



Midocean University

College of Management

Department of Project Management

Title in English: Applied Study on The Impact of Effective communication on Project Success

Prepared by: Mohamed Adam Abdalla Mohamed

243001826

Supervised by:

Dr. Fayaz Jrad

Dr. Al Faisal Abdulhamid

Year: 2025

Introduction

Project success is dependent on effective communication. the successful execution of projects has become a critical determinant of organizational performance. Projects, whether large or small, are inherently complex and require coordinated efforts from diverse stakeholders, often with varying backgrounds, expertise, and expectations. communication stands out as a vital element that influences every phase of a project from initiation and planning to execution, monitoring, and closure.

Effective communication in project management ensures that goals are clearly understood, responsibilities are well-defined, and progress is effectively monitored. Studies by the Project Management Institute (PMI) have consistently shown that poor communication is among the leading causes of projects failure.

The project communications management plan and communication artifacts demonstrate that the planned communications are being delivered to stakeholders. There are few ad hoc requests for information or misunderstandings that might indicate engagement and communication activities are not effective.

The purpose of this study is to highlight the role of communication in project success and how it directly and indirectly contributes to project success. The study will examine not only the channels and tools used for communication but also the quality, frequency, and effectiveness of interpersonal interactions among stakeholders.

Being a successful project manager does not require a single management approach or set of rules, this research aims to fill a critical gap between the project management literature and practice. The insights gained will inform managers, organizations, and policymakers on how to enhance communication management.

Research Problem

The problem addressed in this research is articulated around the lack of communication in project management, and how does effective communication influence the success of projects.

Communication is at the heart of project management, serving as the lifeline that connects various stakeholders, aligns objectives, facilitates collaboration, and supports timely decision-making. However, in practice, communication breakdowns are common whether in the form of unclear instructions, misinterpreted messages, lack of timely feedback, or information silos within project teams. These breakdowns can lead to confusion, duplicated efforts, delays, increased costs, and even conflict among team members and stakeholders.

Although literature acknowledges the importance of communication in project success and the advance technologies, modern communication tools and platforms speed up the communications, still there is a lack of comprehensive understanding regarding which specific communication practices or model most effectively support project objectives and many organizations struggle to maintain consistent and clear communication throughout the project life cycle. These issues are exacerbated by remote work environments, virtual teams and cross-cultural teams.

Importance of the research

In an era of global and multicultural projects, understanding the importance of effective communication is essential and it is a key factor in project success.

By addressing one the most frequently cite causes of project failure, which is ineffective communication, this study will identify the gaps and challenges in communication approaches within infrastructure project environments and offer actionable recommendations that project managers and organizations can implement to strengthen stakeholders engagement, align expectations and enhance coordination throughout the project lifetime from defining a project scope statement to establishing a work breakdown structure, building a network, adding resources, completing a plan and hitting milestones.

The impact of effective communication on project success will be examined in this study and contribute to academic knowledge and practical improvements, along with it is connection to team member and project performance enhancement and useful strategies for adopting and investing in communication.

Research Objectives:

Any successful project needs effective communication techniques and skills, these abilities enhance the technical facets of project management. The following elements of the study demonstrate how effective communication contribute to project success:

First, examining how effective communication related to project success.

Second, identify key communication factors that are crucial for enhancing project team performance.

Third, assess challenges and barriers to effective communication in project environment.

Fourth, the study aim to recommend strategies and offer helpful suggestions for enhancing communication practices to improve project performance.

By accomplishing these goals, the study intends to provide insightful information to businesses and project managers regarding the significance of funding the communication technologies as a strategy for long-term project success.

Research Questions

- 1- What is the relationship between communication effectiveness and project success?
- 2- Who needs information ?
- 3- What information does each stakeholder need ?
- 4- What is the best way to provide information ?
- 5- Which elements of communication (clarity, frequency, channels, feedback) have the greatest impact on project success ?
- 6- When and how often is information needed ?
- 7- Who has the information needed ?

By answering these questions, this research will provide overall understanding of the impact of effective communication on project success.

Hypotheses of the research

First Hypothesis

There is a positive relationship between the overall effectiveness of project communication and project success.

Second Hypothesis

Communication clarity and frequency (how often information is shared, the degree to which information is clear and unambiguous) positively influences project success.

Third Hypothesis

Communication channel appropriateness (choosing the right communication model and channel for the message) has a positive effect on project success.

Fourth Hypothesis

feedback mechanisms in project communication positively impact project success.

Fifth Hypothesis

Barriers to effective communication (such as language differences, cultural differences, or unclear roles) negatively affect project success.

Previous Studies:

- 1- The impact of project communication management on successful project delivery in the construction industry: A case study
Mr. Sunday Olufemi Akintelu, Mr. Abiodun Isaac Oyebola
- 2- The Effects Of Communication On Project Success: Case Of Selected Construction Projects In Hargeisa, Somaliland
Mr. Samina Khan, Mr. Mohamed Mahdi Adam
- 3- THE IMPACT OF COMMUNICATION ON PROJECT PERFORMANCE: AN EMPIRICAL STUDY
Mr. Kwete Mwana Nyandongo
- 4- ANALYSIS OF EFFECTIVE COMMUNICATION AND PROJECT SUCCESS: SURVEY ON ELECTRICITY ACCESS ROLL-OUT PROJECT AT EDCL-EARP
Prof. Dr. Mbonigaba Celestin

Theories in the research

1- Communication Theory

Communication theory provides a conceptual framework for understanding how information is transmitted, received, and interpreted among stakeholders. Models such as Shannon and Weaver's communication model emphasize the importance of message clarity, channel selection, and feedback to reduce noise and ensure effective exchange of information

2- Stakeholder Theory

Stakeholder theory suggests that projects involve multiple stakeholders with diverse and sometimes conflicting interests. Effective communication is essential to align stakeholder expectations, manage conflicts, and secure commitment to project goals, thereby increasing the likelihood of project success

3- Project Management Theory

Within project management theory (PMBOK, PRINCE2 frameworks), communication management is considered a critical knowledge area. These frameworks highlight communication planning, information distribution, performance reporting, and stakeholder engagement as key processes that contribute to project success

4- Social Exchange Theory

This theory explains that relationships are built on reciprocal exchanges of information and trust. In projects, effective communication fosters trust among team members and stakeholders, which is vital for cooperation and achieving shared goals

5- Systems Theory

Systems theory views a project as an interconnected system of people, processes, and resources. Communication acts as the mechanism that integrates these subsystems, coordinating activities and aligning objectives to achieve project outcomes

Methodologies

Scientific Methodology

The scientific methodology a systematic approach to investigate the relationship between effective communication and project success. allows to develop and test hypotheses as detailed below:

- Problem Identification
- Literature Review
- Hypothesis Development
- Research Design
- Data Collection
- Data Analysis
- Conclusion and Recommendations

Descriptive Methodology

This methodology is used to describe the current status of the project or market by collecting and analyzing the data. It is usually used for:

- Market studies: to understand customer requirements and needs.
- External environment study: to understand the impact of external factors such as the economy and regulations on the project.

Experimental Methodology

This approach relies on experimentation and testing. A set of experiments or trial models are carried out to evaluate the effectiveness of strategies for testing the project idea or solving a specific problem. This method is typically used to try new ideas or test different solutions before full implementation.

Analytical Methodology

In this approach, the available data is analyzed accurately to understand the relationships between different variables. This method can be used to analyze:

- Risks: Identifying potential risks for the project and analyzing how to deal with each one separately.
- Cost and Benefit: Comparing the expected costs with the potential benefits to determine the project's feasibility.

Study Tools

To achieve the objectives of this study and ensure comprehensive data collection questionnaire tool is designed to capture both quantitative and qualitative information regarding communication approaches and their impact on project success:

1. Questionnaire

A structured questionnaire will be developed to collect quantitative data from project managers, team members, and stakeholders.

It will include closed-ended questions using Likert scales to measure perceptions of communication effectiveness, frequency, clarity, channels used, and their relationship to project performance indicators such as time, cost, and quality.

2. Interview Guide

A semi-structured interview guide will be prepared to explore participants' experiences and opinions in greater depth.

Open-ended questions will allow respondents to elaborate on communication challenges, barriers, enablers, and their perceived impact on project outcomes.

3. Document Analysis Checklist

A checklist will be created to systematically review relevant project documents, such as progress reports, meeting minutes, and communication plans.

This tool will help verify documented communication practices and correlate them with project performance.

These study tools have been designed to ensure validity, reliability, and comprehensive coverage of the research questions. Together, they provide triangulated data to gain a holistic understanding of how communication contributes to project success.

Study Limitation

The research will rely on surveys and questionnaire with project managers and team members from infrastructure project located in Kingdom of Saudi Arabia, Western Region.

References

- 1- Project Management Institute. (2021). A guide to the project management body of knowledge (PMBOK® Guide) (7th ed.). Project Management Institute.
- 2- Ahmed, S., & Anantatmula, V. (2021). Empirical analysis of effective communication on project performance in information technology projects. *Project Leadership and Society*.
- 3- Kliem, R. L. (2021). Effective project communication management. In *The Basics of Project Evaluation and Lessons Learned* (pp. 163–179). CRC Press.
- 4- Bakar, A. H. A., Yusof, M. N., Tufail, M. A., & Virgiyanti, W. (2020). Influence of effective communication on project success. *International Journal of Business and Society*.
- 5- Babalola, O. O., Ibem, E. O., & Ezema, I. C. (2023). Communication management practices and project delivery success in construction projects. *Engineering, Construction and Architectural Management*.