Project-Based Businesses (PBB) is often unclear, leading to challenges in aligning project outcomes with strategic objectives*

#### **Research Questions:**

- *How do PMOs contribute to the alignment of project outcomes with organizational strategies in PBB?*
- *What specific roles do PMOs play in enhancing communication and collaboration among project teams and stakeholders?*
- *What are the key factors that influence the effectiveness of PMOs in strategy implementation within PBB?*

#### **My opinion :**

#### **Current study:**

*This study missed the role-definition process and regularly reviewing and refining roles can help mitigate these issues. Without clear definitions, roles can become ambiguous, leading to confusion about who is responsible for what tasks. This can result in overlapping duties or gaps in accountability, potentially hindering project progress.*

#### **My Recommendations based on my research study:**

- *Establish clear roles and responsibilities for PMOs to ensure alignment with strategic goals.*
- *Foster a culture of collaboration between PMOs and project teams to enhance communication and knowledge sharing.*
- *Invest in training and development for PMO staff to improve their strategic management skills and project oversight capabilities.*
- *The primary goal of this book is to provide practical guidance and best practices for setting up and operating successful PMOs. It aims to help organizations improve project performance, reduce costs, and achieve*

### **8-The role of project management office in the implementation of strategic plans in projectbased organisations(2024)**

#### **Study Problem:**

*The study investigates the role of the Project Management Office (PMO) in implementing strategic plans within project-based organizations. Despite the recognized importance of PMOs in enhancing project execution, there is a significant gap in empirical research regarding their specific contributions to the strategic elements of organizations. Specifically, organizations often do not fully understand how PMO roles impact the execution of their strategic plans. Consequently, this lack of clarity may lead to underutilization of PMOs in achieving broader organizational objectives.*

**Research Questions:**

- *What are the specific roles and functions of PMOs in the implementation of strategic plans in project-based organizations?*
- *How do these roles influence the success of strategic plan implementation within these organizations?*
- *Which PMO roles are perceived as most impactful by staff members working in project-based organizations when it comes to executing strategic plans?*
- *What metrics can be established to evaluate the effectiveness of PMOs in executing strategic objectives?*

**My opinion :****Current study:**

*The study highlights the need to include stakeholder perspectives in assessing PMO effectiveness in strategic planning. It recommends exploring cultural factors like resistance to change, PMO alignment with organizational strategy, resource allocation, and continuous professional development to improve PMO outcomes in project-based organizations.*

**My Recommendations based on my research study:**

*The study primarily examined internal factors related to PMO roles, suggesting that including stakeholder perspectives—such as those of external clients and partners—could improve the understanding of PMO effectiveness in strategic plan implementation. A deeper analysis of the cultural and organizational context is recommended, as resistance to change and communication styles can significantly impact PMO contributions. Additionally, further exploration of PMO alignment with organizational strategy, integration mechanisms, resource allocation, change management practices, and the professional development of PMO personnel is essential for enhancing their effectiveness in project-based organizations.*

**مصطلحات الدراسة وتعريفاتها الإجرائية**

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

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

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

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

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

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

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

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

### إجراءات الدراسة: (في حدود ورقتين)

#### منهج الدراسة:

منهج وصفي تحليلي وكمي تحليلي .

#### مجتمع وعينة الدراسة:

- مجتمع الدراسة:

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

- عينة الدراسة:

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

### وسائل جمع بيانات الدراسة:

كتب ومواقع الكترونية و نموذج إستبيان

### خطوات تنفيذ خطة الدراسة:

من أهم خطوات تنفيذ خطة الدراسة:

- 1st وضع عنوان الدراسة.
- 2nd كتابة مقدمة الدراسة .
- 3rd تحديد مشكلة الدراسة.
- 4th تحديد أهداف الدراسة.

|      |                         |
|------|-------------------------|
| 5th  | تحديد أهمية البحث.      |
| 6th  | تحديد الدراسات السابقة. |
| 7th  | وضع فرضيات الدراسة.     |
| 8th  | تحديد منهج الدراسة .    |
| 9th  | نتائج الدراسة .         |
| 10th | المصادر والمراجع.       |
| 11th | خاتمة الدراسة .         |

## المراجع:

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

قواعد توثيق المراجع وفقاً لنظام جمعية علم النفس الأمريكية APA (الإصدار السابع)

**American Psychological Association (APA) Edition 7<sup>th</sup>**

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