



**Project management: perceived potential contribution of  
project management practices to project success in Ras  
Al-Khaimah UAE**

**إدارة المشاريع: المساهمة المحتملة لممارسات إدارة المشاريع في نجاح  
المشروع في رأس الخيمة بدولة الإمارات العربية المتحدة**

**by**

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of the requirements for the degree of  
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## **Dedications**

This project is dedicated to my supervisor, family members for their endless support and encouragement throughout this journey. These people always stood by my side and encouraged me and literally spent many nights by my side to ensure that I completed a task whenever I was exhausted. The love and passion that they show in everything I do have kept me going until this day. Thanks to a great support team.

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## **Abstract**

The motivation for taking this research was to understand what part of the problem executives are rehearsing as part of getting venture capital from organizations located in Ras Al Khaimah, UAE. In the 1950s, the draft guidance was applied depending on the development of events and the performance of specific tasks by the strategies of managers for significant protection programs. In this sense, the leaders' project was different from the associative center exercises. This ability has helped administrators meet practical commitments to the enterprise, as well as provide self-sufficiency and space to carry out their assigned tasks. The conclusions drawn from the review are consistent with past exams, which confirm that professionalism in project development depends on different parts of the leaders' activities. Among other things, the creation of a board of directors is vital in light of the fact that a fruitful executive enterprise begins with the amalgamation of cycles and individuals into a development project. Empowering managers has a significant impact on good business results. Many companies start out with smart thoughts, huge speculation, and incredible effort. However, most of them do not make much progress. Business leaders are locked in to successfully complete a task, and they are locked in to ensure that the scope of the entire business is set from start to finish. Consequently, project managers ensure that the tasks performed contain everything needed to complete the venture, as specified in the agreement. The impact of efficient use of time on project development, as well as low time and cost efficiency, was a major issue widespread in the global development industry, and the UAE was not a special case. Correspondence is becoming an essential tool for thinking, learning, sending, addressing, and maintaining culture. Correspondence is a way of creating and transmitting social qualities. In fact, culture is the result of social contacts. Moreover, the opposite is also true: correspondence exercises are essential to building, forming, maintaining, and communicating with the community.

## نبذة مختصرة

كان الدافع وراء إجراء هذا البحث هو فهم جزء المشكلة الذي يتدرب عليه التنفيذيون كجزء من الحصول على رأس المال الاستثماري من المؤسسات الموجودة في رأس الخيمة ، الإمارات العربية المتحدة. في الخمسينيات من القرن الماضي ، تم تطبيق مسودة التوجيه اعتمادًا على تطور الأحداث وأداء مهام محددة من خلال استراتيجيات المديرين لبرامج الحماية الهامة. بهذا المعنى ، كان مشروع القادة مختلفًا عن تمارين المركز الترابطي. ساعدت هذه القدرة المسؤولين على تلبية الالتزامات العملية للمؤسسة ، فضلاً عن توفير الاكتفاء الذاتي والمساحة لتنفيذ المهام الموكلة إليهم. تتوافق الاستنتاجات المستخلصة من المراجعة مع الاختبارات السابقة ، والتي تؤكد أن الاحتراف في تطوير المشروع يعتمد على أجزاء مختلفة من أنشطة القادة. من بين أمور أخرى ، يعد إنشاء مجلس إدارة أمرًا حيويًا في ضوء حقيقة أن المؤسسة التنفيذية المثمرة تبدأ بدمج الدورات والأفراد في مشروع تنموي. تمكين المديرين له تأثير كبير على نتائج الأعمال الجيدة. تبدأ العديد من الشركات بأفكار ذكية وتكهنات ضخمة وجهود لا تصدق. ومع ذلك ، فإن معظمهم لا يحرزون تقدمًا كبيرًا. يتم تأمين قادة الأعمال لإكمال المهمة بنجاح ، وهم مقيدون لضمان أن نطاق العمل بأكمله قد تم تعيينه من البداية إلى النهاية. وبالتالي ، يضمن مديرو المشروع أن المهام التي يتم تنفيذها تحتوي على كل ما هو مطلوب لإكمال المشروع ، كما هو محدد في الاتفاقية. كان تأثير الاستخدام الفعال للوقت على تطوير المشروع ، فضلاً عن انخفاض الوقت وفعالية التكلفة ، قضية رئيسية منتشرة في صناعة التنمية العالمية ، ولم تكن دولة الإمارات العربية المتحدة حالة خاصة. أصبحت المراسلات أداة أساسية للتفكير والتعلم والإرسال والمخاطبة والحفاظ على الثقافة. المراسلات هي وسيلة لخلق ونقل الصفات الاجتماعية. في الواقع ، الثقافة هي نتيجة الاتصالات الاجتماعية. علاوة على ذلك ، فإن العكس هو الصحيح أيضًا: تمارين المراسلة ضرورية لبناء المجتمع وتشكيله والحفاظ عليه والتواصل معه.

## TABLE OF CONTENTS

Chapter one: Introduction .....	1
Introduction.....	1
Problem statement.....	3
Significance of the study.....	4
Research Aim, Questions and Objectives .....	4
Research Questions.....	5
Chapter Two: Literature Review.....	6
Introduction.....	6
PM definition .....	6
Types of PM.....	7
1. Waterfall PM.....	7
2. Agile PM.....	7
3. Lean PM.....	8
Impact of the PM Office on UAE Public Sectors .....	8
Knowledge areas of PM.....	9
Time and cost overrun causes in UAE construction-related projects .....	10
Summary of the Literature .....	11
Chou and Yang, (2012).....	11
Papke-Shields, Beise, and Quan, (2010).....	12
The impact of the use of PM Practices .....	13
The significance of PM Critical Success Factors.....	15
Working Definitions of Project success and project management success.....	16
Challenges Of PM.....	17
PM practices in the United Arab Emirates.....	18
Summary .....	21
Chapter Three: Methodology .....	23
Introduction.....	23
Research Hypothesis.....	23
Research Model .....	23
Questionnaire .....	23
Data Collection .....	24
Sampling Procedure .....	24
Analysis of Quantitative Data.....	25
Conclusion .....	25
Chapter Four: Results .....	26



Introduction.....	26
Results related to research question one: Exploration of PM Practices in UAE from Project Managers' Perspective .....	27
Project Managers and Contracting Companies Background Characteristics.....	27
Regression Model .....	33
Correlations.....	35
PM Practices by Contracting Companies Grade.....	36
Relationship of Project Size to the Use of PM Practices .....	38
Effect of PM Practices and other factors on Project Success.....	39
Effect of PM Tools and techniques on Project Success Dimensions.....	39
Significant Relationships between Integration Management and Project Success Dimensions .....	40
Significant Relationships between Scope Management and Project Success Dimensions.....	41
Significant Relationships between Time Management and Project Success Dimensions .....	42
Chapter Summary .....	42
Chapter five: Discussion .....	43
Introduction.....	43
Discussion on Findings from Survey in the Light of Past Literature.....	43
Theme 1 - Integration Management and Project Success .....	43
Theme 2 - Scope Management and Project Success.....	44
Theme 3 –Time Management and Project Success.....	45
Theme 4 - Communication Management and Project Success .....	47
Discussion of the Research Questions .....	48
Discussion of Quantitative Data .....	48
Discussion of Data Related to Research question One .....	48
Discussion of Project Managers and Contractors background characteristics.....	49
The Effect of PM experience on the use of PM Practice .....	50
The Effect of Project Size on the use of PM Practices .....	50
Relationship between PM Practices and Project Success .....	51
Conclusions and Recommendations .....	52
Introduction.....	52
Conclusions of the Report.....	52
Recommendations of the study .....	52
Limitations of the Study.....	53
Areas for Future Research .....	53
References.....	54

## **CHAPTER ONE: INTRODUCTION**

### **Introduction**

The Institute for Project Management describes a project as a temporary, definitive start and final end, and an attempt to create a specific service or product. In addition, Project management (PM) methodology aims to complete the project as planned, to do so most effectively, lowering costs and meeting external customer needs objectives (Koskela and Howell 2002). Civil and construction engineering computing; PM was initiated in the 1950s on large-scale defense projects and evolved through developing and implementing specific tools for PM. In this sense, PM was a separate role from the organisation's core activities. The expertise helped the managers to exercise responsibility for the project and self-management and space to achieve the objectives of the task. Recently, various multidisciplinary definitions of PM have emerged. Models include: Project management is the use of information, capabilities, devices and methods to conduct on-site exercises. The execution and alignment of PM cycles, such as starting, organising, performing, coordinating and managing, and stopping, all of these aspects refine PM. The administrator of the business is personally accountable for accomplishing the organisation's objectives. Project management is the cycle that comprises companies that defined, organised, inspected, monitored, and communicated so that co-benefits may be discovered. Businesses are fresh, short-term ventures attempting to attain ideal outcomes. It is regarded as the most effective way of regulating such modifications.

### **Research Background**

PM practices and principles have advanced in recent decades, with a fast increase in the application of PM disciplines to complete projects in different commerce and divisions like construction (Winter & Szczepanek, 2008). But the notion that the management of projects has changed fairly in the last three decades is difficult to refute. (Wysocki 2011) Issues happen with the underlying PM assumptions and procedures in some countries (Fossum et al. 2019) In addition, building projects are subject to issues including lack of funding, confusion about length, project delays, difficulty of projects, budget exaggeration, and inefficient PM activities as sponsored. (Cullen and Parker 2015). Over the last 25 years, the United Arab Emirates (UAE) has expanded at a rapid pace, with a major surge in the building industry. Unfortunately, the UAE construction sector faces many challenges, such as delays and cost overruns (Mehran, 2016).

The development and spread of the field of project management have mirrored the enormous extension observed in the UAE building sector. The UAE has a unique opportunity to utilise both the best and worst international standards (Al-Hajj and Sayers, 2014).

The UAE construction sector is expanding rapidly, and the integration of the PM method is among the key drivers driving this expansion. The field of project management focuses mainly on the use of software, techniques, skills, and expertise to fulfil project objectives and expectations (Shenhar & Dvir, 2007). In different industries, from construction to information technology, PM approach has been implemented. It emerged as a new professional field but was implemented informally even during ancient buildings (Al-Hajj and Sayers 2014). In different industries, from construction to information technology, moreover, the PM approach has been implemented. It emerged as a new professional field but was implemented informally even during ancient building (Abdalla 2016). By the end of the 20th century, authorities understood how important it was to diversify the economy and deplete resources at high rates. One of the potential sectors in which authorities helped to grow and further develop was the construction sector. This study analyses the current trends in the building industry and analyses the approach to PM in the UAE. There are several remarkable PM standards and guides developed for project managers and practitioners to manage and execute projects successfully (Mehran 2016). Many methods and techniques covering all stages or components of PM from initiation to completion have been developed in the same direction (Kerzner 2017).

The development of the PM discipline reflects the phenomenal increase seen in the UAE building sector. The UAE does possess a unique opportunity to utilize both the best and worst international standards (Al-Hajj & Sayers, 1993). While PM assets are being focused on as a method to improve the competitiveness of organisations, the emphasis on the influence of operational aspects in employee's performance is lacking in academic literature (Khalifa Al Falasi et al. 2019). Project managers typically face main challenges for project performance – virtually managed project teams, clearly determined project priorities, high accountability of projects, effective reporting methods, predefined project methods, communications effectiveness and risk management. (Ameen and Alrajawi 2019).

## **Problem statement**

Despite the fact that project performance has often been a subject that is majorly discussed in strategy implementation, the impact on the success of the project is still not highly focused on. In view of the wide variety of literature and preparation available for PM, the success of PM methodologies remains unchanged. The role of successfully implemented PM practices in project performance, therefore, needs to be decoded (Al-Hajj, 2018). While a growing body of study addresses concerns in relation to PM practices and efficiency, few studies addressed critical stress specifically to the construction industry about PM and performance (e.g., Demirkesen & Ozorhon, 2017, Attakora Amaniampong, 2016, Ling et al., 2009; Al-Hajj & Sayers, 2014; Cheng et al., 2012). In the past, the knowledge base regarding PM has progressed significantly, and hence, as a result, PM has acquired great popularity and importance as a field (Ahlemann et al., 2013).

However, it remains a challenge to recognise practices which help to successfully manage the projects. The success of a project means that stakeholders including contractors, developers, engineers, suppliers or employees are meeting those goals. The goal of this research is to investigate the impact of project management techniques on the growth and achievement of projects in Ras Al Khaimah. RAK provides developers with a number of benefits including minimal living costs and proximity to Dubai, approximately 45 minutes southwest. Another advantage is the complete absence of administrative formalities. The county government tries to restrict guidelines until it guarantees that vital standards are met. In 2009, the RAK Investment Authority (RAKIA), the administration linking the free zone owner and the emirate's venture capital warning, tasked the RAKIA Real Estate Regulatory Authority (RERA) to ensure that development projects in the emirate comply with RAK guidelines. Moreover, structure. In addition, the new body is usually responsible for ensuring that RAKIA's achievements are in full compliance with the terms of the contract. One of the directions was to improve the assembly shop, where some kind of RAK ceramics were distributed all over the place. The RAK Investment Authority's \$ 1.5 billion agreement to generate interest in assembly has further spurred nearly 1,000 financial sponsors currently involved in areas such as glass and cutlery, sliding glass, concrete, and vehicle collection. The RAK Investment Authority additionally opened Offshore, a seaside administrative office that currently serves 250 organisations. The emirate is also expanding its port and air terminal offices to accommodate a stock exchange and the expected flood of the tourism industry to 2.5 million by 2012. Be that as it may, Ras Al Khaimah could profit from the expansion of Dubai

and Abu Dhabi because of its creation. The famous emirate finds a way to use its usual resources for self-separation. The key to its prosperity is its usual benefits; its pristine coastline and mountains. Ras Al Khaimah has effectively attracted companies from all over the world and around the world in a short time, said Jones Lang LaSalle, Senior Middle East Real Estate Expert Blair Hagkul at the new NEED meeting.

### **Significance of the study**

This current study is intended to point to the growing complexity of the working culture as the role of PM practices increases. Furthermore, due to undue delays in the execution of the projects, the construction industry currently faces problems of investment overall efficiency. However, it is important to understand that the difficulty of the PM methodology is high since it provides a range of methods and strategies along with various risks. Furthermore, no guidance is made for project managers, which method and technology should be used to solve problems of what sort or what resources are used for the use of technology (Bierman et al. 2016). The project managers in this area have the project criteria in line with their expertise and experience by applying the most effective PM techniques. Project managers increase the likelihood of success if the right PM method is chosen. They must use their skills and experience to do that. A project has a lifetime, and many techniques and tactics are employed at each stage of the life cycle of a project. The PM discipline is generally recognised and applied in literature and practice. It stands on the iron triangle, consisting of expense, quality and time and constitute the most critical elements for managing projects. In addition, there are many parties involved in a full PM process. The project must be efficiently carried out together by all these stakeholders. This study examines the PM executed in UAE, specifically the construction sector in Ras Al Khaimah..

### **Research Aim, Questions and Objectives**

To investigate project management techniques impact of on the performance of businesses operating in Ras Al-Khaimah, UAE.

- To review and understand the PM
- To understand and examine PM practices
- To examine the factors or practices of project managers affecting the success of projects in companies working in Ras Al Khaimah.

- To suggest the strategies that can help in eliminating the potential barriers to success of project

### **Research Questions**

The primary research question is, “What are the best approaches that influence project success in businesses operating in Ras Al Khaimah, UAE?”

Does the communication management have any role in the project success?

Does time management have any role in the project's success?

Does scope management have any role in the project success?

Does the integration management have any role in the project success?

## **CHAPTER TWO: LITERATURE REVIEW**

### **Introduction**

This chapter provides an overview of previous research. In the 1950s, PM was applied by the development and implementation of specialised PM techniques for major defence programs. In this sense, PM was a separate role from the organisation's core activities. The competence aided the managers in assuming responsibility for the implementation, as well as the liberty and scope needed to achieve the project's goals.

### **PM definition**

Lately, various multidisciplinary meanings of PM have been developed. For example: Management leadership is about leveraging information, capabilities, devices, and strategies to empower and fit the premises of the enterprise. PM is cultivated through the application and combination of PM cycles involving starting, organizing, executing, observing, controlling, and completing. The director of the enterprise bears individual responsibility for achieving the set goals (Pollack 2007). Project management is the interaction through which tasks are described, ordered, tested, tracked, and progressed to the point where agreed benefits are identified. Events are one-of-a-kind temporary actions aimed at achieving the perfect result. Actions lead to changes, and project management is considered the most effective method of tracking such changes. Relations between project managers (2009) In the building industry, the position of the project manager continues to be identified as a new category of building professionals resulting from growing complexity and the specialisation of projects. Moreover, has proven to be an important method for coping with novel or complex tasks in the last 30 years. Their functional divisions and formal hierarchies are perceived to be more effective than conventional management approaches (Munns and Bjeirmi 1996). PM has proven to be an important method for coping with novel or complex tasks in the last 30 years. Their organisational categories and structured hierarchy are considered to be more successful than conventional management methods. It is not anymore the exploratory and unorganised endeavour it used to be expected (Al-Hajj & Sayers, 2014).

Acknowledgment of the opposing opinions of the PM is seen as a continuously changing phenomenon (Atkinson 1999).

PM involves organizing and pooling the assets of an organisation to fulfill a specific assignment, event, or obligation. It's anything but a one-off project or continuous movement,

and the assets that control include faculty, foundations, innovation, and licensed innovation. Project management is regularly associated with design and development, and more recently with health and data (IT) innovation, which typically involves a dizzying array of segments that must be completed and assembled in a specific style to create a work item. Regardless of the industry, the business director often performs the same function: assisting in the description of the project's aims and objectives, as well as determining when and by whom the different parts of the organisation must be executed. They additionally carry out quality checks to ensure that the finished segments meet specific requirements. The PM cycle includes related stages: preparation, launch, execution, observation, and completion. From start to finish, every task needs a mockup that tracks how things are going, how they are built, and where they end. For example, in engineering, a layout starts with a thought, moves on to blueprints, and continues with drawing diagrams with many small details that arise between each progress. The draftsman is just one person giving one piece of the puzzle. Besides, Everything is collected by the task manager. For the most part, every business has a cost plan and time frame. The PM supports everything easily, on schedule and in accordance with the plan of expenses. This means that when the agreed time period comes to an end, the task manager can force all colleagues in the enterprise to complete work on time.

## **Types of PM**

Numerous PM types have been created to meet the specific requirements of specific businesses or activities. They include related:

### **1. Waterfall PM**

This is similar to a normal PM, but includes a warning that each task must be completed before the next can begin. Steps are straight, but progress in one direction is a cascade. Thus, it is vital for this type of PM to be mindful of workgroups and the course of events. Often the size of the corporate team increases as more modest assignments are completed and larger assignments begin.

### **2. Agile PM**

The PC programming industry was one of the first to use this philosophy. Based on the 12 core standards of the Agile Manifesto, Nimble PM is an iterative cycle aimed at continually



monitoring and improving expectations. At its core, excellence is a product of respect for customers, group communication and adaptation to the current business environment.

Nimble PM does not take a sequential step-by-step approach. As a rule, the periods of the company's activity end one after the other with different employees. This methodology allows you to detect and fix errors without restarting the entire system.

### **3. Lean PM**

This strategy is a waste of time and money. The standards of this philosophy were gathered at the rehearsals of the Japanese congregation. Their main idea is to create more incentives for clients with less assets. There are many more PM techniques and types than described here, but they are probably the most famous. The variety used depends on the inclination of the enterprise or organisation administrator whose task is under control.

### **Impact of the PM Office on UAE Public Sectors**

The PM Institute (PMI) has developed that a project can be characterized as a temporary operation that is scheduled to achieve specific goals at the relevant time, costs and quality. PMI has identified PM as an implementation integrating thought, planning, experience, skills and technology to meet the defined requirements to achieve a project goal. These concepts are the basis for projects and PM and were updated many times accordingly (Al Khoori and Hamid 2018).

The PMO has recently developed management practice for control and oversight of projects Experts regulated. Various scholars and organisations assign several meanings to the PMO. PMO can generally be characterized as a corporate agency that standardizes project processes through the management of resources and multiple projects that achieve the target within the stated time frame (Khoori and Hamid 2018).

Premised by the PMO, a selection of 19 public businesses operating in Abu Dhabi and Dubai has been analysed. The survey approach gathers input from 450 workers of these organisations. The investigator found that 95% of the organisations had established their own PMO. The main tasks or responsibilities of the PMOs are described as a management strategy, development of methods and skills for PM, planning and monitoring of organisational education and growth of the project organisation structure, and communication enhancement. In addition, he added that

PMO activities were not included in most organisations in the UAE apart from those 19 samples (Khoori and Hamid 2018).

### **Knowledge areas of PM**

The Knowledge Guide PM Body (PMBok) lists the 10 principal areas of knowledge that are important for PM and four further areas for its construction extension. Included are the first field of expertise that covers project integration management methods, combination, unification and teamwork (Görög and PMI-RMP 2013).

PMI defined 14 aspects: communication, human resources, quality, cost, time, scope, project integration, hazard, sourcing, protection, sustainability, financing, and claims supervision. Any of the research evaluated the output from these fields of knowledge or demonstrated the impact on the performance of particular fields of knowledge. PMI-recommended information sections were utilised in a variety of research projects. Several research attention was paid on technology and integration management (O'Connor and Young, 2004), innovations (Toole et al., 2010), and risk management (Hwang et al., 2014), as well as the development of businesses' skills (Chou et al. 2013). A study on the competence of construction workers in PM has been conducted. Chou's study presented a model to evaluate project performance and the links across information fields, including the impact of project size, pace, efficiency, procurement management, risk, communication, and human resources.

In terms of its diverse, decentralised and complex existence, construction is more difficult than other industries because it needs participation by multiple parties and effective process management. For this, well-established techniques and practices are required to combat risks and uncertainties. Cost and schedule changes may have unintended consequences, resulting in poor customer experience. As a result, it is critical to identify the fundamental criteria for project performance that must be handled (Demirkesen & Ozorhon 2017a; Alvarado et al., 2016). Defining different features according to their essential value, provided a structure for incorporation into the construction project. The structure was proposed as a valuable tool for building professionals to use their expertise to create a more integrated project. Although this report lists characteristics like collaboration, cooperation, leadership, information sharing, and confidence, the study lacks comprehensive knowledge of integrated features such as integration of adjustments and integration ambiguity control. These results suggest that when an integrated strategy is used, projects have better accomplishment and effectiveness outcomes. This research instead focused on system development, relational integration, or contract integration,

while integration must be evaluated as a core component that encompasses many dimensions and influences various factors in a construction project (Demirkesen & Ozorhon, 2017a). The findings of this research show that integration management has a significant effect on PM success, and this relationship is highly recommended. When past studies for this relation are reviewed, it is seen that literature is divided and there is a particular focus on the effects of integration management. This study demonstrates with its construction specific factors, the core component of the integration management and clearly visualises the strong connection between integration and efficiency. Based the results of this report, the phases of building projects involve a variety of different tasks, tools and techniques. Due to its significant influence on project management, it is essential for project managers to properly organise procedures and involved stakeholders. IPDS, BIM, LPD, JIT distribution, ERP, and agile management are among the main methods in construction management. The most important strategies are:

Project managers in the building industry may develop and execute successful strategies through the proposed framework for PM efficiency. It may be used to guarantee the construction process before the commencement of a project and as a post-project evaluation tool after the project is completed.

In quantification of the scale of the shifting scope for cost changes, Kaufmann, Daniel & Kraay, Aar Mastruzzi, Massimo employed the value method obtained. Chan & Kumaraswamy (1997) cited unworkable architecture, lack of work, poor results, unexpected circumstances and bad communication on the basis of surveys. Shenhar classified four degrees of technical vulnerability and associated them with the overall length of the project. Levy and Globerson introduced the queuing theory concepts to reduce the effect of crucial job package waiting periods on the delivery times for presently performed projects. The scope and goals are the guiding principles that drive the project team's efforts. The accomplishment or collapse of a Ward project is decided. The goals of the IS creation could be ambiguous without a well-specified scope, and people could begin to lose sight of what Clarke is about.

### **Time and cost overrun causes in UAE construction-related projects**

Faridi & El-Sayegh (2006) analysed the United Arab Emirates ventures that reinforce the study of researchers in various other countries with the main reason for delays and cost overruns. However, (Ren et al. 2008) explored construction projects in Dubai and found that cultural diversity, dynamic demands for style and quality, a lack of staff, and the presence of

multinational teams are the only obstacles in projects, making the causes of delays and over-cost slightly different from other countries. Faridi & El Sayegh (2006) identified the top five main reasons for time and expense overruns. As a result of a lack of initial outlining, there was a delay in the creation and validation of drawings, a failure in inspection and control, a lag in customer decision-making, and a lag in obtaining government agency licenses and approvals (El-Sayegh, 2008). It declares that insufficient internal and external risk management, an unachievable construction routine, the need for appropriate consumer engagement, major shifts to the design structure, labour limited supply and gear, postponements in approval/permit, and customer budget restrictions are the primary causes of time and expense overruns for UAE projects.

Skilled networking sites, including consumers, design consultants, contractors and other ventures involved, for 60 random professional samples in building, of which 53 (88.34 percent) have obtained answers. The data obtained from the perspectives of the participants in the different projects provide a deeper understanding of the research issue. An interview with eight well-trained construction professionals from different renowned and recognised organisations, was performed simultaneously using a technique of snowball or chain comparison. Multiple project participants were interviewed, comprising two clients, two design advisers, one PMC consultant, one CMC adviser, and two important builders. A semi-structured interview was used in this study, in which a consent form and questions were distributed among the group preceding to the sessions, and the meeting was free for any dialogue on any research topic. With a 100% satisfaction rating, the discussion presented a comprehensive analytical evaluation for the objective of the research.

## **Summary of the Literature**

### **Chou and Yang, (2012)**

Chou and Yang (2012) discovered in their study that not every of the PM (PMBok®) knowledge/tools/skills had a significant impact on project success. Some PMBok® activities, however, have a reciprocal relationship with performance. The results may be inadequate and influenced by social, cultural, and technological advances in PM activities – the survey's expanded size, as well as the cross-border comparison (Chang & Yang, 2012). The aim of the research was analogous to that of "Papke-Shields, Beise, and Quan (2010);"" however, Chou & Yang's study was completed in the field of the construction projects, opposite to them. Every step, in their opinion, may also be interpreted as a separate scheme, which implies that an

individual product or service is created at each phase, and the organisers focused on the commencement, planning, production, and inspection, but not on the completion (Chou & Yang, 2012, p. 47). Strong correlations with "Papke-Shields, Beise, and Quan (2010)" are available in combination with the employment of PMBoK® as the final guideline. Likewise, Chou and Yang (2012) utilised existing research as the foundation for a range of measures to assemble data collected from randomly chosen localised construction companies in Taiwan (Chou and Yang, 2012). Prior to conducting the official research, the survey was examined in a pilot study. The equipment used to gather data was verified (Chou and Yang, 2012, p. 53). Even though the study by Chou and Yang (2012), which was limited to the Taiwanese construction industry, was accomplished, the researchers were surprised to discover that, despite the fact that PM techniques are widely employed in engineering projects, moderately few respondents possessed firm understanding regarding the fundamental principles of PM (Chou and Yang, 2012, p. 58).

As a result, though research has found a link linking the execution of PM practices and organisational growth, Taiwan still has a long way to go through until accomplishing a satisfactory standard of PM practice since most building companies are only engaged in PM in aspects such as file system and control and information centres (Chou and Yang, 2012). It carried fluid quantitative research that tested a large number of hypotheses, yet it is still precisely applicable to Papke-Shields, Beise, and Quan (2010). A quarterly evaluation on owner satisfaction and performance outcomes is also suggested for long-term evaluation of the guide's adoption. The employment of PMBOK® Direction indicators is restricted in this research. Subsequent researchers could upgrade and investigate novel measures appropriate for building evaluation (Chou and Yang, 2012, p.65).

### **Papke-Shields, Beise, and Quan, (2010)**

The study of (Papke-Shields et al. 2010b) explored a potential correlation between using PM practices and enhancing success of the project (Papke-Shields, Beise and Quan 2010 p. 660)", a field in which research finds contradictory findings, whereby some researchers have a relationship and where there is no connection. Three questions were answered by the study;

(1) What are practitioners' practices within the standardized PM guidelines and are various practices used? (2)

(2) Does the use of PM criteria differ from the project context?

(3) Is the use of PM standards related to the performance of the project? (Papke-Shields 2010, p.652 Beise and Quan)

It focuses on the practical project management application of techniques (based on formal standards) and the relationship between this application and project performance. They originally created a set of stages based on PMBoK® that included four of the five structured project processes — initiation, preparation, execution, and control – not the 5<sup>th</sup>. The indicators have been utilised to evaluate the comparative usage level of the various PM methods, how their use may vary depending on the environment, and the relationship among project outcomes and practice use in the eastern US. A standardised survey was developed and then disseminated within a local PMI organisation, yielding 142 responses. This represented about 10%, and it came from 13 industries and organisations ranging in size from 100 up to >25,000 employees—companies of various sizes. The application of practices in PMBoK® areas of knowledge, the links between practice and the 6 dimensions of technical specification, quality set of criteria, business objectives, efficiency – cost goal, time goal, customer satisfaction, and the relationship among practical use and circumstances were then thoroughly examined. Approval and quality controls were performed at all stages of the survey to verify that there were no biases and that the findings were reliable and precise. The information obtained assisted Papke-Shields, Beise, and Quan inadequately answering their research questions, but they did agree in summary that they had specified challenges associated with generalising their responses; all participants were affiliates of a highly qualified PM standards organisation, they were from a particular geographical area. An important aspect of the analysis is also highlighted.

This research covered cross-sectional instead of longitudinal, which makes it impossible to determine causality (Papke-Shields & Beise Quan, 2010), although the logical interpretation of the relationship among PM use of practice and the achievement of the project as successful system performance leads to achievement. In addition, Papke-Shields, Beise, and Quan said that the results of this form of the survey might be influenced by organisational culture and the local culture.

### **The impact of the use of PM Practices**

Among the necessary features that may impact the execution of a project is the use of PM practices. Empirical research has shown that even the fundamental PM strategy in companies is most often not optimal and that senior management can hardly understand (Alsulamy et al., 2014). The definition of formalised PM practices is associated with the fundamental hypothesis

of optimising and improving project outcomes by using generally recognised PM practices (Papke-Shields and Boyer-Wright 2017). In light of the above, PM activities reflect the framework for integrating organisations and PMs in order to effectively execute complex projects. Effective PM obviously involves clear and repeatable methods and processes to handle range, rhythm, expense, as well as quality constraints and to make sure the success of the result of the project. Prospect researchers were therefore proposed that PMs actively facilitate the direction and infrastructure of the project by implementing PM exercises. This is in line with the recommendation of the PMI's ten PM awareness areas 2013. The literature review shows several projects and project-related resources. The main recurring issue in this practice, however, is the question of the number of techniques and tools being utilised in the procedure as well as the impact on the project's outcomes. According to research, organised project management techniques will minimise the negative effects of project size and complexity on project performance (Papke-Shields & Boyer-Wright 2017).

The situation is due to the fact that big and complicated ventures need more regulated management practices in order to be successfully managed. In reality, the number of practical applications for PM is yet unknown, as are the implications for project performance. Thamhain (1999), for example, studied PM's familiarity with the 38 unique tools in PM in the list of 150 (see only 28% of the tools in their sample called PM were actually used. However, his research's limitations made it difficult to generalise the findings. Despite the fact that White & Fortune (2002) achieved comparable results employing 44 PM techniques from the corresponding list, there was no description of the scope of projects utilising such practices. Besner & Hobbs (2006) discovered that 72 techniques were employed by PMs, with PM software and Gantt charts are commonly employed.

Therefore, the degree to which PM activities will affect the project result must be established. Milosevic and Patanakul (2005) examined a number of conventional techniques and did not use them but concluded, in order to achieve a greater number of projects, some sort of standardisation was appropriate. The findings of one survey were carried out by Hyväri (2006a; 2006b) in two study sets. The previous study investigated the usage of various PMBoK projects in 1993 and found that they possessed some effects on the success of the project. The next article investigated CSF and funding concerns while reinforcing the usage of PMBoK. Wang and Song (2010) discovered that modifications were the most significant cause to project loss, though it was critical to apply the PM technique. Hajjaji, Denton, and Jackson (2010), on the other hand, indicated that cost controls are determining project performance and that an over-budget project has largely failed. Therefore, their study does not conform to the



PMBok®, which is much broader than budget regulation. Another study performed by Patanakul and Omar (2010) employed parameters that were distinct compared PMBoK®, and while it confirmed that the application of PM practice is more important than any other consideration in relation to project performance, the main factor in this study was to learn from previous errors. It would be crucial to consider which PM methodology was used and thus directly influenced the performance of the project. The value of corporate culture is also recognised by Yazdanifard, Molamu and Musa (2011), but their study has found that corporate systems that promote integration management have achieved more success. This does not imply that project success is the only main thing, but rather that companies that has an high track record are more successful in the control process. Yang (2013) considered quality as only significant when considering manufacturing projects instead of building projects. According to Yang's (2013) study, the best way to achieve quality is to include TQM from the beginning of the sector. Since quality is just one aspect of the PMBoK®, this article would not relate to it, though it does demonstrate that the eye for detail required for efficiency also helps to performance in other areas. Alternatively, Langston (2013), who focused on risk management and project cost control, came to the conclusion that using PM Practices to guarantee success in the domains is critical. Polkovnikov and Illina (2014) have adopted the PMBoK® in large part, although they do not cover all areas and indicate that the adoption of the PMBOK® has a significant effect on project performance. The study summed up that a major factors in deciding the maturity of the organisation or industry was whether or not the business used PMBOK® Practice. This is in line with a number of the above-mentioned articles and highlights the value of project management maturity in Saudi Arabia. Mir and Pinnington were the last writers to write about the value of PM practice (2014). They concentrated on frameworks of PMPA more than PMBoK® frameworks, despite the fact several of them conform to the guideline in general, their scope is considerably broader. Thus this research was not really deemed a comparable investigation.

### **The significance of PM Critical Success Factors**

According to (Belassi and Tukel 1996), several combined success factors were proposed for their seminal work, which was used during various stages during the life cycle of the projects in order to lead to either the project's achievement or collapse. Four advance metrics were recommended: expense, period, standard and customer fulfilment, though profit agents include specific project objectives, support for top management and planning, appropriate resources, planning and tracking, monitoring and feedback, as well as customer consultation. As they



concentrate on completing projects within the time limit, and on budget and fulfilling customer requirements as performance criteria, they have suggested numerous factors in project priorities, a reasonable timeline, uppermost control maintenance, sufficient supplies, hazard control and consistent transmission networks as far as success factors are concerned. A similar study by Murphy and Ledwith (2006) in Southern Ireland found that large-scale projects use performance criteria-related PM techniques, whereas small-scale schemes would not implement the systems. The management of integration was as well viewed as a connection, although the regularity of the relationship appeared to possess cultural origins (Yang, 2013). All the identified research has a somewhat distinct perspective on how excellent initiatives were perceived. Overall, in the following data collection instruments, the six parameters defined for project success and 4 main areas were applied to the project outcome as stated in previous parts.

### **Working Definitions of Project success and project management success**

These are certainly related, and each has numerous points of convergence with definitions of project success and PM success. The key explanation for the project is that 'project progress' is already defined as 'successful' by employers of the PMs in question. These are certainly linked, and each has numerous points of convergence with definitions of project success and PM success. The main reason for the project is because 'project progress' is already defined as successful by the PMs' employers. Furthermore, successful PMs may have a failing venture and conversely, since the PM does not succeed in each project, no matter how successful. Performance measurement and successful project management are issues in the profession of project management. Performance and failure have been shown to be difficult to define, recognise, and measure because individuals see them differently (Lempinen, 2019). Arslan and Kivrak (2008), the success of this project is determined through how far stakeholders and participants fulfil their project goals and expectations in relation to conventional time, cost, and quality standards. However, success or failure must be understood as a multi-dimensional framework that makes it impossible for people to have defined dimensions that can better explain or reflect success. The key issue should be how companies interpret the success of projects and how do they assess the success of projects? This question is crucial to the practice of PM and lets PMs use the correct models, groups of project methods, and strategies for projects. Based on PMI, the success of the project is dependent on the capacity to complete the process sequentially based on the timeframe and within the expenditure agreed. While Brack et al. (2015) think that project effectiveness is based on particular timelines and performance,

these points are critical. While concepts made by the rest of the industries and the concepts of “total quality management(TQM)” (Gimenez-Espin, et al., 2013; Feigenbaum, 2002) stay relevant. There are no doubts about what defines excellence. Furthermore, Kerzner (2017) verified that the project's performance is qualitative and that it has a defined measure for statistical evaluation (percentage of the venture that is profitable or not).

## **Challenges Of PM**

PM is not a job that can be handled by only an individual and therefore necessitates the involvement of many people at the prospect time and location (Svejvig & Andersen, 2015). These challenges are as follows:

1. Project teams that are geographically scattered- when the teams as part of the same project are dispersed geographically, the centralised approach to PM becomes unlikely to be followed (Doraiswamy& Shiv, 2012). This challenge is new to the PM and has come as new outsourcing and offshore construction work is rising. It becomes difficult for a team which is living in distant continents to hold meetings at regular intervals (Kousholt, 2007).

2. Over-utilisation of mismanagement of resources- sometimes it has been shown that the PM team does not get accurate details as to availability of resources for them. Teams demand more tasks even though there is a small number of project team members to deal with and this leads to mismanagement or over use of resources. This results in delay of work (West, 2015). 38  
Figure 2.6: PM Challenges Source: (West, 2015)

3Implementing the wrong tool for completing a mission- many organisations use local tools to monitor the work performed under PM. This leads to bad management. Thus, it is extremely critical that the project manager is well aware of sophisticated and advanced technology and resources and also as to when these should be implemented to ensure desired outcome. If wrong or outdated tools are introduced, the whole purpose of implementing PM goes waste (West, 2015; Muvunzi, 2013).

4. Wasting time when searching for artifacts or records- project scope documents including problems lists, risk lists, emails, files and deliverables are included under project assets. In fact, it becomes difficult for the project manager to store all of these documents safely and much of the time goes wasted for locating and searching for the documents even though they are saved in highly advanced software systems. Further, the files for the purpose of PM may also be accessible for members of the project team to access, this might lead to leakage of important

information (West, 2015). Training not organisational focus PM is Bureaucratic Professional certification a commodity One size fits all 39.

5. Spending excess time in holding status meetings- to update the status of programs, meetings are held. However, it is complained that these meetings waste a lot of time and money and serve as an obstacle in executing and achieving the goals of the PM. Thus, the model for updating the status of the project should be updated and be made virtual for overcoming this challenge (Bittner &Gregorc, 2010).

Another way of addressing obstacles is by building project culture, so that the company is capable of reacting rapidly to difficult circumstances and tasks. The diagram below tells the fields whereby project culture supports and contributes towards successful PM. The definition of project culture consists of three key elements: organisational framework of the project to promote the aspects of success in the project, the procedures, methodology, resources, etc. relevant to PM applied in the organisation and the PM competence. All of these areas should be balanced well while developing (Project Institute, 2015). Further problems include planning and resource use, schedule complexity, cost escalation, complication and risk mitigation, adapting to project differences, project management, and project strategy. The concepts will be used to address the issues. Different approaches may be used to solve the PM's problems and hindrances (Muvunzi, 2013).

### **PM practices in the United Arab Emirates**

In past years, project management advanced, with academics and professionals failing to grasp the reasons for failed projects and the many variables which contribute to project achievement (Jacob et al., 2014).

From the wish of companies to schedule, manage and achieve broad and multifactor tangible projects, the early techniques of PM have been described (Morris and Morris 1994). Types of time control and management, costs and scope are primary theoretical factors for project performance criteria. However, project management has lately been recognised as a processing transition (Bourne & Walker, 2004), and project managers can be seen as transformational leaders with extra responsibility for PM, as well as focusing on so-called soft relationship management aspects (Bourne and Walker 2004). Furthermore, in most organisations, project managers are accountable for the successful execution of whole projects in accordance (Bourne and Walker 2004). This progress depends progressively on the exemption and use of PM procedures which may seem to be mainly contradictory. In several ways, the effective Project

Manager needs to improve versatility and integrity, comprising all variables, introversive and thoughtful behaviour as well as human behaviour. Various programs are aimed at growing strategies and methods relating to skills, including the efficient administration of the time, cost and reach, to enhance the practice and career of PM.

PM techniques in PM can be implemented in any project, including basic activities, revision of the office or redesign of complex and multifaceted projects, such as airfield design and construction or hospital complexes (Mir and Pinnington 2014). Almost every project necessitates the application of PM practice art and science. The size, scope, and complexity of a project, as well as the amount of equipment required for specialised tools and methods, determine the level and number of workers engaged. PM techniques in PM can be implemented in any project, including basic activities, revision of the office or redesign of complex and multifaceted projects, such as airfield design and construction or hospital complexes (Mir and Pinnington 2014).

The position hold by the project manager is perceived to be harmonising a process of coherent functions that are not totally arbitrary or rigorously fully programmed but differ from the phases of the project (Loosemore & Cheung, 2015). Management ability and decision assistance strategies, as well as organisational structure, help project managers make PM judgments (do Carmo Silva & Gomes, 2015). Following proper implementation, the finest project management techniques management performance in increasing performance and output (Papke-Shields et al., 2010a). PM activities are becoming crucial for various organisations, according to Pinto and Kharbanda (1996), since all may promote the enhanced development of the projects in order to make sure improved resource management within the typical time, costs and qualitative constraints of projects. However, before using superior practice, the organisations have to coordinate their projects' strategic orientation with the organisational mission (Cooke-Davies et al., 2009).

Based on what has been mentioned by Ika (2000), scholars have been working from the inception of a PM method to assess what performance measurement is and what dynamics support is, and the parameters have yet to be acknowledged (Müller & Turner, 2007). Project success includes short-term PM success skills as well as long-term satisfaction with anticipated project results (Judge & Bono, 2001). However, if good project practices are to be understood mutually (Müller & Turner, 2007).

The definition of the basic three constraints (time, scope and cost) and several additional factors in relation to performance have been introduced to include the project success factors in an

understanding (Müller & Turner 2010). Factors can be categorised according to their climate (Hyvääri 2006), human capital (Tishler et al., 1996), tools and processes (Khang & Moe, 2008), as well as contextual factors (Khang & Moe, 2008; Sauser et al., 2009). According to (Kidd et al., 1999), the context of the project means any knowledge that is capable of explaining physical and mental conditions in the project. Not only the construction project, prior projects include physical aspects of the project context, whereas mental qualities include social, emotional, or information conditions. Subsequently, researchers realised that creating the success factors for projects would result in an increase in project risk without classification, structure and context; thus, success factor structures were proposed (Kammeyer-Mueller & Judge, 2008).

As previously stated, core values for PM practices are qualities, situations, or circumstances that, if correctly managed, maintained, or enforced, may have a significant influence on the successful execution of PM practices (Papke-Shields & Boyer-Wright, 2017). According to (Fortune & White, 2006), a number of studies have found different factors, but the criteria for measuring project performance and the factors encouraging effective PM activities are not consistent. Initially, Rubin & Selling (1967) were the main PM success factors. The technical component was a barometer of project status. According to Avots (1969), the primary reason for the collapse of the project was reluctant upper executives. (Prabhakar 2008) suggested that the intended efficiency be computed rather than utilising cost, duration, and efficiency as the status of the project indicators. Hughes (1986) felt that project collapses were mostly caused by a management system's inadequate consideration of improper behaviour and poor execution of project objectives. As a result, Hescheler et al. (1987) discovered that the accomplishment was dependent on two key factors.

The first group covers decisive variables, including project objectives, management assistance, and planning, whereas the second category covers operational aspects such as customer engagement, performance evaluation, and instruction. Gow et al. (1988) articulated that the progress of projects consists of factors such as politics, finance and the environment; structural innovations, staff restraints and technical support; factors of discrepancy and involvement; scheduling and information systems; conflicting agendas; and limitations of the benefits of project nutrition. Theoretically, project achievement factors are built rather than empirically rooted, according to Pinto and Slevin (1987), which may contribute to the lack of a particular scope for certain success factors, whereas others are concerned with concrete questions of particular projects. Pinto and Slevin (1989) have set up a structure for project performance covering the productivity, technological validity and validity of the organisation. The structure for the success of Freeman and Beale's (1992) project consists of implementation effectiveness,

technological efficiency, market impacts, manufacturability, particular improvement and sales performance. Shenhar et al. (2001) suggest that the four-dimensional paradigm does not offer a one-size-fits-all solution, demonstrating how different kinds of projects need a variety of progress criteria depending on the strategic character and short to long-term project goals. Furthermore, much research on critical PM success variables has shown the background impact on which elements are essential and whether those characteristics are strongly related to successful PM practices (Alias et al., 2014). The success factors governing project success were divided into four sets of Belassi and Tukel (1996), which included improvement factors, project team factors, institutional factors and external factors. Chan etc. (2002) also claimed that project-team capacity is the PM success factors, entrepreneurship skills, risk and responsibility evaluations, customer skills, end-user criteria and implemented limits.

Nevertheless, twelve success criteria from Pinto and Slevin (1987) were regarded to be the fundamental reasons for the success of PM in the literature. However, since these success criteria cannot be generalised to every project and organisation in all regions (Qiang et al., 2015), hence this research aims to identify project success determinants within the context of the UAE.

## **Summary**

The value of corporate culture has been highly recognised by Yazdanifard, Molamu, and Musa (2011), but their research showed that corporate systems that facilitate integration management were more successful. Simply means that established firms tend to be more effective in managing integration. The best way to achieve quality is to include TQM from the very beginning of the sector. This study is not just giving focus on the aspect of quality, which is just one aspect of the PMBoK®, though it does demonstrate the way the eye for information is needed for TQM in order to render it successful as well as helps in performance in various domains. By spending time looking for artefacts or records - project content documents, including issue lists, risk lists, emails, files and results, are included in project assets. In reality, the project manager finds it impossible to safely keep all of these papers, and he spends the majority of his time looking for and retrieving documents, even if they are kept in highly developed software systems. Furthermore, files meant for PM may be viewed by the rest of the team members, resulting in the leaking of sensitive information. Critical successful drivers for project management practices, as previously said, are traits, parameters, or elements that, once correctly managed, maintained, and applied, may have a significant influence on successful PM techniques. A number of studies have found different factors, but the criteria for

evaluating project performance and factors affecting PM performance are incompatible. Initially, Rubin and Selling were the main factors in the success of PM.

## **CHAPTER THREE: METHODOLOGY**

### **Introduction**

This chapter presents the research method adopted to pursue the study. Following are the different sections that discuss the procedures.

### **Research Hypothesis**

H1: The communication management has an important role in the project success.

H2: Time management has an important role in the project's success.

H3: The scope management has an important role in the project success.

H4: The integration management has an important role in the project success.

### **Research Model**

To attain the above model, the research hypothesis has been developed and tested using SPSS. The results have been discussed in chapter four and the process of data analysis is discussed in the coming sections.

### **Questionnaire**

The current research used the cross-sectional analysis methodology described in the study design methodology to collect quantitative information. According to (Denscombe 2009), polls can plan for social problems and miracles when planning hints at making things modern. Accordingly, an important task of surveys is to collect information from a huge population (that is, people, associations) at a specific duration. This study proposes to use questionnaire configuration to plan for variables that affect managers' perceptions of enterprise performance, and to test the relationship between their experience with tools, strategies, and task outcomes. This will enable researchers to discover relationships between factors and use improved evidence-based methods such as multiple relapse studies and multivariate fluctuation studies. Typically, research gathers information from an example belonging to the population of the study (Andrews, 2019). Students enjoy discovering several benefits of curriculum strategy. For example, these types of plans provide point-by-point data that can be analysed using both clear and deductive measurement strategies (Cohen et al. 2007). However, several researchers



(Verma and Mallick, 1999) indicated that the research methodology is limited. the work of the scientist doing it

it is difficult to intervene in an investigation other than to schedule an interview and study the information. The quantitative analyst is usually excluded from results and research. This division of findings aids professionals avoid exam bias and ensures objectivity (Bryman et al. 2008). (Using quantitative research strategies gives scientists the ability of validation examination and previously developed theories and assumptions about how miracles happen. Thus, predisposition is usually minimized. In the current research, the analyst gathered information about the tools of managing a project and methods used to observe contractors where the unit of verification is PM and not the contractor.

## **Data Collection**

### **Sampling Procedure**

The research population can be thought of as the whole number of people from whom information is gathered (Martin and Bridgmon 2012). A group of people can be associations, incidents, or ancient rarities that can be homogeneous. At the organisational level, the objective part of this study was the prime ministers who worked in contractors (estates, houses, houses, shopping centres) with jobs in the United Arab Emirates of Ras Al Khaimah. At the individual level, the prime ministers are the main participants in this exam. This is how the population was portrayed on the grounds that they were very active organisations and prime ministers. According to (Cohen and Crabtree, 2008), focusing on everyone in a given area is not an easy task. The investigation involved the prime ministers of the 1st and 2nd class organisations, elected by the contracts council of the Ras Al Khaimah Chamber of Commerce, as they were believed to be doomed to hire huge workers to manage large projects in the public sphere. These managers were considered for the sample because they were directly involved in the practices of PM. As such the PM is assumed to have potential to make the project successful. These participants were asked the questions related to the practices and areas that contribute towards the success of their projects in Ras Al Khaimah.

As described above, the target population was PMs employed in Ras Al Khaimah United Arab Emirates contracting companies. According to (Wang et al. 2020) an essential element in research, this is the idea of the research unit, because by assuming that analysts are neglecting the characteristics of the research unit, they will not analyse the information. In this study, PMs were selected as a research unit rather than a contractor in light of the fact that choosing an

association as a research unit may distract the scientist from focusing on hierarchical exercises rather than human exercises.

This is in addition in light of the fact that project managers are responsible for oversight and fieldwork and in enterprises, like cost, duration, headcount and management of the project methods used. Consequently, they focused on showing interest in the investigation. In addition, attention to associations will prevent the practitioner from eliminating differences between members in terms of using the PM apparatus in terms of learning level, understanding in PM, etc.

As shown above, the prime ministers form the objective basis of this investigation. Thus, the example was taken from a shortlist of contractors provided by the Contract Committee of the Ras Al Khaimah Chamber of Commerce . The list of contractors was wide, and since the company planned to analyse huge enterprises, only the two best categories were selected, a total of 479 organisations out of 1,324 people. the Ras Al Khaimah region. There were 100 questionnaires distributed while we received only 80 questionnaires filled from the participants.

### **Analysis of Quantitative Data**

As a rule, expressive measurements and logical measurement methods were used to analyse information. All inadequate surveys were excluded from the dataset. The information was then keyed in from surveys into SPSS. The information was characterized using explanatory factual strategies such as frequency, cross-classification, standard deviation, and mean.

### **Conclusion**

The current research studied used the cross-sectional methodology presented in the study design strategy to collect quantitative information. Research reflects social problems and miracles, although planning includes something refreshing. Subsequently, the main part of the reviews is the collection of information from a huge population (that is, from people, associations) at a certain time. As shown above, the purpose of the meeting was the prime ministers working for the contractor Ras Al Khaimah in the United Arab Emirates. For this part of the study, three separate measurable methods were used; Multivariate Difference Study (MANOVA), various forward repetitions and correlation coefficients. The focus of a separate study was to find out the factors in the information, and then to characterize the reliable and free factors. The value of this research is displayed in the Discoveries section

## CHAPTER FOUR: RESULTS

### Introduction

This section presents subjective discoveries that have influenced the apparatus and procedures of project management used by contractor firms, just like the measurements of venture capital performance used in the United Arab Emirates. Thus, this study used quantitative strategies to disaggregate PM and determine the PM methods used. It was seen as an appropriate to conduct a quantitative analysis to characterize the venture troughs and gain a set of organisational experience qualities and their impact on project execution in the United Arab Emirates. This exam period aims to analyse the relationship between project management practice and task execution, the set of qualities of a project manager's experience and venture capital achievements, and the relationship among project management practice and enterprise size (project duration, project cost, and number of representatives) (task completion time, project cost, and employees number).

To achieve the objectives of the study, several strategies were used (individual and prospective measurements presented as mean, standard deviation and graphs, coupling coefficient method, various studies of direct relapses and multivariate fluctuations, chi-square test) (illustrative and logical information is presented as averages values, plots and standard deviation, correlation coefficient strategies, multiple direct relapse studies and multivariate differences, chi-square test). For example, the link was used to break the link between the six dimensions of task performance and the use of PM exercises. The main focus was on the study of the relationship between the use of PM procedures and the components of task execution. Various direct relapse studies were used to determine the key indicators (factors) affecting the performance of the enterprise. These indicators included the highlights of the managers' performance, social factors and the category of employees hired.

Additionally, multivariate analysis of variance (MANOVA) was employed to analyse the relationship between PM methods and project scale. Essentially, this thesis aimed to address two research questions repeated below

Q1. To what extent are formal PM practices implemented by PMs in Emirati Contractor Companies?

Q2. What is the relationship between the PMs self-reported use of PM Practices and their perceptions of project success?

## **Results related to research question one: Exploration of PM Practices in UAE from Project Managers' Perspective**

This segment reports the findings presented in the first research question of this exam: How many formal PM devices and strategies have been implemented by Emirates contractors? This part includes four parts regarding the main research question.

The initial segment of the survey received some information about their anecdotal information like age, highest learning level, long periods of participation, PM courses number, and so on, and the results are presented in the main subheading below. This has been proposed to provide a similar portrayal of the PM experience set of attributes.

The following subheading describes the mean and standard deviation of maintenance methods by contractor category.

The third subheading presents the relationship between project management practice and enterprise size (number of representatives in projects, cost of enterprises, and timing of tasks) (number of employees in projects, cost of events and duration of events).

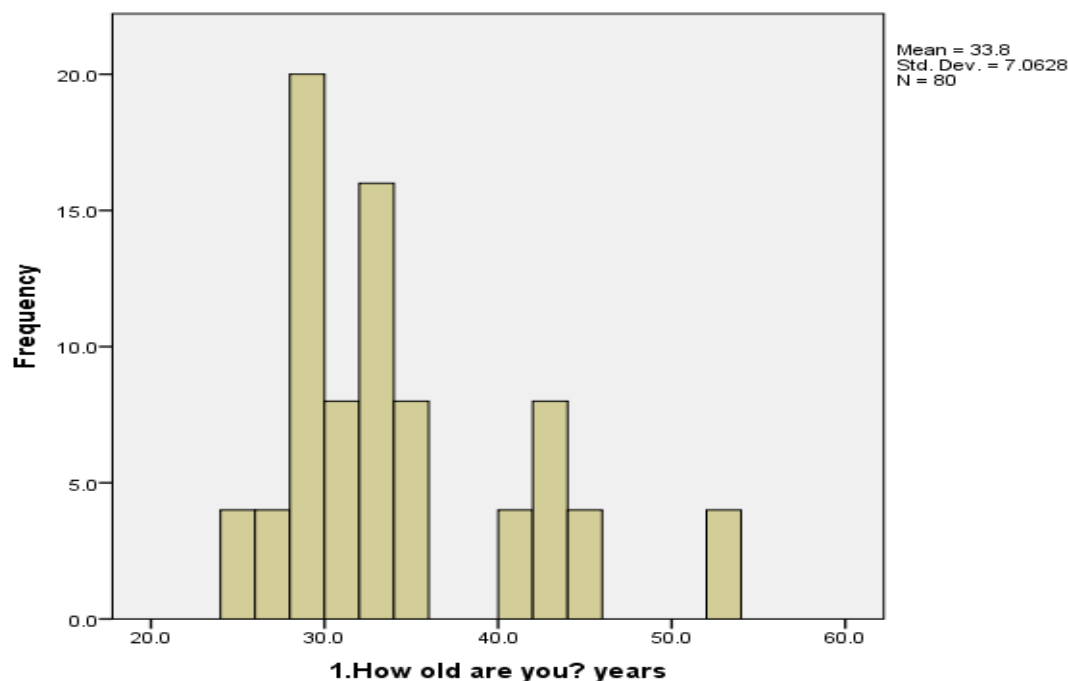
This subsection looks at the impact of PM on using PM rehearsals primarily to achieve your goals.

### **Project Managers and Contracting Companies Background Characteristics**

This section presents a set of attributes of the PM's experience and the contractors they work for. These factors included the most notable PM degree, the number of PM courses taken, the PM's work experience, and the number of businesses in which they worked in the past two years. As a result, additional factors were taken into account when evaluating contractors who showed interest in the investigation.

The figure shows that more than 33 percent of PMs who took part in this survey were in the 30–39 age group, followed by the 40–49 age group. This data shows that the majority of PM occurs in middle-aged gatherings. It should be noted that the normal service life of a PM was

34 years, which indicates their presence and useful experience.



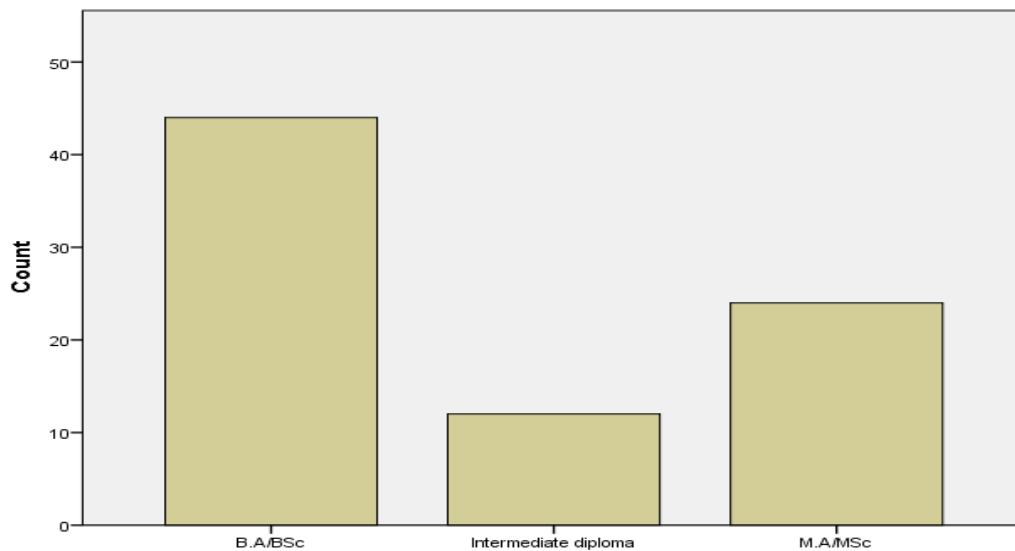
1.How old are you? years

N	Valid	80
Mean		33.800
Std. Error of Mean		.7896
Std. Deviation		7.0628

The graph shows that about 66 percent of training managers have a four-year college degree (55 percent ), and about a quarter of them have an advanced degree (24 percent ). Due to the small number of PMs with additional coaching, they were considered anomalies and were not included in the results. It is evident from these numbers that PMs in the UAE are instructed in the relevant norm, however, these numbers do not show the main exam area for their certification, so the following request was asked and the figure shows that most of them were offered by a satisfactory director.

**2. Please indicate your highest educational qualification: please tick one only**

		Frequen cy	Percen t	Valid Percent	Cumulative Percent
Val	B.A/BSc	44	55.0	55.0	55.0
id	Intermediate diploma	12	15.0	15.0	70.0
	M.A/MSc	24	30.0	30.0	100.0
	Total	80	100.0	100.0	



**2. Please indicate your highest educational qualification: please tick one only**

In relation to majors of study, the table indicates that (85%) of the PMs did their degrees in engineering while 10 percent of them studied architecture and only 5 percent of them studied other areas of specialty.

**3. Major of study: please tick only one**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Architecture	8	10.0	10.0	10.0
	Engineering	68	85.0	85.0	95.0
	Medical	4	5.0	5.0	100.0
	Total	80	100.0	100.0	

It is clear from the table that more than half of PMs hold a PM professional certificate (PMP). about 15 percent of them did not hold any sort of PM qualifications.

**4.Do you have any of these qualifications as a PM? Please Tick the appropriate answer**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	None	12	15.0	15.0	15.0
	Other	12	15.0	15.0	30.0
	PMP (PM Professional)	56	70.0	70.0	100.0
	Total	80	100.0	100.0	

Regarding the number of courses in PM, the table shows that 65 percent of PMs completed 1-5 courses, and 20 percent of them completed 6-10 courses. More than 10 percent have not yet completed the PM course. While these numbers do not represent a specific courses number taken, clearly, almost 70 percent of PMs completed between 1 and 10 courses, and people who did not take any PM courses were a small minority, surprisingly on call. This is positive because it demonstrates a certain degree of dedication to the work and the overall goal of working on self-awareness and information.

**5.What number of courses you have done so far in PM from universities or other organisations? please tick one only**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 0 - 5	52	65.0	65.0	65.0
id 0 - 5, None	4	5.0	5.0	70.0
6 - 10	16	20.0	20.0	90.0
None	8	10.0	10.0	100.0
Total	80	100.0	100.0	

It indicates that 70 percent of PMs had worked 0-5 years as PMs while 30 percent of them worked 6-10 years.

**6. What years of experience have you worked as a project manager in total? Please tick one only:**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1 - 5	56	70.0	70.0	70.0
id 6 - 10	24	30.0	30.0	100.0
Total	80	100.0	100.0	

This shows that 70 percent of the contractors belong to Grade 1 followed by Grade 2 (30 percent ) while 30 percent of PMs were unsure about the type of the company they work for.



**7. What is the grade of the company you work for? Please tick one only**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Grade 2	24	30.0	30.0	30.0
	Grade 1	20	25.0	25.0	55.0
	Unsure	36	45.0	45.0	100.0
	Total	80	100.0	100.0	

**13. What was the type of client in the project that you have managed in the last two years? Please tick one only**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Governmental	20	25.0	25.0	25.0
	Individual	40	50.0	50.0	75.0
	Individual, Governmental	8	10.0	10.0	85.0
	Private sectors	12	15.0	15.0	100.0
	Total	80	100.0	100.0	

shows that more than 25 percent of clients belong to administrative associations, compared with 15 percent in the private sector. half of them are individual clients and 10 percent are semi-legislative associations. showed that their organisations serve a wide range of clients, but clients from the administrative and public spheres constitute a significant group of them. Although slightly more than most, PM dropped everyone from 3rd grade in the first round. The lower the level of the employee, the more likely they are to move to private work (Johnson et al., 2017). Thus, taking into account all the circumstances when they are limited to grades 1 and 2, clients from public places can make up about 66 percent of the total.

## Regression Model

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.762 <sup>a</sup>	.786	.766	.84176

a. Predictors: (Constant), IV\_MarketingStrategies, ScopeManagement\_IV3, CommunicationManagement\_IV1, TimeManagement\_IV2, IntegrationManagement\_IV4

The r-square values in the model summary tell that 76 percent of the data entered in the SPSS is valid and reliable.

### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.740	5	.548	.773	.046
	Residual	102.033	144	.709		
	Total	104.773	149			

a. Dependent Variable: ProjectSuccess\_DV

b. Predictors: (Constant), IV\_MarketingStrategies, ScopeManagement\_IV3, CommunicationManagement\_IV1, TimeManagement\_IV2, IntegrationManagement\_IV4

The above table indicates that the model is fit as its values are significant, which means they are under 0.05.

### Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.758	.826		5.760	.000
	CommunicationManagement_IV1	.056	.081	.58	.698	.049
	TimeManagement_IV2	.76	.82	.77	.930	.35
	ScopeManagement_IV3	.51	.88	.48	.580	.46
	IntegrationManagement_IV4	.132	.88	.125	.493	.38
	IV_MarketingStrategies	.16	.86	.16	.189	.80

a. Dependent Variable: ProjectSuccess\_DV

On the basis of above table generated for the regression model, it is apparent that all the hypotheses have been accepted, which are given as under:

H1: The communication management has an important role in the project success.

H2: Time management has an important role in the project success.

H3: The scope management has an important role in the project success.

H4: The integration management has an important role in the project success.

## Correlations

		Com muni cationMan agem ent_IV V1	Time Mana geme nt_IV 2	Scop eMan agem ent_IV V3	Integr ation Mana geme nt_IV 4	IV_ Mark eting Strate gies	Proje ctSuc cess_ DV
Communica tionManage ment_IV1	Pearson Correlati on  Sig. (2- tailed)  N	1   150	.019  .817 150	.023  .781 150	.061  .458 150	-.064  .436 150	-.066  .423 150
TimeManag ement_IV2	Pearson Correlati on  Sig. (2- tailed)  N	.019  .817 150	1   150	.003  .967 150	-.008  .924 150	-.085  .301 150	.075  .361 150
ScopeMana gement_IV 3	Pearson Correlati on  Sig. (2- tailed)  N	.023  .781 150	.003  .967 150	1   150	-. .174*  .033 150	-.013  .870 150	-.028  .734 150
Integration Manageme nt_IV4	Pearson Correlati on  Sig. (2- tailed)  N	.061  .458 150	-.008  .924 150	-. .174*  .033 150	1   150	.014  .867 150	-.120  .142 150

IV_Market ingStrategie s	Pearson Correlati on Sig. (2- tailed) N	-.064 .436 150	-.085 .301 150	-.013 .870 150	.014 .867 150	1 .887 150	.012 .887 150
ProjectSucc ess_DV	Pearson Correlati on Sig. (2- tailed) N	-.066 .423 150	.075 .361 150	-.028 .734 150	-.120 .142 150	.012 .887 150	1 .887 150

\*. Correlation is significant at the 0.05 level (2-tailed).

All the above variables in the correlation table have positive values, which means the variables are closely associated with each other. Hence, the changes in the given factors such as communication management, time management, scope management and integration management have a positive impact on the success of projects of the companies in Ras Al Khaimah.

### PM Practices by Contracting Companies Grade

The reason for creating this subarea is to show the primary PM rehearsals used by contractors at different levels. Thus, the goal is to track the normal use of each PM practice and device for Tier 1, 2, and 3 contractors in order to offer a reasonable answer to the main research question. For this situation, this study used Likert things and the Never scale (1), sometimes (2), sometimes (3), regularly (4) and sequentially (5). Initially, the scale had a sixth point, indeterminate, but these were regarded as anomalies as there were not many responses in this classification and the scale was scaled down to a size of 5. The mean and standard deviation were determined for all PM devices. The results in Table 16 represent the average of each task according to the grade of the project staff. The average was used on the basis that it provides a reasonable and stable indication of the differences.

The table shows that the most notable mean is expected to be mixed across all grades (mean = 3.4), with tier 1 wage earners having the most notable mean (3.4), giving way to wage earners 2- th level. first level (3.3). (3.3) As can be seen from the table, project cost and quality management ranks second among the information areas with an average of 3.3. Third place - project scale - board (average = 3.2), while capabilities and stakeholders ranked fourth (average = 3.1), and correspondence, procurement and human resources - executives ranked fourth (average value = 2.9). These results suggest that PM rehearsals are generally not used by PMs in the two grades, although more in the higher grades, as shown below. This can be explained by the commonality of PM with PM devices and how they are used. While there are indications that knowledge of devices has a direction in how they are used, the end result also remains the same - a significant portion of PM used PM techniques without realizing that they were important to PMP, so it seems possible that they are more widely used than indicate the usual numbers. Obviously, this is a positive sign for the development business in the UAE, and the slow growth will be profitable

PM Practices	Grade 1	Grade 2	Average
Integration	3.4	3.3	3.4
Scope	3.4	3.1	3.2
Time	3.4	2.8	3.1
Cost	3.8	2.8	3.3
Quality	3.7	2.6	3.3
Human resources	3.2	2.5	2.9
Communication	3.5	2.5	3
Risk	3.3	2.4	2.9
Procurement	3.4	2.4	2.9
Stakeholder	3.6	2.5	3.1

Table : Mean of PM Practices by Grade of Contractors.

Typically, on these measurements, an average score of 1 is close to 4, indicating continued use, although use declines with age. As has been noted so far, there is no indication that the PM routinely or frequently uses these devices, but there is a general consensus that acceptance is growing as everyone maneuvers around the size of the rating.

## **Relationship of Project Size to the Use of PM Practices**

This subdomain is related to the study objective Check the relationship between enterprise size and the use of project management techniques. To solve this problem, multivariate analysis of variance (MANOVA) was used. PM rehearsals were used as trust factors and enterprise size factors were used as free factors. MANOVA is a robust method for directly measuring information skewness that is not subject to multidimensional generality intrusion for comparable sample sizes (Tabachnick and Fidell, 2013), making it acceptable to the information obtained. MANOVA explores the relationship between dependent and autonomous factors. It assumes a causal relationship when we have at least one autonomously controlled factor (s) that causes significant changes in at least one ability

Discoveries include tests on the effects of the number of workers in the plant, project cost, and task duration (autonomous factors) on each PM practice (contingencies) (dependent factors). The F-quality and p-values in Table 18 recommend the use of executive inclusion, quality management, board risk, and executive partner risk - these are areas that are usually affected by the number of employees ( $F = 2.53, 1.98, 2.40$  only. and  $2.60, p < 0.05$ ). The results also show that time-efficient cost management of board integration and quality and development management are areas most affected by the absolute costs of the enterprise ( $F = 3.61, 3.48, 2.77, 3, 11$  and  $2, 91, p < 0.05$ ). Also, mix executives, board reach, time efficiency, leadership costs, and quality management ( $F = 4.31, 2.79, 2.57, 3.11, \text{ and } 2.91$  separately,  $p < 0.05$ ) - these are the regions that are usually affected by the period of the project. Ironically, project cost and plant length affect the use of certain project management strategies. This can mainly be due to the fact that the cost of a particular task may depend on the duration of the project. An increase in the duration of the project, which leads to an increase in costs if the installments are made taking into account the time spent. However, as Sahu and Sahu (2014) point out, the duration of a project usually depends on a trade-off between time and cost. However, this is more confusing than meets the eye, since the task can drag on without additional costs - for example, if an employee is expecting payment for the work done, instead of paying rates to those employees who are in no hurry to look for a job. permissions. In the next paragraph, they can move all of their work and view to another site, which means the main site will be expanded, but without the additional cost of project staff as it is stretched out by adding grace time.

PM Practices	No. of employees		Project cost F-value		Project duration	
	F-value	Sig.	F-value	Sig.	F-value	Sig.
Integration	2.53	0.04	3.61	0.02	4.31	0.01
Scope	0.71	0.61	1.45	0.31	2.79	0.04
Time	0.53	0.77	3.48	0.03	2.57	0.05
Cost	0.31	0.89	2.77	0.04	3.11	0.03
Quality	1.98	0.03	3.11	0.01	2.91	0.04
HR	0.4	0.78	1.71	0.12	0.81	0.54
Communication	0.47	0.81	1.32	0.31	2.41	0.06
Risk	2.40	0.04	1.43	0.28	0.31	0.88
Procurement	1.11	0.41	2.91	0.04	2.51	0.05
Stakeholders	2.60	0.02	0.48	0.71	1.82	0.27

Relationship between PM Practices and Project Size.

## **Effect of PM Practices and other factors on Project Success**

### **Results related to research question two**

This part determines the start of the next exam question what is the strength of the connection between self-detailed PM; but. the use of project management practices and their view of the achievements of the enterprise?

## **Effect of PM Tools and techniques on Project Success Dimensions**

These pages use the relationship methodology to analyze the relationship between the three project management methods (join, recover, timeline) and each part of the mandate. The key is to honestly think about the basic relationships between the use of tasks by control systems and their effect on the six components of performance.

The Pearson correlation coefficient approach was used here to investigate the possibility of a relationship between a specific task, the invention of managers, and methods and assessments of enterprise performance. The relationship between any two components can be positive or negative, huge or unimportant. Simply put, the relationship coefficient is the only measure that shows how closely a variable is related to another variable. Positive values of 0.05 were used to examine the importance relationship between every device, technique, and every share of



fulfillment in large business. Notably, the tables provide extensive reference material for p-scores below 0.05. Two joint efforts were considered obvious.

### **Significant Relationships between Integration Management and Project Success Dimensions**

If you take a close look at the relationship between specific PM exercises and performance metrics, you can see very well that there are many important relationships. The table shows that general judgment is closely related to all aspects of the task. The results also show that the use of management change tools is not significantly related to adherence to quality rules, customer service sectors, or business goals. The discovery review does not take into account the compliance of the standards with the methods, but, in any case, they indicate important relationships.

Project Integration management	Completed within budget	Completed within time	Meeting quality requirements	Meeting design requirements	Client satisfaction Business	Business objectives
Expert judgment	↑	↑	↑	↑	↑	↑
Facilitation technique	↑		↑		↑	↑
Analytical techniques		↑	↑	↑	↑	
Change control tools	↑	↑	↑			
Lessons Learned	↑		↑		↑	↑

Significant relationships between integration management and project success dimensions

Trying to understand why these connections arise is more confusing under certain circumstances. Those aspects of presentation that are demonstrated for all or most of the levels are consistently and measurably identified with measurements of achievement with a similar explanation of holes. Some of the discoveries are less reasonable, in any case, learned exercises, for example, are perfectly legal for classes such as higher judgment because they

are closely related, but the previous one has contrasts in time and sequence. All things considered, these discoveries look like PMs used in the field, and this gives them strength.

### Significant Relationships between Scope Management and Project Success Dimensions

The results in the table show that about half of the drive and method expansion activities are primarily related to project performance measurements, with the exception of Completed in Time, where none of the PM devices are fundamentally related. The results additionally show that only two strategies (quiz and support workshops) fully meet the preliminary quality requirements. These results indicate that managers can research and record the needs of partners according to their spending plan, plan, and customer satisfaction. However, they do not apply to the standards for the maximum possible implementation of the project, nor to valuable premises. Ironically, the results show a significant relationship between the use of core judgment and simply customer satisfaction. This result demonstrates that project managers and contractors used shared judgment to fulfill client requirements, resulting in an improvement in the organisation's position. This is suppressed by the notion that "organisational goals" are a sign of the achievement of an enterprise, as well as, in one way or another, an additional result of achieving the set goal - if the projects are not effective, that is, there will be no business, so business lines will become meaningless.

The execution of devices and procedures within the scope of the board as a whole will affect the presentation rules, and this is an unmistakably important data field.

Project scope management	Completed within budget	Completed within time	Meeting quality requirements	Meeting design requirements	Client satisfaction Business	Business objectives
Collect Requirement	↑			↑	↑	
Expert judgment					↑	
Product analysis			↑	↑	↑	↑
Alternatives generation	↑			↑	↑	↑

Facilitative workshops	↑		↑	↑	↑	
Work breakdown structure	↑		↑			↑
Inspection	↑			↑	↑	↑
Group decision-making techniques			↑	↑	↑	↑
Variance analysis	↑				↑	

Significant relationships between scope management and project success dimensions

### Significant Relationships between Time Management and Project Success Dimensions

The results also show that virtually all enterprise cost mechanisms are closely tied to customer requirements. The results show that fewer results lead to quality and business goals, but because customer satisfaction is clearly critical. It is also evident from these discoveries that finishing in time seems less critical, although this is the main problem.

### Chapter Summary

This part summarizes the quantitative information received from project managers. As mentioned, several measurable methods have been used to answer the exam questions. During the course of the investigation, several discoveries were uncovered, which are summarized below; The project execution is influenced by the settings of some plant managers. For example, the level of training of the project administrator and long-term involvement. The results showed that project managers of tier 1 contractors can use project management techniques and tools. Pearson's correlation coefficient was used to determine the level of relationship between project performance measurements and PMTT use. The results showed that the use of most of the tools is related to the fulfillment of the client's requirements and the preconditions of the fulfillment plan

## **CHAPTER FIVE: DISCUSSION**

### **Introduction**

The main purpose of this study was to analyze the impact of project managers using project management strategies with Emirates contractors in the United Arab Emirates and answer exam questions. The current section is intended to give you a decent overview of the discoveries, and to discuss and compare with comparable exams. This part is also intended to explain and investigate discoveries using the understanding and imprecision applicable to these exam questions.

### **Discussion on Findings from Survey in the Light of Past Literature**

#### **Theme 1 - Integration Management and Project Success**

Exploration discoveries are supported by past research, which confirms that the effectiveness of an improvement project depends on different parts of the PM. Among other things, board consolidation is central given how a productive marketing manager starts by incorporating cycles and people into a promotion project (Demirkesen and Ozorhon 2017). (Asif et al., 2010), by comparison, have confirmed that belonging is a deliberate method of organizing structure that makes the use of fundamental principles of participation truly reassuring. (Eisner et al. 1993) characterizes board oversight as an important segment of a fund's plan. Respondents agreed that a business combination ensures proper coordination of activities. Subsequently, it is necessary to know exactly how management lighting affects project performance so that project managers can benefit from the positive results of very large investment projects. A critical set of studies on rhythmic movement (Ozorhon et al., 2014; Berteaux and Javernick-Will, 2015; Ospina-Alvarado et al., 2016) have recently demonstrated the importance of individualized vitality.

Accordingly, the PM Body of Knowledge records ten key data areas required for a PM, and four additional areas as its design evolves. Among other things, many enterprises for executives are cited as a key skill that includes PMI models of consolidation, blending, and coordinated effort. Research results have shown a tremendous link between leaders' use of task coordination and willingness to help. This means that promoting administrators with world-class expertise must use validation methods and not meet the project's expectations. In general, it can be said that the use of the board of directors affects the enterprise. The results of a survey of development organisations in Rais Al Khaimah also show that leadership coordination is one

of the key practices used by dynamic project managers. Correlation (Yung et al., 2013) found a helpless link between executive incorporation use and performance, despite the fact that his exam was conducted in Malaysia, so it cannot be unequivocally similar to the UAE. The helpless organisation shows that marketing managers did not recognise the value of bringing together leaders to deliver a project. However, these two conflicting studies should not be considered risky as they were conducted in different social settings, the study by Yazdanifard, Molamu, and Musa (2011) was conducted in Malaysia, and the study by Yang (2013) was conducted in China. Although both countries are not industrialised, they have different social cultures.

## **Theme 2 - Scope Management and Project Success**

A survey of development organisations in Ras Al Khaimah confirmed that board workloads usually lead to good results. Numerous activities begin with clever thoughts, deep contemplation, and extraordinary effort. However, most of them do not make much progress. This was further confirmed in a previous letter. An important factor contributing to the failure of projects is the lack of understanding or recognition of the scope of tasks and elements at the beginning of the project (Mirza et al., 2013). Adequately described and controlled expansion facilitates the transfer of quality goods to partners with proven costs and internal schedules. Despite a clear understanding of the need to make progress in project implementation, surprisingly little attention has been paid to the impact of scaling up on project outcomes (Fageha and Aibinu 2014). (Fageha and Aibinu 2013) demonstrated that effective board expansion has a direct impact on project outcomes. One of the main sub-cycles at the stage of project preparation is the preparation of a package with a description of diplomas. The idea of a degree is the component by which tasks are highlighted and ready to be completed. It is at this vital stage that the hazards of the enterprise are investigated and a specific approach to the task is established (Schrapers 2018). From now on, task managers are locked to adequately manage the enterprise, and they are also locked to ensure that the scope of the entire enterprise is set from start to finish. Accordingly, project managers ensure that the commitments being fulfilled contain everything needed to complete the venture, as shown in the arrangement (Newton, 2015).

Participants in the study agreed that increased use by PM managers of the board expansion strategy provides additional chances for completing an obvious task. Zuofa and Ochieng (2014) found that the vast majority of development organisations failed the venture disappointment audit for not collecting prerequisites for a degree. As the Standish Group (2013) notes, perhaps

the main cause of productivity frustration is underestimation of the degree of entrepreneurship. This idea is consistent with the findings of Blaskovich (2014) and Yang, Huang, and Wu (2011), who argued that the scale of the effort should be clearly characterized and recognised in all papers. However, these scientists also emphasize that the venture could have been completed within the cost and time, but did not meet the preconditions for renewal. One of the main sources of frustration when completing tasks is the helpless extension of the board, when project managers do not devote enough time and energy to distinguish between work, financial plan, schedule, etc. (PM4DEV, 2016).

### **Theme 3 –Time Management and Project Success**

As shown in several studies (Demirkesen and Ozorhon, 2017b), a survey of development organisations in Ras al-Khaimah has shown the impact of efficient use of time on improving the performance of a venture capital firm. Powerlessness in time and cost has been a major problem in the global development industry, and the UAE was no exception (Johnson and Babu 2020). An enterprise usually ends within a quantifiable time frame. Subsequently, tasks must be completed within the assigned course of events. Time is one of the key tools and deciding factors when designing a saw. Account managers who are adept at using interim procedures reap significant benefits by striving to make meaningful progress in their enterprise. Initially, project managers and contractors work on multiple businesses for different clients, making projects difficult and delayed. In addition, most contracting firms employ subordinates, and project managers recognise that subproject employees do not outsource work as specified in the agreements on which they depended. Thirdly, an installment plan from the client. However, it should be noted that there are many different components. Assaf and Al-Haji (2006) described the deferral as a time that exceeds either the end date specified in the agreement or the date that the meetings coincide to transfer risk . According to Pushpasari (2005) and Bertelsen and Sachs (2007), poor representation of the development area is a universal miracle.

As pointed out in a study (Johnson and Babu 2020), which took a blended strategy approach and used surveys and meetings with UAE development experts to explore the important reasons for such helpless time and cost savings. Five main lagging targets were closed, namely: fluctuations in plans among clients and project staff, unreasonable plans and closure times expected by clients, delays in obtaining government licenses and approvals, inaccurate deadlines by specialists and changes in customer orders. Studies (Mpofu et al., 2017) show that the built-up area accounts for about 14 percent of the UAE's GDP. The development area was noted as the fifth largest region serving the Dubai economy, with a share of about 8.3

percent of total GDP during the 2014 core quarter (Emirates NBD 2014). (Emirates NBD 2014). However, the time and cost of an intrusion is regularly and consistently accounted for in development projects, regardless of their size, degree, and complexity (Faridi and El Sayegh, 2006; Ren et al., 2008). (Faridi and El Sayegh, 2006; Ren et al., 2008). About 50 percent of projects in the UAE were analysed in terms of time and cost due to delays in approval, delays in the provision of services to clients and inappropriate commissioning (Faridi and El Sayegh 2006; Motaleb and Kishk 2010). (Faridi and El Sayegh 2006; Motaleb and Kishk 2010).

A study by The Chartered Institute of Construction (CIOB) found Dubai Metro to be the third most challenging issue with a 5-year delay and an 85 percent cost increase over the planned timeline and financial plan, largely due to multiple disputes. about changing the plan and degree. (Wilkes 2015). The findings are thus consistent with the results of a survey conducted by development organisations in Ras Al Khaimah. Initially, 29 stations on the red line and 20 stations on the green line were expected to be completed separately by September 2009 and March 2010, however, due to serious problems, only 10 stations on the red line were completed by September 2009 ( Harnan 2009). By March 2014, the entire facility was finally completed with a five-year construction delay (Libo-on 2014). Although due to problems with financial capital, legally binding contradictions, permits and licenses (Sharif et al., 2016) draw attention to the fact that 70 percent of businesses in Dubai are prone to congestion over time. A study of 450 private businesses in Kuwait by Koushki et al. (2005) described three main reasons for the time lag, such as changes in the recognised scope of work, financial problems faced by owners, and lack of ownership by owners. The reasons for the 70 percent delay in structural projects in Saudi Arabia have been summarized (Assaf and Al-Heiji, 2006) as problems of diversity in planning, delays in installment payments, inadequate organisation and provision, and lack of employment opportunities. managers and lack of jobs. and others and other project staff.

In most of the assessed written reports, the delay is due to several components, which tend to be consistent with the findings of the research conducted by the organisations working at Rais Al Khaima. Malaysia. The creators found that the main reason for the delay was the lack of subproject staff who could not complete work on time. (Abd El-Razek et al. 2008) in their study in Egypt argued that the delay was caused by delays in client payments to project staff and client changes in plan details. However, the implications of this report demonstrate that by placing productive time in fourth place, UAE prime ministers are taking the lead - several analysts have highlighted widespread development delays in the Emirates, and data is too lazy to update. Nevertheless, the prime ministers consider it important to use time efficiently , but

do not give up on various reflections, realizing that delays in projects in the UAE are inevitable

#### **Theme 4 - Communication Management and Project Success**

The results of a survey of development organisations in Ras Al Khaimah showed that communication is becoming an important tool for contemplating, instructing, sending, targeting and tracking culture. These results are consistent with those of the study (Galli 2019) (Deresky & Christopher, 2011, p. 10). Correspondence is a way of creating and transmitting social qualities. In fact, culture is the result of social contacts. Moreover, the converse is also true: correspondence exercises are necessary to build, form, maintain, and communicate with the community (Deresky & Christopher, 2011). In a development project, coordination is important in light of the fact that the task brings together a group of specialists. For one to fulfill his role, the other had to start or finish his own. This level of cooperation involves a lot of correspondence, since in the case where social contrasts affect correspondence, then at this stage the task is also influenced. Due to globalisation, the current workforce consists of workers, customers, suppliers and other external partners from different parts of the world (Deresky & Christopher, 2011, p. 14). This has led to the emergence of a diverse multicultural and multiracial world that carries many abilities, abilities and encounters. Embracing this diversity has demonstrated that it is an important starting point for organisations that need to be more productive in the global marketplace. Associations such as carriers, accounting organisations, and food service companies tend to promote the benefits of providing a socially differentiated workforce (Wen-Cheng, Chien-Hung, and Ying-Chien, 2011, p. 4). The recipients of this assortment are world-renowned development companies scattered across all countries and continents. Working in an industry that requires constant contact implies that these organisations have seen tremendous and terrible social diversity in their efforts (Kurilo, 2012, p. 11). Another culture, although it carries different possibilities for the development of projects, additionally acquires thoughts of contrasts. These logical inconsistencies in the way tasks are performed must be addressed before any work is possible.

In addition, it was found that contacts with leaders are important and motivate the implementation of the project (Kerzner, 2017). (Kerzner, 2017). Strengthening the board of directors in the project development teams in these areas is fundamental; communication with all colleagues helps in accomplishing the assigned tasks. MANOVA discoveries showed a significant relationship between project execution and executive venture capital participation ( $p < 0.05$ ). The survey participants also agreed that official correspondence is positioned as the



fifth most popular practice after the effective use of time. The consequence of this is that prime ministers must and must make additional efforts to ensure that the enterprise has a successful correspondence tool and that there is a decent correspondence relationship with partners. The results of this study can be predicted from a study by Papke-Shields, Beise, and Quan (2010), which showed that the projects did not account for executive correspondence. Moreover, Zhou and Yang (2012) found that the interaction of venture capital with executives dramatically affects the perception of task completion. Fortune and White (2006) found that constant correspondence between colleagues in the enterprise contributes to the achievement of the project. The discoveries (Galli, 2019) are very attractive for adventure in the United Arab Emirates, which indicates that in any global organisation or task, the Lingua Franca is practically indispensable. Because the results show that language is often the limiting factor in project monitoring, project managers tend to downplay the importance of executive correspondence.

### **Discussion of the Research Questions**

Numerous experimental studies over the past forty years have shown that PM rehearsals are viable for observing the complex tasks associated with different types of enterprises (Ronggue, 2016; PMI, 2013; Munns and Bjeirmi, 1996; Pinkerton, 2003). Several studies have shown that work device performance was associated with positive plant outcomes and performance (Hyvari, 2006a; 2006b; Ramage and Armstrong, 2005; Papke-Shields, Beise, and Quan, 2010). This study proposes to explore the relationship between the use of project management procedures and the implementation of venture capital investments in the UAE. Likewise, the goal was to find out what influences the personality and history of the prime minister during their rehearsals. Thus, this experience has filled a gap in the exploration and implementation of PM venture projects in the United Arab Emirates

### **Discussion of Quantitative Data**

The collected quantitative information, as already mentioned, was shown earlier. Survey information was researched using the Statistical Package for the Social Sciences (SPSS) software package. It is an Insights software module that is considered reliable and accurate in the scientific community and in the business world.

### **Discussion of Data Related to Research question One**

To recap, the first research question was;

Q1. To what extent are formal PM practices implemented by PMs in Emirati Contractor Companies?

### **Discussion of Project Managers and Contractors background characteristics**

A very good conclusion can be drawn from the results obtained that personnel managers of the 1st and 2nd categories usually have a solid educational standard and, like higher education, practically the same skills in personnel management.

Although the right manager-managers have been selected on the basis of accomplishments, their use of project management techniques is largely half the culture of the employee in which they work, as they may be constrained by the organisation's approach. It appears that some have used a wider range of PM techniques than others, while most have used some PM techniques. In addition, there is limited experimental data on the best PM rehearsals in the UAE. A lack of evidence serves as the basis for this study, as a deeper understanding of the hidden tools of PM exercises that lead to compelling results is needed (Ajmal et al., 2017).

This should be viewed positively as it is an indicator that the market is generally considered to be on the right track, despite the fact that it is moving slowly and uncertainty. From the averages in the table, it can be seen that typically about 66 percent or more of influential marketing managers in Grade 1 and 2 organisations use these exercises in their efforts.

PM Practices	Average use (mean percent )
Integration	71.5
Scope	68.9
Time	70.1
Cost	63.8
Quality	66.7
HR	65.5
Communications	68.8
Risk	63.4
Procurement	74.3
Stakeholders	63.8

Average use of PM practices. These results show that these are solidly used by many PMs.

This should be interpreted in a positive way, since it is a sign that the market appears to be heading in the right direction, even though it is slowly and reluctantly. It can be seen from the mean figures in the Table that, usually about two-thirds or more of effective PMs in Grade 1 and Grade 2 companies are making use of these activities in their ventures.

### **The Effect of PM experience on the use of PM Practice**

The results showed that more experienced senior executives used more of the methods used around the world. This did not address the main reasons for extended use, although there was an idea that mental judgment was the most commonly used method in general, but that it directly equated to experience, basic judgment was used in almost all ten data fields. This is a test for the less experienced project manager, as he realises that in order to make general judgment he must be a specialist from the beginning, which requires discernment. The idea is that through dedication, additional training, and the use of project management techniques, typically, the prime minister's ability to use masterful judgment can continue to grow as his ability grows, thereby contributing to increased apparent productivity. Company.

### **The Effect of Project Size on the use of PM Practices**

In presenting the results, three size factors were found to influence the use of PM rehearsals; Number of employees, contract value and contract duration. These three factors were used as a vector project size and MANOVA was used to analyse the relationship between project management projects and enterprise size. An encouraging and important relationship is shown.

(Kerzner, 2017), Sauer, Gemino, and Reich (2007) and Fishenden and Thompson (2012) disclose that frustration with this project increases with the size of the project, especially in terms of personnel, costs and duration of commitment. This may be due to the fact that it becomes difficult for managers to deal with a huge number of people. By and large, it is clear from the written document that the business includes a reasonable number of people to perform effective tasks. This is due to the fact that employees are known as one of the key partners of the enterprise, including project managers, customers, suppliers and consultants. Representatives are gradually taking on a huge amount of work in tasks and associations. (Cameron and Probert, 1994) say that larger associations are more association-based, which is reflected in adherence to project requirements such as pay and more representatives. This

means that a huge number of employees in associations or enterprises will decisively influence the task and ultimately achieve the goals of the enterprise.

**Discussion of Data Related to Research Question Two; To recap, the second research question was; Q2. What is the relationship between the PMs self-reported use of PM Practices and their perceptions of project success?** Multivariate analysis of variance (MANOVA) was conducted to examine the potential relationship between the use of PM practices and project success.

### **Relationship between PM Practices and Project Success**

One of the key objectives of this study was to explore the connection between perceived project success and the use of PM practices. We will address in depth the first four resources (Integration, Scope, Time and Communication). These practices have long been seen as critical for project success (Rwelamila and Hall\* 1995) and Herbsman and Ellis (1991) both emphasise that the key factors contribute to the failure of project success are defined by the failure to use PM methods such as integration PM, scope management and time management.

## **CONCLUSIONS AND RECOMMENDATIONS**

### **Introduction**

The main motivation for this study was to examine the relationship between PM machine use and procedures, and to see business development in the RAK region of the United Arab Emirates. Recognition of the shortcomings of an investigation is overwhelming because it avoids over-speculation about work and over-reliance on results. This increases confidence in the experience without sacrificing quality.

### **Conclusions of the Report**

The study identified two intelligence problems, and the areas below them include insights gleaned from information on both of these queries. There were two requests for recapitalisation;

Q1. How many formal rehearsals for the prime minister do UAE contracting companies have?

Q2. What's the simple relationship between the disclosed PM usage?

PM practitioners and their perspective on problem solving?

The conclusion is that prime ministers in the United Arab Emirates do use PM techniques, but only to a small extent. This negatively affects the perception of achieving good results, but there is an understanding of this and the use of PM methods is expanding. While the training, preparation, long periods of participation and the number of businesses took care of everything that influenced the use of project management methods, the project manager's job was limited by whether his organisation or potential client was chosen - a factor that in turn suggested wider use in higher positions.

The main commitment of this study is to help development professionals follow the proposed alignment drive and use integration techniques to achieve higher rates of achievement.

### **Recommendations of the study**

There could be no other exam in the letter that would invite specific segments of developers to join the board and explore the relationship between confusion and talent management skills. Identifying this relationship can enable development experts to examine their activities according to fundamental standards and understand the thinking behind a complex project in situations where complex enterprises are difficult to control. It is important for development

experts to capture, measure, represent and recreate segments that affect development. Therefore, there is a need for a theoretical framework that best takes into account the factors influencing business development (Demirkesen and Ozorhon 2017a). Exploring how unique types of agreements can help represent the UAE's development area, as well as an in-depth study of the impact of current agreements and procedures on development time and costs in the UAE, can usually help in working on a business development show. ... the future (Johnson & Babu 2020).

In light of the fundamental part of PM alignment, we need to stimulate research to reveal a strong relationship between PM inclusion and performance that has not been studied recently.

### **Limitations of the Study**

The critical shortcomings of this investigation are that information has been obtained from Emirates organisations and is related to their understanding and vision, and the proposed action is proposed based on their requirements. In this regard, information about the different tasks performed by different organisations can lead to unexpected discoveries. Moreover, the investigation also has several disadvantages, as some of the presentation markers are emotional indicators that have been characterized by extensive written verification and well-qualified feelings. The consequences of an investigation can be influenced by various measures. This study is not intended to summarize the entire development industry in the Middle East region, although real estate businesses in many MEA countries have comparative profitability.

### **Areas for Future Research**

This test was interesting for the structural business, although PM is required for all other mechanical sections. Subsequently, on the basis that the aim of the Emirate is a different and economical economy, it is strongly recommended to conduct a comparative examination at other assembly plants. To scale up discoveries, some of the future research must include elements of task effectiveness rather than project progress. Consideration should be given to research to explore more fully the issues of value control and the danger that leaders, two of whom are found as a result of these discoveries, will be unacceptable and underutilised. Finally, it analyses the use of modern e-mail in governance structures and how these structures affect the promotion of development projects in the United Arab Emirates (UAE).

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