

Final Project 1

Code: PMG496

The Impact of Total Quality Management Implementation on
Project Performance

Project Management Program
Midocean University

The Impact of Total Quality Management Implementation on Project Performance

**A Case Study of SABIC Company in the Kingdom of
Saudi Arabia**

Student:

Raed Maghad Alanazi

ID: 232001732

Project Management Program

Supervisor: Prof. Abdulrahim Nader

Submission Date: March 28, 2026

Table of Contents

1. Chapter 1: Introduction	3
1.1. Research Background.....	3
1.2. Research Problem	4
1.2.1. Theoretical Gaps	4
1.2.2. Practical Gaps	4
1.3. Research Significance	5
1.3.1. At the theoretical level	5
1.3.2. At the practical level	5
References.....	6

1. Chapter 1: Introduction

Project management is one of the essential functions in modern organizations, as entities aim to achieve strategic goals through multiple projects. With increasing project complexity, organizations need methodologies that ensure efficiency in cost, time, and quality. Total Quality Management (TQM) has emerged as a key philosophy focused on continuous improvement, employee involvement, and customer satisfaction.

1.1. Research Background

TQM is defined as an integrated approach that emphasizes long-term quality through participation of all employees (Oakland, 2014). Its principles include customer focus, continuous improvement, leadership, employee involvement, and fact-based decision-making.

Project performance is measured through adherence to schedule, cost, quality, stakeholder satisfaction, and return on investment (PMI, 2021). Studies show that weak quality systems and poor communication often lead to project failure (Kerzner, 2017).

SABIC is one of the largest industrial companies globally, known for adopting advanced quality standards and continuous improvement practices. This makes it an ideal case study for examining the impact of TQM on project performance.

1.2. Research Problem

Despite major development in Saudi Arabia under Vision 2030, many projects still face delays, cost overruns, and quality issues. For a global company like SABIC, ensuring high project performance is a strategic challenge

1.2.1. Theoretical Gaps

- Limited studies directly link TQM to project performance in major Saudi industrial companies.
- Most existing models were developed in Western contexts and require validation in Saudi culture.
- Lack of studies examining moderating factors such as organizational culture and leadership.

1.2.2. Practical Gaps

- Difficulty measuring the real impact of TQM on project outcomes.
- Resistance to change and insufficient training hinder effective implementation.
- Variation in TQM benefits depending on project size and complexity.

1.3. Research Significance

In this section, the student should clarify the importance of the study at the theoretical level, and the empirical level

1.3.1. At the theoretical level

- **Provides a framework linking TQM principles with project performance in a Saudi industrial context.**
- **Fills a gap in Arab-region research on quality and project success.**
- **Identifies the most influential TQM dimensions on performance.**

1.3.2. At the practical level

- **Helps SABIC evaluate strengths and weaknesses in its quality practices.**
- **Supports project managers in understanding how TQM improves performance.**
- **Guides other industrial organizations in adopting effective quality systems.**
- **Supports national efforts to enhance competitiveness under Vision 2030.**

References

- Deming, W. E. (1986). *Out of the Crisis*. MIT Press.
- Oakland, J. S. (2014). *Total Quality Management and Operational Excellence*. Routledge.
- Kerzner, H. (2017). *Project Management: A Systems Approach*. Wiley.
- SABIC. (2026). *Annual Report 2025*.
- SASO. (2025). *Guide to Implementing TQM in Saudi Organizations*.