

## نموذج

# مشروع خطة أطروحة للتسجيل لدرجة الدكتوراه

العنوان باللغة العربية:

تأثير مكاتب إدارة المشاريع على الخطة الاستراتيجية للمنظمة ومدى  
توافقها مع الاستراتيجية في سياق رؤية 2030

ب. العنوان باللغة الإنجليزية:

**Influence of project management offices on the  
organization's strategic plan and its alignment with the  
strategy in light of Vision 2030**

|                            |   |                 |
|----------------------------|---|-----------------|
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## مقدمة الدراسة

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

قواعد الكتابة والمراجع وفقاً لنظام جمعية علم النفس الأمريكية APA (الإصدار السابع)  
**American Psychological Association (APA) Edition 7<sup>th</sup>**

Influence of project management offices on the organization's strategic plan and its alignment with the strategy in the context of Vision 2030" The project management office plays a crucial role in the execution of an organization's strategic plan, including alignment with long-term visions. the highlights the challenges of selecting projects that align with organizational strategy; the PMO's influence can substantially address this challenge. The PMO's strategic roles are further emphasize alignment with the organization, particularly in the context of Economic Vision 2030. The PMO's role extends to enhancing project success factors across an organization. reflecting new external realities. Looking ahead, the future of project management innovation will undoubtedly influence how PMOs operate and align with organizational strategy. highlighting the need for PMOs to adapt their approaches to governance and project organization. In summary, the PMO plays a vital role in aligning an organization's projects with its strategic plan and long-term visions like Vision 2030. Selecting aligned projects, implementing standards, and adapting to future innovations, additionally significantly contribute to strategic execution and alignment.

Today's fast-paced business environment, organizations must be agile and strategic to achieve their goals. This is particularly true in the context of ambitious long-term plan which aims to diversify the economy, develop public service sectors, and increase Saudi citizens' engagement in the workforce. A crucial component in realizing such visions is the effective alignment of organizational projects with the overarching strategy. This is where Project Management Offices (PMOs) come into play. As centralized hubs overseeing project management practices, PMOs play a pivotal role in selecting, governing, and delivering projects that propel the organization towards its strategic objectives.

Vision 2030, a key milestone on the path to Vision 2030, emphasizes several strategic pillars, including economic diversification, social inclusion, and sustainability. Project offices are central to translating these pillars into tangible projects and initiatives, ensuring proper resource allocation, coordination, and risk management. By aligning with the guiding principles of Vision 2030, project offices can contribute significantly to the realization of the objectives.

PMO Risks, If you don't intend to bring together your service management and project management on a unified platform you run the risk of poor transparency and communication – creating silos that can stunt growth and success.

When organizations manage tickets, change management and projects separately, the issues are far-reaching. Resource optimization is just one goal of the PMO – the other

areas of focus include communication, tracking and information transfer. They should Using a single platform can help with this.

When everything is in one place, that can get better visibility of the entire operation imagine one dashboard and everything is at your fingertips. The PMO can also gain visibility to the broader operation, facilitating a more cohesive team approach.

What are some advanced project management methodologies that can help a PMO adapt to changing strategic directions.

PMOs can effectively align their operations, processes, and delivery models with the organization's overarching business strategy, demonstrating their value and contribution to strategic goals. Project Management Offices (PMOs) how can significantly impact an organization's strategic plan?

Project Management Offices (PMOs) play a crucial role in achieving organizations' long-term strategic objectives. What are the key benefits of using PMOs in this regard?

This article explores the influence of PMOs on an organization's strategic plan and its alignment with Vision 2030. By examining the roles, impacts, and future considerations of PMOs, we will uncover how these offices serve as a strategic asset in the pursuit of Vision 2030.

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

In the dynamic business environment of the 21st century, organizations prioritize strategic planning to chart their growth trajectory and drive success. PMOs play a critical role in ensuring that organizations can effectively execute their strategic plans, including ambitious visions like Vision 2030. By focusing on project selection, standardization, risk management, resource optimization, communication, and continuous improvement, PMOs can help drive organizational success and create sustainable value.

## 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 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:

1. **How do PMOs contribute to the selection and prioritization of projects that align with an organization's strategic plan and Vision 2030 goals?**
2. **What are the key roles and responsibilities of PMOs in ensuring the effective implementation of strategic initiatives?**
3. **How can PMOs improve project success factors and enhance organizational performance in the context of Vision 2030?**
4. **What are the challenges and opportunities facing PMOs in adapting to the evolving landscape of project management and strategic planning?**

يراعى استخدام الأرقام العربية وليست الهندية

## أهمية الدراسة (النظرية والتطبيقية):

This study is important for several reasons:

1. **Relevance to Organizational Strategy:** The research sheds light on the PMO's critical role in executing an organization's strategic plan. As organizations strive to achieve their goals, understanding how the PMO influences strategic alignment is vital.
2. **Context of Vision 2030:** By focusing on Vision 2030, the study provides insights relevant to organizations working towards long-term strategic visions.

This is particularly important for entities in Saudi Arabia and other regions where Vision 2030 is a guiding framework.

3. **Practical Implications:** The findings offer practical value to organizations seeking to enhance project management and strategic alignment. By understanding the PMO's roles and impacts, organizations can better leverage their PMOs to select aligned projects, implement standards, and adapt to future innovations.
4. **Contribution to the Body of Knowledge:** The study contributes to the existing literature on the strategic roles of PMOs. It helps advance our understanding of how PMOs can support organizational strategy, particularly in the context of long-term visions like Vision 2030.
5. **Foundation for Future Research:** The research provides a foundation for further studies exploring the PMO's strategic roles in different contexts and how PMOs can navigate future challenges and innovations in project management.

### 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   |

In essence, the study aims to illuminate the PMO's critical role as a strategic enabler, helping organizations to select the right projects, implement effective processes, and align their efforts with broader visions for the future. By doing so, the research can have both immediate practical value and longer-term academic impact.

1. **Understanding the PMO's Strategic Roles:** The PMO is not just an administrative body; it plays a critical role in driving strategic execution. This study aims to unpack the specific ways the PMO influences the selection of projects that align with the organization's overall strategy. By clarifying these roles, the research can help organizations better understand how to leverage their PMOs for strategic benefit. Explore how PMOs contribute to the selection and prioritization of projects that align with an organization's strategic plan and Vision 2030 goals. identify the key roles and responsibilities of PMOs in ensuring the effective implementation of strategic initiatives.
2. **Examining Alignment with Vision 2030:** Vision 2030 is a long-term plan that outlines ambitious goals for economic and social transformation in Saudi Arabia. For organizations operating in this context, aligning their efforts with Vision 2030 is crucial. This study investigates how the PMO can help bridge the gap between the organization's strategic plan and the broader objectives of Vision 2030.

3. **Identifying Factors Influencing Alignment:** Strategic alignment doesn't happen in a vacuum. The study likely explores the various factors that enable (or hinder) the PMO's ability to drive alignment. These might include the PMO's position within the organization, its authority and influence, its processes for project selection and portfolio management, and its approaches to stakeholder engagement and communication.
4. **Informing Practice and Strategy:** The ultimate goal is to provide actionable insights that organizations can use to enhance their PMOs and improve strategic alignment. By highlighting best practices and key success factors, the research can guide organizations in optimizing their PMO structures, roles, and processes to better support their strategic objectives.
5. **Adapt to the Evolving Project Management Landscape:** Analyze the challenges and opportunities facing PMOs in the context of emerging technologies, globalization, and changing business models. Identify best practices for PMOs to adapt to the evolving landscape and remain relevant in driving strategic initiatives.
6. **Contributing to the Academic Field:** While the study has practical aims, it also seeks to advance our theoretical understanding of the PMO's strategic roles. By contributing to the existing body of knowledge, the research can help shape the ongoing evolution of project management thought and practice, particularly as organizations navigate the challenges of aligning with long-term visions like Vision 2030.

By achieving these goals, the study aims to provide valuable insights into the role of PMOs in supporting the realization of Vision 2030 and other long-term strategic objectives.

### فرضيات الدراسة:

The PMO's influence on strategic alignment with Vision 2030, here are potential study hypotheses:

1. The presence and maturity of a PMO positively influence an organization's ability to align its projects with its strategic plan and with Vision 2030.
2. The specific roles and responsibilities assigned to the PMO (project selection, portfolio management, standards implementation) impact the degree of strategic alignment achieved.
3. The PMO's position within the organizational structure (reporting lines, level of authority) influences its ability to drive strategic alignment.
4. The PMO's approaches to stakeholder engagement and communication are positively related to the achievement of strategic alignment with organization's vision and mission.
5. Organizations in which the PMO actively facilitates the integration of Vision 2030 goals into the strategic plan and project portfolio will demonstrate higher levels of strategic alignment.

## **I. Introduction**

- **Abstract**
- **Literature Review**
- **Overview of Vision 2030**
  - Key goals and objectives
  - Relevance to organizational strategy
- **The Role of Project Management Offices (PMOs)**
  - Definition and core functions of PMOs
- **The Impact of PMOs on Strategic Alignment**
  - **Selecting and Prioritizing Projects**
    - Aligning projects with Vision 2030 goals
    - Using a robust project portfolio management framework
    - Prioritizing projects based on strategic importance and resource constraints
  - **Improving Project Performance**
    - Implementing effective project governance
    - Enhancing project management methodologies and tools
    - Fostering a culture of continuous improvement
  - **Enhancing Organizational Agility**
    - Adapting to changing strategic priorities
    - Leveraging technology to improve project delivery
    - Building a skilled project management workforce

## **II. Challenges and Opportunities for PMOs**

- **Challenges in Aligning with Vision 2030**
  - Resource constraints
  - Resistance to change
- **Opportunities for PMOs**
  - Driving innovation and digital transformation
  - Enhancing organizational efficiency and effectiveness
  - Strengthening collaboration and communication

## **III. Best Practices for PMOs**

- **Establishing a Strong PMO Function**
  - Defining the PMO's role and responsibilities
  - Building a high-performing PMO team
  - Implementing robust governance processes
- **Fostering a Culture of Project Excellence**
  - Promoting a culture of continuous improvement
  - Encouraging innovation and creativity
  - Recognizing and rewarding project success
- **Leveraging Technology and Data Analytics**

- Analyzing project data to identify trends and insights
- Adopting emerging technologies such as AI and machine learning

#### IV. Case Studies

#### V. Survey Results.

#### VI. Recommendations.

#### VII. Conclusion

Qualitative and Quantitative Data

#### 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)

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

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

The presence and maturity of a Project Management Office (PMO) play a crucial role in enhancing an organization's ability to align its projects with its strategic objectives and broader initiatives, such as Vision 2030. A well-established PMO serves as a centralized hub that facilitates effective project governance, ensuring that all initiatives are in sync with the organization's long-term vision and strategic goals.

One of the primary functions of a mature PMO is to provide structured governance. This involves the establishment of standardized processes and frameworks that guide project selection, execution, and monitoring. By implementing best practices and methodologies, a PMO ensures that projects are not only executed efficiently but also adhere to quality standards that maximize their potential impact. This structured approach reduces ambiguity and enhances clarity, enabling project teams to focus on delivering value aligned with strategic priorities. (1)

The mature PMO fosters better communication and collaboration across various departments and stakeholders. By serving as a liaison, the PMO helps break down silos that often hinder project alignment with organizational goals. This improved communication ensures that all parties are aware of the strategic direction and can adjust their project objectives accordingly. As a result, projects are less likely to deviate from the organization's strategic plan, leading to a more cohesive approach to achieving overarching goals.

Resource allocation is another critical area where a mature PMO makes a significant impact. By assessing project proposals against strategic priorities, the PMO can allocate resources—such as time, budget, and personnel—more effectively. This prioritization ensures that high-impact

projects receive the attention and resources they require, while lower-priority initiatives may be deferred or scaled back. This strategic alignment of resources enhances the overall return on investment for the organization. (2)

The knowledge PMO is instrumental in risk management. By identifying potential risks early in the project lifecycle, the PMO can implement mitigation strategies that minimize disruptions and ensure projects remain aligned with strategic objectives. This proactive approach to risk management not only safeguards project outcomes but also reinforces the organization's commitment to achieving its long-term vision. (3)

The role of a PMO in aligning projects with strategic initiatives extends to monitoring and reporting. Regular assessments and performance metrics allow the PMO to track progress and make informed decisions about project adjustments. This continuous oversight helps ensure that projects remain aligned with evolving strategic goals, particularly in dynamic environments influenced by initiatives like Vision 2030.

the presence and maturity of a PMO are vital to an organization's success in aligning its projects with strategic plans and initiatives such as Vision 2030. Through structured governance, enhanced communication, effective resource management, proactive risk mitigation, and ongoing monitoring, a mature PMO not only drives project success but also plays a key role in fulfilling the organization's long-term vision. By leveraging the capabilities of a PMO, organizations can navigate complexities more effectively and ensure that their project portfolios are directly contributing to strategic objectives (4)

The integration of project offices with strategic planning is crucial for organizations to achieve long-term success and competitive advantage. PMOs facilitate the successful implementation of strategic objectives and can track project impact on the organization's strategic plan. Establishing key performance indicators (KPIs) aligned with Vision 2030 goals is essential for sustainable success in a dynamic global landscape.

Strategic Project Leadership is a new approach to project management that focuses on creating a competitive advantage and winning in the marketplace. It is particularly relevant to strategic projects initiated for the organization's future. In the traditional approach, project managers focus on efficiency, operational performance, and meeting time and budget goals. SPL suggests that projects are initiated for business reasons, and just getting the job done is not enough. This chapter presents a mindset, framework, and practical step-by-step approach to connect project management to business results and turn projects into powerful competitive weapons.

Projects provide significant opportunities for gaining a competitive advantage and value for corporations. A project strategy is crucial to capitalize on these opportunities, with a specific strategic focus being essential. However, many projects focus on capturing revenue or achieving full deployment at any cost, ignoring potential opportunities. This leads to a diffused resource allocation and unsatisfied customers. To improve project execution, project managers and business leaders must learn to define, articulate, and manage strategic focus in a formal manner. Selecting the right strategic focus at project initiation and aligning it with the business strategy will contribute to project success and improved business results. (5)

Projects are critical to the success of any organization. They are the activities that result in new or changed products, services, environments, processes and organizations. Projects increase sales, reduce costs, improve quality and customer satisfaction, enhance the work environment, and result in many other benefits. As organizations have recognized the criticality of projects to their success, project management has become a focal point of improvement efforts. More and more organizations have embraced project management as a key strategy for remaining competitive in today's highly competitive business environment. Project management centers of excellence (e.g., project management offices), training programs, and organization change programs to improve project management practices are increasingly common parts of strategic plans to improve organizational effectiveness and Any strategic planning efforts must focus on the best interests of all of an organization's stakeholders, not merely a few. Strategic planning for project management, combined with a good project management methodology, can compress the gaps on time, cost, and quality. However, there are still critical decisions that must be made. The information systems that people must assist in the design, development, and/or selection of support systems. And senior management must provide sufficient and qualified resources. Strategic planning for excellence in project management needs to consider all aspects of the organization: from the working relationships among employees and managers and between staff and management, to the roles of the various players (especially the role of executive project sponsors), to the organization's corporate structure and culture. Other aspects of project management must also be planned. Strategic planning is vital for every organization's health. Effective strategic planning can mean the difference between long-term success and failure. Even career planning for individual project managers ultimately plays a part in an organization's excellence, or its mediocrity, in project management. (6)

Strategic goals are derived from the vision and mission of the organization but describe, more precisely, what is to be achieved. Objectives describe the desired end result from achieving

strategic goals. Goals and objectives are important because they help to structure the translation of the vision and mission into organization priorities.

Translating strategy to operation requires clarity and specifics. Defining strategic objectives keeps the record of what executives have committed the organization to achieving. Generic objective definitions could be damaging because they reduce the ability to implement the strategy due to build-in vagueness. This definition exercise can typically be accomplished in three to five sentences for each objective.

Objectives are a powerful way to make strategy actionable. They provide an organization with specific targets, which when combined, support achievement of the organization's strategy. In other words, objectives are action statements that clarify how the organization will implement the strategy. A good set of objectives should follow specific criteria. (7)

The ability to identify critical factors before the commencement of the project aids in its effective delivery while helping to assure completeness of representation of stakeholders' requirements. A parsimonious framework for developing stakeholders' performance objectives in managing projects, programs, and portfolio is presented and is intended to engender

- Support to the existing processes for managing information system (IS) projects since it aims to provide added assurance that key considerations are managed throughout the life cycle.
- Identification of useful project objectives and performance criteria by examining values important to the stakeholders and organization to help foster improved project design and understanding of the project's vision.
- Identification and development of additional project measures intrinsically linked to the project objectives to help provide an added level of analysis, which in turn can reveal key performance indicators (KPIs) for each project. (8)

In business you should be constantly asking yourself: What can I track? Entrepreneurs love the expression "Move the needle." But you must first figure out what the needle is measuring! If you don't have measurable numbers you look at first thing in the morning when you wake up, you're managing inefficiently. Leaders who are hands on in every aspect of their business has yet to learn the benefits of data. Creating systems and protocols limit the need for you to micromanage. Once you learn to track the key indicators of your business, you will know exactly where to direct your energy and expertise.

A CEO is responsible for getting things done, and in the old days, that may have involved a lot of management by walking around and creating implementation systems. Today, everything

depends on data. CEOs often possess strong personalities with distinctive talents. Some of us are brash and bold and use our aggressiveness to get deals done. Some of us are clever and creative and rely heavily on our innovative ideas to sustain our business. As a result, we tend to lean more heavily on our personality than on systems. (9)

The Kingdom of Saudi Arabia (KSA) has climbed international growth charts after releasing its ambitious Vision 2030 plan (2016). Vision 2030 is holistic in its mission to change the social, political, and economic life of the KSA. Economically Vision 2030 plan is projected to diversify and build sustainability to the biased Saudi economy that has been riding the historic highs of lucrative oil production. The purpose of this paper is to review the economic changes underway in the KSA.

By reviewing Vision 2030 by eight economic sectors (petrochemical, tourism & hospitality, mining, healthcare, manufacturing, retail, construction, and finance), we explore and express the recent successes, growth trends, complications, and risks while offering suggestions for the future of Saudi economic growth and diversification. If the KSA aims to grow non-oil sectors to mend the country's biased economy, then this paper lays out sectors of most significant importance to Vision 2030's ambitions. KSA owns enormous oil wealth and centralized power; the potential to write a future beyond oil is one of critical importance for regional and global economics. (10)

If KSA is to become a regional and international hub of a variety of areas and a leader in oil and non-oil exports, examples of proven success would be useful. KSA can use its political structure to subsidize and direct its growth by emulating global relations that have employed similar strategies with international stakeholders. and showed how East Asian nations, rapidly expanded their industry through economic liberalization.

Another major task is integrating the Saudi citizenry into the government's vision for growth. Historically, Saudi citizens have enjoyed the unusual benefits of oil riches and political stability, and citizen stipends for quality of life mean many Saudi citizens don't feel the necessity to make ends meet. However, as Vision 2030 hopes to incorporate greater Saudi participation, it reviews how it can achieve this. Further, the Saudi workforce can be better integrated in most sectors we reviewed. Retail, tourism, and construction are the sectors with the lowest involvement. By improving the healthcare sector, the risks of injury associated with participating in construction will be addressed and reduced, as will the risks of contracting illness in the tourism and retail sectors, in which there are high levels of interaction between people. These improvements would cut down the disincentives to participate in these fields. Our sectoral review exposes another critical need—a better-educated, better-trained workforce, especially in management. Technical

schools and colleges in KSA would make a great difference in that field. In the same vein, an overall improvement in the quality and standards of education would be beneficial. (10)

Mature PMOs contribute significantly to the implementation of Vision 2030. By providing frameworks, methodologies, guidance, and support, they enhance execution and delivery capabilities, reduce the impact and likelihood of risks, and maximize the value generated from investments.

As government entities continue to adopt best practices in project management through mature PMOs, Saudi Arabia's journey towards achieving Vision 2030 becomes more efficient, effective, and sustainable. The result is the attainment of a leading position on the global stage in strategy execution and project management.

### مصطلحات الدراسة وتعريفاتها الإعرائية

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

**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 حكومي وخاص.

- عينة الدراسة:

رؤساء قطاعات وموظفين في مكتب الادارة الاستراتيجية ومكتب ادارة المشاريع .

### وسائل جمع بيانات الدراسة:

كتب ومواقع الكترونية و نموذج إستبيان

(This survey aims to support a PhD paper research project. Through this questionnaire, we seek to gather information about the influence of project management offices on an organization's strategic plan and how well it aligns with the strategy in the context of Vision 2030.

Your answers are anonymous and will be used to improve our study of the linking between the project management office and the strategy insight Vision 2030.

<https://forms.office.com/Pages/ResponsePage.aspx?id=DQSIkWdsW0yxEjaiBLZtrQAAAAAAAAAAAAZAAOzS5oFUQlFYRjBTUUQ5TjlxSjRQQzRKUkw4MU1FRy4u>

### 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 نظام جمعية علم النفس الأمريكية APA (الإصدار السابع)

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