

**T.C.
ISTANBUL GEDİK UNIVERSITY
INSTITUTE OF GRADUATE STUDIES**



**THE IMPACT OF STRATEGIC PLANNING IN DEVELOPING
PROJECT MANAGEMENT**

MASTER'S THESIS

Ali Ihsan Saeed AL-NASERI

Business Administration Department

Business Administration Master in English Program

**FEBRUAR Y2025
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(211285006)**

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Thesis Advisor: Prof. Dr. Ahmet KESİK

Istanbul 2025



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Bu çalışma 14.02.2025 tarihinde aşağıdaki jüri tarafından İşletme Yönetimi Anabilim Dalı, İşletme Yönetimi (Tezli Yüksek Lisans) Programı, Yüksek Lisans Tezi olarak kabul edilmiştir.

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DECLARATION

Ali Ihsan Saeed Al-Naseri declares as a result of this announcement that this thesis entitled "The Impact of Strategic Planning on the Development of Project Management in Najaf Governorate" is an original work completed by me for the degree of Master of Business Administration in the College of Business Administration. I hereby also confirm that neither this thesis nor any of its components has been turned in. on any other college or university's behalf for approval of any other degree or research project. (14/02/2025).

Ali Ihsan Saeed AL-NASERI

DEDICATION

To the one who led the hearts and minds of humanity to a safe haven, the first teacher of humanity, our Prophet Muhammad, may God bless him and his family and grant them peace.

To my dear mother and father.

I extend special thanks to my father, Ihsan Saeed, and I thank my mother for her support and prayers for me.

To my brothers and sisters, the source of my pride.

To the one who helped me when my loyal wife was tired.

To everyone who walked with me on the path of achievement and progress.

To all of them I dedicate this study, and I ask God that it be a window of knowledge and benefit for us and others.

PREFACE

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THE IMPACT OF STRATEGIC PLANNING IN DEVELOPING PROJECT MANAGEMENT

ABSTRACT

Background: Strategic planning is an important factor that positively affects the improvement of project management. This research aims to study the impact of this factor on project management, as it is one of the aspects that did not receive sufficient attention despite its great impact.

Purpose: This study aimed to study the impact of strategic planning on the development of project management. In the study, we selected private institutions for clearer results.

Methodology: In order to conduct the study and collect information, descriptive analysis was used in the study and accordingly factories were selected in Najaf Governorate, where data was collected from managers and employees according to their jobs in the organization.

Findings: The results showed that strategic planning is an essential pillar of the administrative process that contributes effectively to drawing the vision and policy of the project in the long term, and this proves the existence of a strong relationship that appears between them.

Keywords: *Keywords: strategic management, project and factory management.*

THE IMPACT OF STRATEGIC PLANNING IN DEVELOPING PROJECT MANAGEMENT

ÖZET

Arka plan: Stratejik planlama, proje yönetiminin gelişimini olumlu yönde etkileyen önemli bir faktördür. Bu araştırma, büyük etkisine rağmen yeterince dikkat çekmeyen yönlerden biri olduğu için bu faktörün proje yönetimi üzerindeki etkisini incelemeyi amaçlamaktadır.

Amaç: Bu çalışma, stratejik planlamanın proje yönetiminin gelişimi üzerindeki etkisini incelemeyi amaçlamıştır. Çalışmada daha net sonuçlar için özel kurumları seçtik.

Metodoloji: Çalışmanın yürütülmesi ve bilgi toplanması amacıyla çalışmada betimsel analiz kullanılmış ve buna göre Necef Valiliği'ndeki fabrikalar seçilmiş, burada yönetici ve çalışanlardan organizasyondaki görevlerine göre veri toplanmıştır.

Bulgular: Sonuçlar, stratejik planlamanın, uzun vadede projenin vizyon ve politikasının çizilmesine etkin bir şekilde katkıda bulunan idari sürecin önemli bir ayağı olduğunu göstermiştir ve bu da aralarında ortaya çıkan güçlü bir ilişkinin varlığını kanıtlamaktadır.

Anahtar Kelimeler: Anahtar Kelimeler: stratejik yönetim, proje ve fabrika yönetimi.

1. INTRODUCTION

Planning is one of the most important functions of management and we can say that it is the backbone of the administrative decision-making process and drawing up the future policy of organizations of different activities and the nature of what they provide, whether goods or services, and in the absence of the planning process, the alternative is confusion, improvisation and weak leadership.

Specialists divide planning in the administrative process into three types, namely short-term planning, medium-term planning and long-term planning, which was recently known as (strategic planning), as these divisions were based mainly on the adoption of the time period for each planning process to determine the quality of that planning.

Strategic planning is one of the most important emerging administrative concepts that aim to strengthen the administrative foundations of the organization and deal with the variables that may be in its way to implement the goals, as it contributes to identifying strengths and weaknesses within its structure and diagnosing opportunities and threats by understanding the external environment surrounding it in a way that leads to foreseeing the future and predicting its various variables, and thus the need for sound strategic planning has become an urgent necessity for the success of the work of any organization and ensuring it is real to achieve what it aspires to from Different goals.

Strategic planning in its dimensions represents a cornerstone of strategic management, which is a major axis of preparing the vision, mission and objectives of the organization and one of the most prominent tools that enable the researched organizations, represented by a number of private sector factories in Najaf Governorate, to develop their management of their various projects.

A project is a process that includes a set of integrated steps that complement each other and result in a specific product in the form of a good or service.

Industrial projects (the subject of research) are considered one of the most important development projects that contribute to achieving the pillars of economic security in Iraq in general and in the province of Najaf in particular.

The project management process is the main means to guide the project towards achieving its set goals through the basic variables related to the establishment of any project, which are (time period, material costs, and quality).

Project management works to create a stable internal work environment for the work of the project and create the appropriate conditions for its success in light of the variables mentioned above, as well as providing the necessary human resources for the continuation of the project in addition to determining the project life cycle for projects with a short or medium term dimension.

Based on the foregoing and in order to highlight the variables of the study, it came in four chapters as follows:

The theoretical aspect and included the following:

-Chapter One: The procedural structure of the study and some previous cognitive contributions.

-Chapter Two: Strategic Planning and Project Management.

-Chapter Three: It included the practical side of the study, including testing the validity and stability of the study tool, descriptive analysis of the study and hypothesis testing.

-Chapter Four: Conclusions and Recommendations.

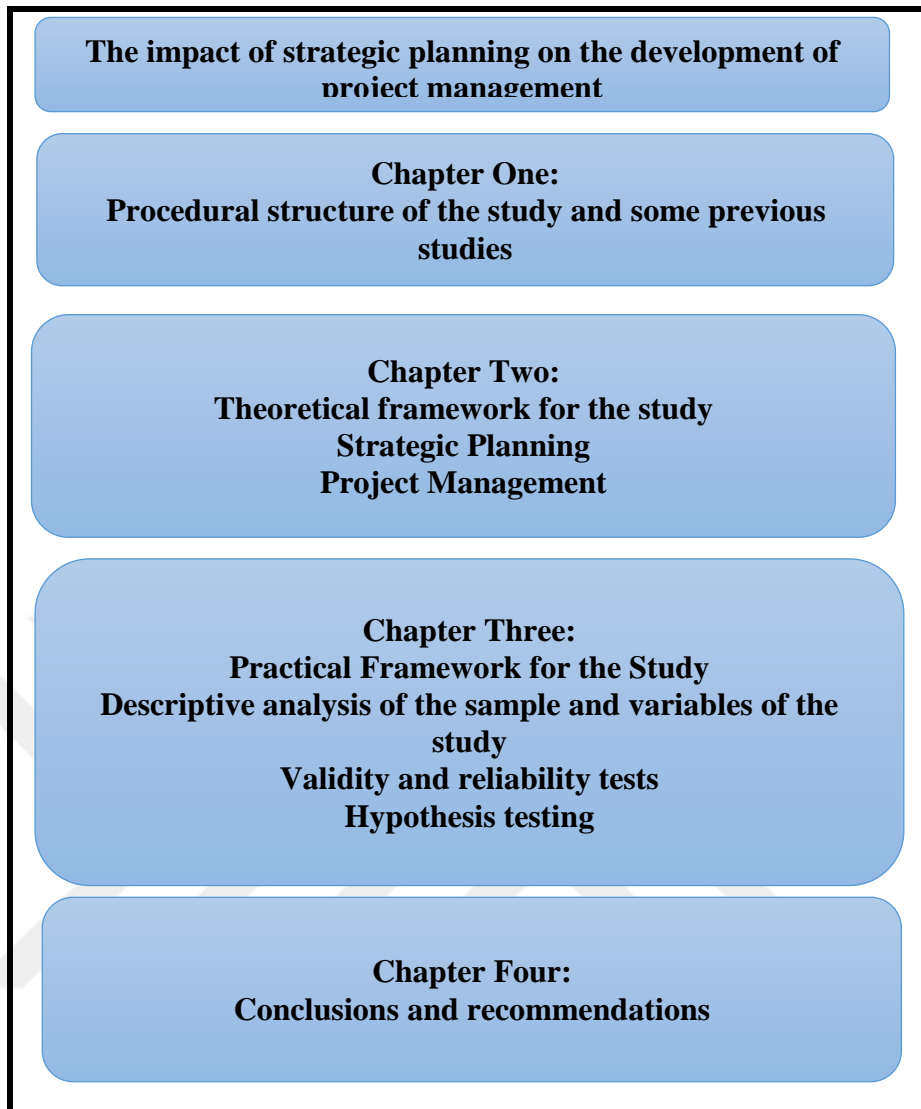


Figure 1.1 Structure of Study

2. PROCEDURAL STRUCTURE OF THE STUDY

2.1 The Problem of the Study

Project One of the things that management is most important cornerstones in the success of any project and the different results from it, whether it is a commodity or a service, where the problem of the study is embodied in the obstacles and variables faced by these projects in light of an unstable work environment and many fluctuations at all levels and the attempts of its departments to apply strategic planning to develop the administrative and operational process in it and thus achieve the goals, so the study raises the following questions:

-Does the strategic planning process affect the development of project management?

-What is the nature of the impact between strategic planning and project management development?

-What is the level of awareness of the departments working in these projects of the dimensions of strategic planning and its impact on the development of project management?

2.2 The Importance of the Study

2.2.1 Scientific importance

The scientific importance of this study crystallizes in its contribution to providing a theoretical framework that clarifies the nature of strategic planning and the concepts related to it and its importance in the development of project management, as well as considering it a complementary factor to previous studies that dealt with concepts related to strategic planning and project management and how to develop them through sound strategic planning.

2.2.2 Practical importance

The practical importance of the study stems from its practical application to a number of industrial organizations represented by the factories of the private industrial sector in the province of Najaf, with its importance and great role in achieving economic development in the province.

2.3 Objectives of the Study

The study seeks to achieve the following objectives:

1- Identify the concept of strategic planning and its dimensions and the most important administrative concepts related to it.

2- Shedding light on the nature of projects, their management and how to develop them.

3- Determining the level of interest of the surveyed organizations in the application of strategic planning in order to develop the management of those organizations.

4- Identify the impact of strategic planning in the development of project management.

5- Submit a set of recommendations to the surveyed organizations that will contribute to the development of work depending on the results of the study.

2.4 The Hypothetical Plan of the Study

The researcher relied on the formulation of the default plan of the study by relying on the previous literature that dealt with the variables of the study, where the following figure shows the nature of the impact between the variables of the study. The independent variable represented by (strategic planning) and the approved variable represented by (project management).

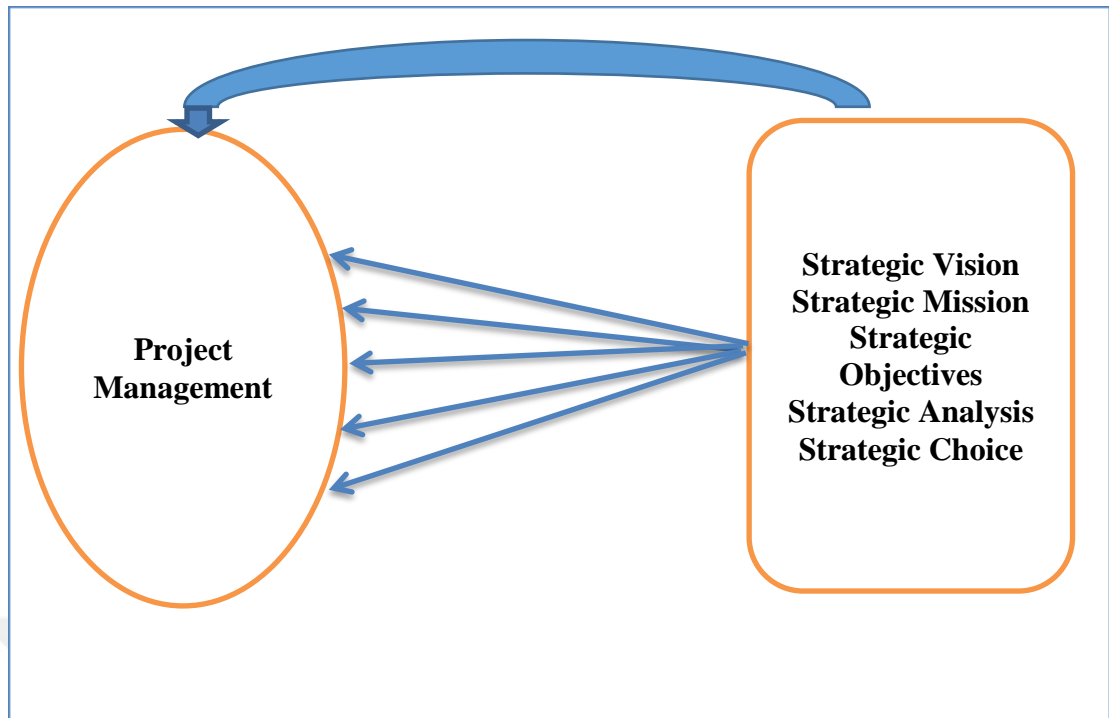


Figure 2.1: Hypothetical study outline

2.5 Study Methodology

The researcher relied in this study on the descriptive analytical method, where the descriptive method was relied on in the formulation of the practical side by relying on books, research, letters and previous theses, Arabic and foreign, and then relying on the analytical method in the practical side through the preparation of a questionnaire form prepared for the purpose of knowing the opinions of the sample surveyed regarding the dimensions of the study variables and then analyzing those data statistically.

2.6 Limits of Study

Objective limits: The objective limits of the study were represented by its variables (independent variable strategic planning) and (approved variable project management) and its concepts and dimensions.

Spatial boundaries: The boundaries of the spatial study were represented in a sample of private industrial sector factories in Najaf Governorate with their various productive activities.

Time limits: It is the period it took the researcher to distribute the questionnaire forms to the study sample until the completion of the answer to its paragraphs from // 2024 to // 2024.

2.7 Hypotheses of the Study

Main hypothesis: There is a statistically significant effect between strategic planning and project management development)

The following sub-hypotheses emerge from the above hypothesis:

The first sub-hypothesis: There is a statistically significant impact between the dimension of the strategic vision and the development of project management.

The second sub-hypothesis: There is a statistically significant effect between the dimension of strategic objectives and the development of project management.

The third sub-hypothesis: There is a statistically significant impact between the dimension of the strategic mission and the development of project management.

Fourth sub-hypothesis: There is a statistically significant impact between the dimension of strategic analysis and the development of project management.

Fifth sub-hypothesis: There is a statistically significant effect between the dimension of the strategic choice and the development of project management

2.8 Data Collection Methods

Theoretical aspect: The researcher relied on the information contained in the previous literature that dealt with the concepts of study variables such as books, research, articles, theses and university theses in addition to the sites of the International Information Network (Internet).

The practical side: The researcher relied on a questionnaire form prepared to collect data on the practical side, where a form was designed from several questions with restricted answers that suit the nature of the study variables and consists of two sections, the first section included the demographic information of the responding individuals, while the second section included questions related to the dimensions of the study variables.

2.9 Previous Studies

2.9.1 Introduction

Previous studies play a major and important role in directing the researcher in the direction that enables him to benefit from them in formulating the general framework for his study and determine their contents and variables, as well as enabling him to see the methods, statistical programs and measures used in them and the extent to which they can be used, and the following are some of the previous studies that dealt with the variables of the study:

2.9.2 Some studies related to the independent variable (strategic planning)

Table 2.1: Some Studies Related to the Independent Variable (Strategic Planning)

Study No. (1)	The dynamics of planning in the quality of university performance
Researcher Name	Abdul Samad Muhammad Al-Ta'mah
Year:	2017
Country of Study	Iraq
Study Community	Senior Administrative Leaders in the Presidency of Basra University
Study Problem	The Impact of Strategic Planning on University Performance
Study Results	1- Planning focuses on functional aspects only in a routine manner 2- Using unrealistic measures that do not reflect performance
Study No. (2)	The impact of strategic planning methods in water crisis management
Researcher name	Adi Abbas Abdul Ali Al-Rubaie
Year:	2022
Study country:	Iraq
Study community	Water Resources Directorate in Maysan Governorate
Study problem:	Fluctuations in water imports in Maysan Governorate and those coming to it from the Tigris River
Study results:	1- Strategic planning in the Water Resources Directorate in Maysan Governorate contributes to reducing potential problems 2- Strategic planning provides useful information that contributes to decision-making and solving problems with creative ideas. 3- Implementing strategic planning requires qualified and experienced employees in the field of strategic planning

Table 2.1: (Cont.) Some Studies Related to the Independent Variable (Strategic Planning)

Study No. (3)	The role of planning in achieving personal excellence
Researcher's name	Haitham Aboud Sultan Al-Hayati
Year	2022
Study country	Iraq
Study community	Communications and Information Technology Directorate in Basra Governorate
Study problem	Basra Communications and Information Technology Directorate lacks a sub-strategic plan that enables it to achieve excellence in its field of work
Study results	1- There is a significant correlation between the variables and their dimensions 2- There is a significant impact relationship between the dimensions of strategic planning on institutional excellence 3- There is a clear interest by the administration in strategic planning in a way that enhances the state of reaching institutional excellence
Study No. (4)	The Role of Strategic Planning in Building the National Cybersecurity Strategy
Researcher Name:	Hassan Jawad Kazem Al-Janabi
Year:	2023
Country of Study:	Iraq
Study Community:	National Security Directorate in Najaf Governorate
Study Problem:	The weakness of some aspects of the national cybersecurity strategy is a result of the weakness in adopting strategic planning correctly
Study Results:	1- Strategic planning practices in the researched directorate contribute positively to supporting its cybersecurity orientations 2- The researched directorate has a clear strategic vision when setting its vision for cybersecurity 3- The researched directorate did not give sufficient attention to its strategic message, which means that there is a weakness in involving members of the apparatus in formulating it

2.9.3 Some studies related to the approved variable (project management)

Table 2.2: Some Studies Related to the Approved Variable (Project Management)

Study No. (1)	The impact of operations strategy on strategic project management
Researcher name:	Yousef Yassin Al-Tarawneh
Year:	2011
Country of study:	The Hashemite Kingdom of Jordan
Study community:	Naql Industrial Group
Study problem:	The problem of the operations system and determining its nature and priorities of operational objectives at the project level and the method of managing it has attracted the interest of many researchers and continues to open many doors for research, study and development
Study results:	<p>1- There is increasing emphasis on interest in strategic project management and it has turned into a burner that leads the organization's strategy with a focus on the links between project management practices and business practices to advance the organization's strategy as a whole</p> <p>2- Contemporary concerns for project management have focused on multiple axes and other factors in which project management focuses on the behavior of the project manager, executive managers and the sponsoring party.</p> <p>3- There is a clear deficiency in developing countries regarding the subject of operations strategy, project management, its variables and its measurement for industrial organizations.</p>
Study No. (2)	The impact of the cognitive fields of project management on the quality of projects in civil institutions in Palestine
Researcher's name:	Khaled Abdul Salam
Year:	2017
Country of study:	Palestine
Study community:	A sample of Palestinian civil institutions
Study problem:	The institutions' lack of awareness of the correct standards and foundations for project management
Study results:	<p>1- The civil institutions surveyed perform high levels of project management according to international standards based on the cognitive fields of project management and at varying rates</p> <p>2- There is moderate approval for civil institutions to compare their projects with similar projects and to evaluate the performance of the project staff periodically during the project period</p>

Table 2.2: (Cont.) Some Studies Related to the Approved Variable (Project Management)

Study No. (3)	The impact of organizational performance efficiency on project management failure
Researcher name:	Sherif Ibrahim Desouky
Year:	2021
Country of study:	Kingdom of Saudi Arabia
Study community:	Bin Laden Group in the Kingdom of Saudi Arabia
Study problem:	The existence of a group of factors that led to the failure of project management in the Kingdom of Saudi Arabia, which negatively affected the progress of those projects
Study results:	1- Project failure and organizational culture are statistically directly correlated. 2- Project failure and organizational performance efficiency are statistically correlated.
Study No. (4)	The impact of administrative creativity on the job performance of project managers
Researcher's name:	Abdullah Ghaith Muhammad Hassan
Year:	2023
Country of study	Iraq
Study community	Al-Nargis General Contracting Company
Study problem:	An attempt to identify the impact of administrative creativity on job performance among project managers
Study results:	1- Giving the company confidence in its employees is an important tributary through which the company can ensure that the employee performs his work with dedication and sincerity 2- Employees who feel that their direct manager seeks to achieve their interests and goals are motivated to work.

2.9.4 Areas of benefit from previous studies

1- Contribute to providing the theoretical side of the study with information, concepts and dimensions related to the variables of the independent study (strategic planning) and approved (project management).

2- Benefiting from it in building the procedural structure of the study by reviewing its procedural structure and how to formulate it.

3- Reviewing the programs, statistical methods and measures used in them and how to design their questionnaire form.

4- Saving time on the researcher by enriching his mentality with the necessary information about the concepts of study variables.

5- Benefiting from the most important results and recommendations reached.

2.9.5 Advantages of the current study

1- The current study is distinguished from previous studies by that it dealt with an important concept of administrative concepts, which is strategic planning and a statement of its impact on project management and development.

2- This study was applied practically to industrial organizations that contribute to the development of society and enhance the economic situation in the province and play an important role in the stability of national food security.

3. STRATEGIC PLANNING

3.1 Introduction

Recently, the concept of strategic planning has become one of the important and widespread administrative concepts at the level of business organizations, and specialized researchers attribute this importance to the fact that it works to link the current reality of the organization's activity with its future activities, as it draws future steps aimed at achieving the desired goals of those organizations.

Organizations, in their various activities and as administrative entities, affect and are affected by the surrounding environment, where this mutual influence is reflected in the formulation of strategic planning strategies and frameworks that contribute to adapting to internal and external environmental conditions.

Strategic planning is one of the modern management concepts that help organizations adapt to their internal environment, try to identify their strengths and weaknesses, understand the environment of adaptation to their internal environment, try to define its strengths and weaknesses, understand the external environment of the organization, and try to identify the opportunities and risks involved (Al-Khairi, 2014: 1)

3.2 The Concept of Strategic Planning

There is no doubt that the concept of planning and strategic planning converge in some of their meanings and contents, but at the same time they differ in the meaning that gives planning its general meaning and strategic planning its own and specific meaning, which requires clarifying the meaning of planning in general before delving into the field of strategic planning.

Specialized researchers differed in defining a specific concept of planning, where each researcher knows planning from the reality of his own scientific vision, defined by (Al-Sumaidaie, 2000) as: the process that includes setting a set of possible goals in light of the impact of various factors of the project or organization.

Armstrong (2006: 1) sees it as a means to achieve better results by understanding and managing the performance of the organization, teams and individuals and by establishing an agreed framework of planned goals.

Al-Ghalbi and Idris (2007) believe that planning is a continuous and systematic process by leaders in the organization to make decisions about the future of that organization and its development, in addition to the procedures required to achieve that desired future and determine how to measure the level of success.

Al-Qahtani (2010) sees it as: the ability to anticipate and align between the organization's own capabilities and the available opportunities or threats arising from the external environment of the organization.

It is also defined as long-term planning that takes into account internal and external variables, the creation of target market sectors and the method of competition. (Sakarna, 2010: 90)

They defined it (Issawi et al., 2012: 37) is a specific set of activities associated with the possibility of recognition and excellence.

Some see planning as a structured process of problem-solving with clearly defined outputs in terms of ends, methods and means. (Harry R. Yarger, 2014)

Planning from the point of view (Al-Sakarna, 2015) is: the choice associated with the facts and the development and use of assumptions related to the conception and composition of the proposed activities that are believed to be necessary to achieve the desired results, and therefore effective planning is based on facts and not on the basis of emotions and desires.

It was also defined as the organized effort to make and implement fundamental decisions that clarify what an organization is, what it does, and why it does it. (Saqr and Shazly, 2020)

The researcher believes that strategic planning is an organized process carried out by leaders and officials in the organization to set goals to reach desired results, by understanding and managing the current and future performance of the organization and directing efforts and resources towards achieving these goals efficiently.

Based on the foregoing, the strategic plan is: work that includes drawing steps and distributing tasks to coordinate with work units in order to achieve the required goals, it is the opposite of chaos that refers to executive work that has not been thought about in advance, which leads to the achievement of a goal or a set of dispersed goals as a continuous systematic process carried out by leaders in organizations to make decisions related to the future of that organization and develop it in addition to the procedures and processes required to achieve that desired future. Federation Report, 1997)

Kotler defines strategic planning as a management process for developing and maintaining the relationship between the organization's goals and aspirations and rearranging activities in the right way that achieves growth and profits in the future.

Al-Abed (2003: 123) defined it as: revealing and insight into the features and course of the organization in the future, defining its mission and objectives, and analyzing the field of business and activities in which the organization operates or will enter.

Strategic planning is also defined as: a necessary issue for electronic systems and processes to achieve the goals and objectives of the organization as it contributes effectively to uncovering the factors that lead the company to success, and the failure factors that the company avoids, and therefore the companies that carry out their work electronically rely mainly on planning their resources to know the extent of their ability to achieve their goals. Pathak & Baldwin, 2008))

While (Sabri 2010, 12) believes that strategic planning is one of the concepts of strategic management that is related to the future of business organizations, as this concept appeared as a reflection of the adoption of business organizations for the open system in management, the organization as an entity affects and is affected by the surrounding environment and this mutual influence must be reflected in the formulation of strategic planning strategies as a result of the change in the environment so that there is compatibility and harmony between the organization's resources, the environment and the strategies formulated.

According to DAFT (2003:214), strategic planning is: the development of a master plan that defines the activities and work of the organization and the allocation of resources in order to achieve the objectives.

Strategic planning is: the science and art of developing the use of the comprehensive forces of the state during peace and war to achieve the national goals and objectives of the state determined by the political leaders, and that the state's internal and external policy, geographical location, political and military capabilities, and the extent of its scientific progress have a significant impact on the comprehensive planning of the state (Al-Sayed, 2020: 221).

Razavi, 2021: 550 believes that: a set or series of decisions related to the future to achieve the desired goals of the institution for the purpose of its growth and survival in the long term, and in order to achieve success for the planning process, a strategy must be chosen that includes determining the desired goals of the institution, developing plans, arranging priorities, providing all material and human resources, and predicting the various conditions surrounding the organization and future possibilities.

The researcher believes that strategic planning is: a process or set of operations through which plans are developed for the organization's long-term work in order to effectively take advantage of opportunities and confront the threats of the internal and external environment and exploit them in light of the strengths available to them to ensure the achievement of goals.

3.3 The Importance of Strategic Planning

Strategic planning is a crucial process in the management of organizations and is of great importance in several aspects. Strategic planning contributes to achieving the organization's specific objectives, coordinating its operations, improving its performance and increasing its competitiveness. It also helps identify and guide priorities and adapt to change.

In the strategic planning process, Achievable goals are established after an analysis of the organization's internal and external environments. Accordingly, long-term strategies are developed to achieve these goals effectively and systematically. It also analyzes the internal processes of the organization so that they are in line with its specific objectives.

Strategic planning helps improve the organization's performance and increase its competitiveness by analyzing the market and customer requirements. New

opportunities are identified and innovative strategies are developed to outperform competitors. The main objectives are defined, resources are allocated, and the necessary steps and actions are determined to achieve those goals.

Perhaps one of the most prominent things in which strategic planning is important is that it helps enable the organization to adapt to transformations and changes in the external environment. The economic, social, technological and political factors that affect its performance are analyzed, and strategies are developed to adapt to these changes and take advantage of emerging opportunities.

It can be considered an essential tool for organizations to achieve success and sustainability in a changing business environment. It contributes to achieving goals, coordinating processes, improving performance, directing priorities and adapting to change.

Through the above, we can determine the importance of strategic planning with the following points:

1- Employees in organizations can feel valued and attain a certain level of job satisfaction by participating in the decision-making process through strategic planning (Al-Kubaisi, 2012).

2- Achieving commitment to the strategic goals established by senior management and the capacity to coordinate the activity's many facets. (Atta Allah, 2005)

3- Improving and focusing on results, solving problems, creating an opportunity for education, building the road, communication, marketing, and overcoming current and future crises, and helps the institution in identifying the causes of problems and ways to solve them. (Jafar,2017)

4. Helps the organization to identify possible methods and means that should be used within the framework of its various strategies and policies. (Al-Zoabi, 2004: 24)

5- It helps a lot to determine financial and non-financial goals or strategic objectives at the level of the organization. (Issawi et al., 2012)

Yaqoub (2020:31) believes that the importance of strategic planning is represented in the following points:

1- Predicting the future and preparing for emergency variables, whether related to the internal or external environment.

2- Contribute to determining the mechanism for choosing the right ways leading to achieving the goals.

3. Contributes to helping the Organization to make optimal use of its financial and human resources.

4- Helps the organization to solve problems, overcome the difficulties it faces, and deal with the surrounding circumstances efficiently and effectively.

5- Helps to integrate the work of the organization and coordination between the parties to the administrative work.

3.4 Strategic Planning Objectives

There is no doubt that the strategic planning process is like any other administrative process that seeks to achieve a number of goals that ultimately serve the interest of the organization and achieve its goals properly, and the objectives of strategic planning are a set of points summarized in the following points (Awad, 2000: 7):

1- Internally preparing the organization by implementing changes to its workforce, systems, organizational structure, and procedures that will improve its capacity to effectively and efficiently handle the external environment.

2- Taking important decisions that increase the organization's market share, increase the satisfaction of its customers, and maximize profits for interested stakeholders from its existence, whether they are shareholders or the whole community or part of it.

3- Setting priorities, including long-term goals, annual goals, policies, and resource allocation based on priorities.

4- Finding objective criteria to judge the efficiency of management, as senior management that fails to increase the value of the organization is an unqualified department, regardless of the size of the achievements it claims within the organization.

5- Increase The decision-making process's efficacy and efficiency, coordination and control, and correct deviations due to the presence of clear and prominent strategic goals. Al-Zoghbi (2014: 36) believes that the objectives of strategic planning are:

1-Work to facilitate communication and participation processes.

2-Helps guide the organization's management of priority topics in treatment and decision-making.

3-Developing the organization's mission and strategic objectives.

4-Providing information that enables management to make a sound decision.

5-Determine and direct the course of action within the organization.

3.5 Steps of the Strategic Planning Process

The strategic planning process goes through a set of steps, and these steps are represented in the following points: (Shafie, 2021: 67)

3.5.1 The organization's message

It is what distinguishes the organization from other organizations in terms of the nature of its activities, which reflect the reasons for the existence of the organization.

3.5.2 Strategic vision

It is a description of the situation in which the organization is when it accomplishes its work efficiently and effectively, taking into account three elements, namely determining the current activity of the organization and its strategic direction, as well as delivering that vision clearly to those who are interested in the planning process.

3.5.3 Objectives of the organization

It is the situation or situation that the organization wants to reach and works to achieve it in the long term.

3.5.4 Assessment of the internal environment

It is represented in analyzing the internal environment by diagnosing strengths and weaknesses and the possibility of exploiting opportunities to reach the achievement of goals.

3.5.5 Evaluation of the external environment

It includes the study and diagnosis of external variables and obstacles that may hinder their path towards achieving the goals, and these obstacles are social, economic and legal factors.

3.6 Obstacles to Strategic Planning

There are many obstacles faced by the leaders in charge of the process of drawing the features of the strategic planning of the organization and everyone who undertakes this process within the organizations, which stands in the way of developing strategic plans that help achieve the goals sought by the organization, which imposes on strategic planners to understand the various problems facing this process, so that they can work to solve them. Some studies have unanimously agreed on the existence of obstacles to strategic planning in organizations, and the degree and nature of these obstacles vary from one organization to another depending on the circumstances and factors surrounding them, and accordingly, the researcher has chosen the most addressed obstacles when researchers, which are as follows:

3.6.1 Human obstacles

These obstacles are represented by the existence of a kind of imbalance in the distribution of powers and duties between the different administrative levels in the organization, as well as the failure to adopt a successful strategic planning process by senior management (Revelle, 2020: 28). The inadequacy or appropriateness of the training programs provided to the administrative staff working in the organization on the mechanisms of applying strategic planning, the small number of qualified individuals capable of developing strategic plans, the lack of reliance on scientific foundations in determining training needs and the large number of job burdens among workers in strategic planning can be considered one of the most prominent

human obstacles that hinder the process of achieving sound strategic planning (Odeh, 2017).

3.6.2 Administrative obstacles

Administrative obstacles are one of the most prominent obstacles facing the strategic planning process, which is the lack of clarity of the goals set for the organization and the weak culture of the importance of strategic planning in addition to the lack of experience and administrative qualifications related to strategic planning tools and procrastination in decision-making (continuous postponement of decisive decision-making) and adherence to official bureaucratic procedures and frustration of new ideas and not adopting or supporting them and not delegating others to exercise powers as a result of weak confidence in them and Fear of failure. (Al-Roqi, 2015).

3.6.3 Organizational obstacles

The organizational structure of the organization is the cornerstone of the strategic planning process, and the lack of a specific organizational structure for the organization, in addition to the lack of scientific divisions for the distribution of tasks and powers, is one of the most important organizational problems that hinder strategic planning and implementation (Al-Janabi, 2023 35).

The ambiguity of organizational objectives, the lack of qualified individuals capable of developing strategic plans, the weakness of control systems over organizational processes, the lack of interest in developing effective administrative communication processes, the lack of sufficient information related to how to apply strategic planning, as well as the weakness of organizational strategies directed to administrative work, and the absence of the control unit responsible for implementing strategic plans are among the most prominent organizational obstacles affecting strategic planning (Hayek, 2018).

3.6.4 Financial obstacles

Perhaps one of the most prominent obstacles facing the strategic planning process is the lack of the necessary allocations to cover the cost and expenses of the planning process, which leads to its failure, no matter how solid and built according to a good administrative formulation (Kabara& Kabir, 2019:42), as well as the low

salaries of employees responsible for strategic planning and the lack of material rewards provided to them, which can also be considered one of the most prominent material obstacles to strategic planning (Hanadi, Souad, 2021).

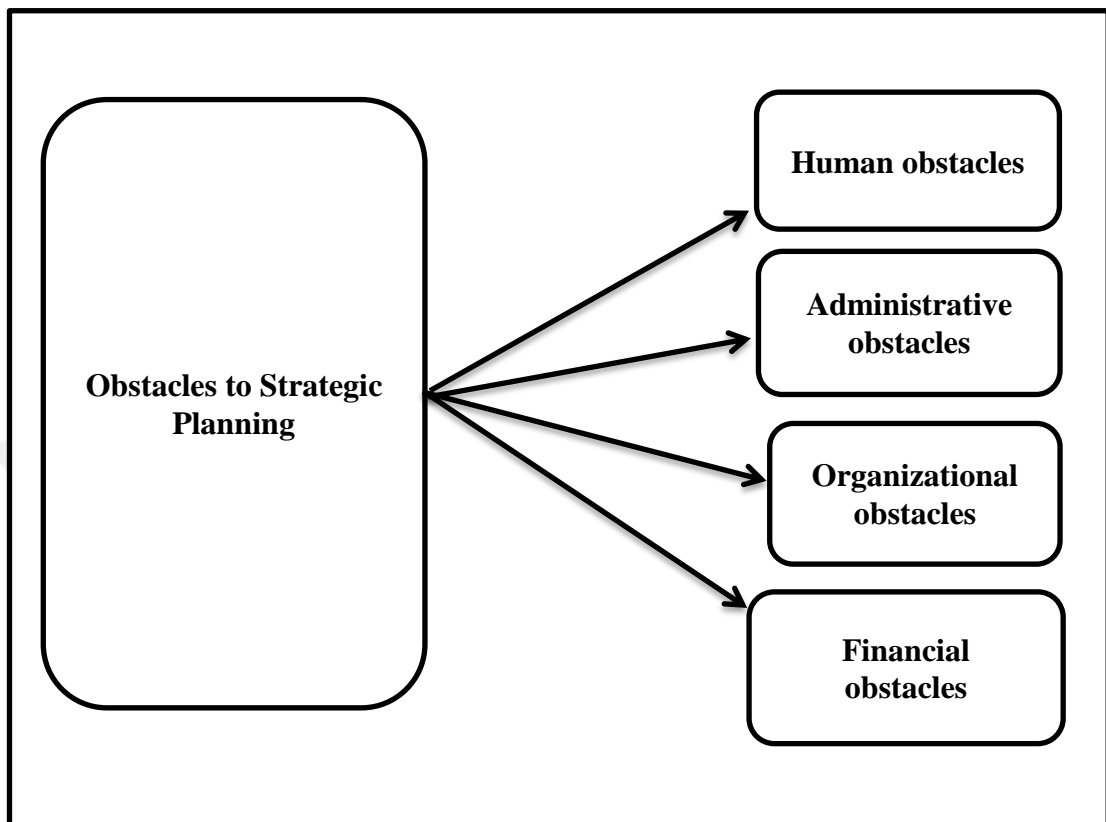


Figure 3.1: Obstacles to Strategic Planning

3.7 Dimensions of Strategic Planning

Strategic planning is an organizational process aimed at defining the long-term goals and objectives of the institution and determining the strategies and policies necessary to achieve them. There have been many dimensions of strategic planning from the point of view of researchers, where each of them classified the dimensions of strategic planning from his point of view and based on research data, and we have dealt in this study with the dimensions of strategic planning most frequent among researchers and the most appropriate for the variables of the study and its community, which are as follows:

3.7.1 Strategic vision

In the long run, it is a vision of what you would like an organization to become. It is a comprehensive vision that directs efforts and resources towards

achieving certain goals that are in line with the values and principles of the organization. The strategic vision aims to provide a clear direction that helps guide decisions, set priorities and unify efforts towards achieving common goals (Al-Issawi et al., 2012). The vision expresses a position or style of thinking and readiness of more challenging expected future possibilities, as it indicates mental impressions, and suggests a future direction about the ideal image that the organization aspires to reach (Manhal and Abadi: 2012).

When many organizations set their vision and goals for how to benefit from the support of learning, research and the mission of serving the organization, it is possible that the organization will not be able to develop a vision and strategic goals that are agreed upon by all, unless the visions between the manager and the board of directors come together first, and management consultants, department managers, labor units, financial management and executives second, to develop and arrange their vision and goals to manage the organization in a unified manner. A well-understood vision can help managers and employees believe that their actions are meaningful. Unfortunately, organizations sometimes have a vision but they do not produce positive results, because they are not well understood by individuals within the organization (ENZ, 2010: 94). It is also important to note that the vision statement reflects the values and aspirations of the organization, and aims to capture the heart and mind of each employee, as well as many other stakeholders, and it should be noted that the vision of the organization tends to be permanent, while the mission can change in light of changing and overlapping environmental conditions. The vision statement tends to be relatively short and concise, making it easy to remember.

(DESS: 2003) defines the strategic vision as: the first starting point of the organization in structuring goals, and is described as the soul for the body, but it is not guaranteed success, but its success depends on the results and outputs achieved by the strategy, and the development and implementation of the vision is one of the central tasks of the leader.

Steps to formulate a strategic vision: In order to build and formulate a successful strategic vision, a set of steps must be followed, perhaps the most prominent of these steps are: (Rashid and Jaleb, 2008)

- 1- Study the current status of the organization.

2-Involve other stakeholders.

3-Foreseeing and anticipating the future by identifying the stationary environment in the organization.

4-Generate alternative insights.

5-Choose a final vision.

A good strategic vision of the organization achieves a range of benefits through the interdependence between the present and future of the organization, increasing the commitment of its employees, giving meaning to life, clarifying the road to excellence, as well as being the basis for formulating a successful strategy.

Basic elements of the strategic vision: There are a set of basic elements of the strategic vision as follows: (Al-Tai and Al-Abadi, 2008).

1-Determine the future situation you want the organization to be.

2-The shape, type and size of the growth that the vision wants to reach.

3-The required goals that the vision works to achieve is the culture of the organization.

4- Choose the right strategy.

Factors affecting the formulation of the strategic vision: (Al-Nadawi, 2009) believes that the factors affecting the formulation of the strategic plan are:

1-The difficulty of dealing with uncertainty in the vision as the vision simulates an open-ended time for it.

2-Lack of desire on the part of the organization's management to enter areas that require finding skills, creativity, renewal or making changes.

3-Inability to distinguish between reality and fiction.

3.7.2 Strategic mission

A brief description of the purpose of an organization and what it does to achieve its strategic vision. The strategic mission expresses the main reason for the organization's existence and what it seeks to achieve in the short and medium term. A letter is a communication tool that explains to stakeholder's employees, shareholders, customers and the local community – what the organization does and why.

Jones & Hill (2008) believes that the first component of the strategic management process is the formulation of the organization's mission, which means describing or declaring why the organization engaged in this work, which will provide an appropriate environment for the strategy, and therefore the message is an essential element linked to the organization's vision and complements each other as it is considered a reason for the existence of the organization.

Yassin (2010) defined the organization's mission as: the basic purpose for which the organization was founded, which is the justification for existence and continuity; it is an accurate expression of the organization's vision, and a more description of the activities, products and interests of the organization.

The importance of formulating the organization's mission:

The organization's mission is formulated to achieve a number of results, the most important of which are: (Richard & John)

- 1- Ensure the consensus of the goal within the organization.
- 2- Provide the basis for the use of the organization's resources.
- 3- Use a criterion for allocating organizational resources.
- 4- Determine the organizational climate.
- 5- Act as a focal point for those who can define the goal of the organization.

The mission of the institution reflects the general goal that guides and guides the decision-making process at various levels, as well as determines the steps of workers that the institution must follow, and outputs that are consistent with the needs of society (Dajani, 2011:77)

Factors affecting the organization's mission:

Organizations try to work hard to prepare their mission in a clear and expressive way about the direction of the organization in the present and future, and the message must also be consistent with environmental variables, and for this it is necessary to take the following factors into account (Al-Ghalbi and Al-Qattan, 2019).

1-The history of the organization: Through the long history of the organization and full of achievements, activities, policies and strategies followed, so

the strategic leaders in the organization are interested in that history and reputation generated in the minds of its employees and customers.

2-Owners' values and interests: There is a clear and important role for owners and shareholders in formulating the message and reflecting their philosophy and culture on that formulation.

3-The internal environment of the organization: The reality of the internal environment is very important for each organization, as it has basic pillars of strength that enable it to move towards the future directions of the organization.

4-The external environment of the organization: Through the opportunities available and potential threats, the organization can take the initiative, either to enter new areas of work or withdraw from useless areas.

Characteristics of the effective strategic message:

It is clear from the above that the message carries in its contents a clear and explicit orientation of the organization that indicates the enthusiastic ability of the organization and its employees to reach their goals, and draw a positive impression about the organization's work, which is worth exerting time, effort and spending money, and therefore the message has a set of specific characteristics that make it an effective message, which is as he sees it (David, 2009):

1-Wide-ranging.

2-Less than 250 words.

3- Inspiring.

4-Explains how to use the organization's products or services.

5-Show that the organization has a great social responsibility.

6- Include the components of the message.

7-Demonstrate the organization's responsibility for the environment.

8-Attention to customers, products or services, markets, technology, growth, profit, philosophy, principle and attention to employees.

3.7.3 Strategic Objectives

The strategic objectives have received special attention by researchers, and it is an important tool to measure the success, failure or deviation of strategic planning, the goal is the decisive result that the organization wants to reach, whether it is a financial, cognitive or moral goal, and this importance prompted researchers to develop specific concepts and search for characteristics and benefits. (Rashid & Jaleb, 2008) defined strategic objectives as: objectives derived from the mission of the organization and formulated by senior management. The objectives are the final results of the planned activity, the activity that the organization wants to achieve, what needs to be accomplished and when it should be accomplished. Preferably quantitatively whenever possible (Musaa'a, 2013). He adds help to his definition of goals by the presence of researchers who differentiate between goals and objectives, as goals are the general state that the organization wants to reach, while goals emanate from goals and are often clear quantitative goals such as achieving profits and growth.

Joyce (2015) believes that the organization's goals should be relatively fixed and do not change unless changes occur in the organizational environment of the organization, and should be formulated to contribute to achieving the organization's vision and mission. The objectives refer to the results that the organization wants to achieve through strategic planning and vision, and in light of the specific mission of the organization, and it is based on an objective assessment of the external environment and the internal performance of the organization, and since the goals are results, their formulation and determination properly helps the implementers to determine the results of their achievement on the way to the general goal, as it represents a tool for follow-up and control over the actual performance of the implementers (Maher, 2013), profitability, efficiency, growth, contribution to employee satisfaction, community service, survival, personal needs rather than senior management, and market leadership are all areas and many examples of goals and objectives (2004:12Hunger & Wheelen.)

The importance of strategic goals:

(Al-Ghalbi and Manaf, 2019) puts a number of points of great importance that they enjoy and strategic goals, which are benefits that organizations reap in exchange for defining those goals correctly and interrelatedly, and they are thus:

1-Describe the desired future of the organization and the strategic direction.

2-It is an important guide to decision-making, appropriate to the different situations facing the organization.

3-It represents the basis of the administrative system of the institution, as it represents an element in the planning process and helps in guidance and control.

4-Helps in achieving logical coherence of goals at different administrative levels.

5- It has a clear role in the motivation process.

6- Through it, responsibilities and powers are distributed to employees, and help shape the appropriate image of the organizational structure.

Stages of setting strategic goals:

Adopting strategic objectives through a detailed process that goes through three successive stages (Dajani, 2011: 79):

1-the stage of building general goals and those come from philosophical, political and educational choices.

2-The stage of fragmentation and analysis that is associated with more realistic and well-defined goals, and the behavioral level of the activity is specific.

3-The stage of procedural objectives, which are organized in the form of actionable behaviors.

After long-term goals are set by planners, short-term goals for middle and operational management are published and derived in order to turn the general objectives into reality.

The researcher believes that the short-term goals serve as time fulcrums that help senior management to control the strategic plan and know the extent of progress in the implementation of the plan or the extent of delay and deviation from the general goal and the main goal.

Types of strategic goals:

The objectives vary according to the nature of the organizations and their difference from each other in size, shape, return and the nature of the activity, whether public or private sector organizations or profit and non-profit organizations,

and the strategic objectives vary in terms of the following criteria: (Idris and Morsi 2006)

1- Profitability criterion: The profit represents a final and important goal for profit organizations, and in the event that these organizations are unable to achieve profits commensurate with their activities, this means the inability to achieve the goals in the long term Remote.

2-Survival criterion: Organizations may not be able to achieve profits at certain times and circumstances, but they do not give up the goal of survival until the mortgage situation is adjusted, and then survival will be a temporary goal for the organization's leaders, and try to use resources optimally until growth is re-established.

3-Growth criterion: organizations are not satisfied with achieving the usual profit, but rather aim to achieve growth and prosperity in returns and profits and the expansion of investments, growth ensures that the organization resists the changes that occur in the market.

4-Productivity criterion: Productivity is a relative measure of output to input, and therefore organizations aim to raise a good level of production in the field of resources.

5-Competitive position criterion: Competitive position is achieved in increasing sales relative to competitors with the presence of surrounding environmental changes, and the acquisition of the largest market share, which makes the competitive position a desired goal for the organization.

6-Staff Development Criterion: Successful organizations know very well that developing their employees and increasing their experience and knowledge contributes greatly to achieving the goals of the other organization.

7-Technical Excellence Standard: Technical excellence is a crucial goal for organizations concerned with technology, creativity, development and innovation.

3.7.4 Strategic analysis

Strategic analysis is the process of assessing the organization's internal and external environments to comprehend market opportunities and threats, as well as the strengths and weaknesses within the organization. Strategic analysis aims to provide

valuable information used to develop strategies and make decisions that help the organization achieve its goals and future vision. (Hilal, 2009: 253).

Organizations work to build their strategies in line with their mission, purposes and objectives and commensurate with the results of the analysis of their internal and external environment, and from this point of view, the existence of a strategy suitable for all organizations is out of the question in practice, that what exists is an appropriate strategy for an organization in certain circumstances, and at a specific time, when circumstances change, this strategy may be inappropriate as it was in other circumstances, and there are many methods used by organizations in planning Strategic (Al-Suwaidan, 2009: 87).

Strategic analysis is one of the most important pillars of successful strategic planning, as it is established to show the current situation of the organization, study and analyze it through understanding and diagnosing the variables of the external environment and the extent of their impact on the nature of the work of its internal environment and indicating the organization's ability to use the resources available to it (Al-Rikabi, 2004: 28).

3.7.5 Strategic choice

A strategic choice is a decision or set of decisions made by companies or organizations to achieve long-term goals and guide their future course. The strategic choice is based on a comprehensive analysis of internal and external factors affecting the organization, including strengths, weaknesses, opportunities and threats.

Wheelen & Hunger (2014:143) argues that a strategic choice is: evaluating strategic choices and choosing the best option when the organization is directed in a dynamic environment and when all members of the organization agree with the choice that corresponds to the organization's environment and capabilities.

Thompson (2017) believes that the strategic choice is: that option that meets the needs and priorities of the organization and is able to achieve its goals from the point of view of decision-makers and influencers more than any other alternative that can be successfully implemented.

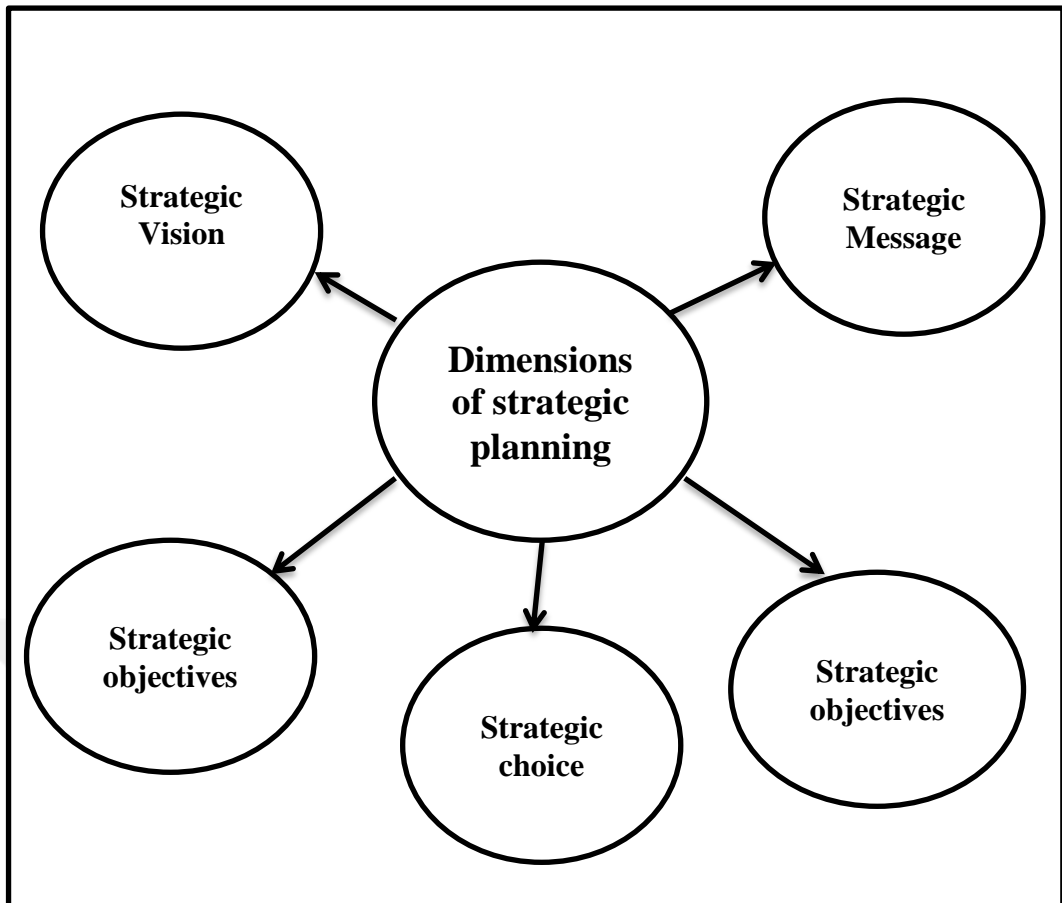


Figure 3.2: Strategic Planning Dimensions

Source: Prepared by the researcher

4. PROJECT MANAGEMENT

4.1 Preface

The industrialized countries have worked to invest in the field of projects of various activities, being one of the most important basic tools in moving the economic wheel, so this sector has known a great and remarkable development, whether it comes to the huge financial resources employed or the modern technologies and techniques used or in terms of the significant financial revenues achieved (Abdelkader Mozawi, 2021:4).

As is the case in industrialized countries, developing countries had to keep pace with these trends and take advantage of the opportunities provided by this sector of various projects, especially if we look at some Arabic countries that have witnessed a significant increase in their revenues as a result of the high prices of energy resources in general and oil in particular and the subsequent economic openness and expansion of investments and construction.

The increase in the number and sizes of projects in a short period of time has led to the emergence of many administrative problems and deviations in the leadership and management of these projects, which generated some fog in the visions of organizations and companies in the management of these projects as a result of the lack of good identification and arrangement of priorities, and this also led to the waste of many resources and the loss of many opportunities that could have been seized, and what should be focused on in the field of construction projects and like any other business sector needs To the processes of planning, coordination, guidance and control, taking into account the specifics of the field, the circumstances and the circumstances surrounding it, and working to provide cadres and technical frameworks to achieve and achieve the goals, and this is known as project management, which most of the economic literature considers a modern and advanced science and art. Which prompted the researcher to pay attention to this important aspect in light of the significant increase in the Iraqi economy for these projects after the large programs established in this field.

4.2 The Concept of Management

Management is the process that is used to achieve the set and specific goals, according to a specific method, and carries with it multiple processes such as planning that works to set goals, calculating human resources that can work to achieve these goals, and determining the appropriate method of work for each project or even for each task separately. Management is the compass used by companies to organize work and make all decisions related to the organization, monitor the implementation of these decisions and ensure that they are applied correctly and appropriately to the specified plan. The definition of management varies from one person to another according to the administrative and research background of the person in charge of it.

(Mahmoud, 2000) defined management as: the process of planning that precedes the implementation and organization of work by dividing it into employees, training them, directing them, raising their morale, and measuring the results achieved by the goals set in the plan, and this functional concept includes the elements of the administrative function of planning, organization, guidance and control.

It is defined as: the process of achieving goals through others. (Mustafa, 2002) (Ballout, 2006) defined it as: concerned with activities aimed at achieving a number of objectives through the optimal use of resources, and depending on a variety of efficient and effective techniques.

It is also known as: a continuous social process that works on the optimal use of resources through the functions of planning, organization, leadership, supervision, guidance, communication, coordination, follow-up, control, decision-making, innovation and development. To achieve specific goals in light of changing environmental conditions (Heikal, 2009).

In the researcher's opinion, management is: the process of planning, guidance, decision-making, leadership and control over the performance of employees in the organization and the formulation of public policies in order to achieve the desired goals.

4.3 Management Levels

Management levels are divided into three levels (Abbasi, 2009):

4.3.1 Executive management

It is the department that works to implement and monitor the progress of operations, and is responsible for ensuring the achievement of goals and following the plans set, and this category is characterized by the predominance of scientific and technical capabilities over administrative capabilities, it prefers to deal with technical aspects more than administrative aspects, and reports to the levels of middle management, which is a link between employment and management.

4.3.2 Middle management

It is the administrative layer located involving executive and senior management, it is the link between these two levels, and one of its most important duties is to coordinate and submit reports submitted by the executive management to senior management after review, and to communicate the decisions taken by senior management after review, and to communicate the decisions taken by senior management or amendments, or any other or other things that you find for the project to the executive management.

4.3.3 Senior management

It is the group of managers who occupy senior positions in management, and this category is characterized by its great responsibility and extensive relationship with other companies, and therefore it is responsible for most decisions. Main and sensitive such as external communication, defining and implementing company policy, signing contracts and etc.

4.4 Management Characteristics

A collection of traits that define management can be summed up in the following points (Heikal, 2009):

1-Process: Any motor activity and practices related to each other and have relationships and affect each other, for example, financial policy affects the policy of purchase or employment.

2-Social: That is, the administration includes a number of individuals who cooperate to achieve the goal and this goal is directed to serve people and society.

3-Continuous: This means that as long as there is a society in which individuals live in need of services and goods, the administration carries out its activity in this society.

4-Available resources: In order for the Department to carry out its activities, a set of resources is required, and these resources are limited to three types (human, moral, material), which are the total inputs used by the Department in conducting its operations necessary to achieve its results (outputs) and objectives.

5-Purposeful: In the sense that it seeks to achieve common goals that include sub-goals, specific outcomes.

4.5 Management Functions

The functions of the Department are five basic functions, which are as follows (Al-Ali, 2009):

1-Planning: The planning function includes arranging goals with the identification of the possibilities by which these goals can be achieved, in line with the resources and forces available to the organization and planning in this sense helps the internal units of the project (departments and sections)

on how to proceed on a clear and sound basis without chaos, or randomness in a way that helps to make good use of resources and adapt to variables and conditions of the surrounding environment.

2-Organization: It is to make decisions about the mechanism by which the work can be carried out, as the administration under this function creates a state of coordination between human and financial resources by building an integrated organizational structure, and in this function the administration does the following:

-Providing its needs of manpower to perform the required tasks, as well as training operations, organizing work teams, developing a system of duties and powers, defining responsibilities, in addition to determining the pattern of professional relationship.

-Purchase all necessary supplies and arrange the locations of facilities of equipment and others, materials, working capital and other required resources.

-Developing and generating the organizational structure of the organization, which includes policies, methods, patterns of administrative relationship and responsibilities in addition to communication channels.

3-Recruitment: It is the selection and appointment of people and their training in order to put the right person in the right place within the organization.

4-Guidance: It is to guide the individuals working in the organization to implement its plans and strategies and influence others through the characteristics and specifications of the personality of the administrative leader, which leads to gaining their obedience, respect and affiliation and the formation of an integrated team to achieve common goals. In short, it is to guide and motivate employees towards the goals of the organization.

5-Control (control): The management monitors the performance of employees in accordance with the standards established to achieve effectiveness and efficiency in the organization, as well as taking appropriate corrective actions to address deficiencies in achieving the specified goals, and for the purpose of achieving control and efficiency, an effective information system must be available that helps to analyze data and provide reports on the progress of work, especially those related to costs, timing of operations (scheduling) and specifications (quality). Control contributes to monitoring the performance of the organization and its employees and ensuring that it achieves its objectives or not.

4.6 The Concept of the Project

The idea and concept of the project have crystallized at the present time as a result of the business environment and various industries that are characterized by change and the constant need to develop new markets and products, and these in turn require new organizational patterns, and projects have always been the healing administrative tool for such patterns.

There are many definitions of the concept of the project according to the background of the person as well as the purpose for which the project will be established.

A project is a set of interconnected actions executed in an orderly manner with a clearly defined starting and ending point in order to achieve some of the specific results required to meet the strategic needs of the organization today. (Young, 1997)

(Kame Hamedi, 2000. 9) A project is defined as: a whole set of activities and processes that consume specific resources, from which other monetary or non-monetary income or returns are expected.

William R., 2002) sees a project as a temporary organizational duty to create a distinct product or service.

It is also defined as: a project is a goal to be achieved, by overlapping several parties within a given framework, within a certain period of time using limited means and requires the adoption of appropriate methodology and tools. Henry, 2003. 8))

It is also: a scientific organization of the means and stages so as to allow the achievement of optimal goals (Charles Debbash, 2004).

Al-Fadl (2005: 13) believes that the project is an organized human activity aimed at achieving a specific goal in a specific period of time (its beginning and end is specific) and using a variety of resources of workers, technical supplies, energy, primary resources, financial resources or any data or information necessary for the completion process.

Ballout (2006: 19) defined it as: a metaphor for a specific task that has a specific starting point and an end point as well, so that this task is usually preceded by a specific need, the satisfaction of which requires the conduct of a set of interrelated and coordinated actions or activities, and the more the requirements and desires of this need are implemented in an organized and programmed manner, the more the need is achieved, the satisfaction you desired.

The researcher believes that the project is: is a set of works and activities usually have a starting point and an end point in which the material and human capabilities are integrated in order to provide a specific product, whether this product is a commodity or service.

Through the above, project management is: planning, directing and monitoring material and human resources to meet constraints related to technology, cost and time (Alawneh et al., 2000: 370).

Ibrahim (2005) defines it as: a specialization related to the organization and management of resources such as human resources in a way that enables the completion of the project by respecting its specific content and taking into account quality, timing and cost factors.

Ballout (2006: 25) believes that, by relying on a range of efficient and effective techniques within a specific set of limitations, project management is a collection of planned actions intended to maximize the use and better utilization of appropriate resources in order to accomplish well-defined project goals.

It is also defined as: the process of organizing individuals, resources, time and all necessary inputs in order to accomplish a known work or achieve a specific goal within the constraints of time, specifications and budget (Al-Hadidi, 2020: 578).

The researcher believes that the management of the project is: the process of planning and drawing the general lines necessary for the implementation of the project with the guidance and control of the individuals working in it in light of the available possibilities to achieve the goals and objectives to be achieved.

4.7 Project Elements

The project is an operational system that converts certain types of inputs into specific outputs under a set of restrictions and using various mechanisms, and therefore the project consists of several elements, which are as follows (Sadiq, 2003: 102):

1-Inputs: The desire to develop the current situation is the first driver of the emergence of any project, as the project constitutes the organizational tool to respond to any change in the organization's material and intangible work systems, and this need is expressed in a document that expresses the inputs, which represents an assessment of the current situation and justifications for the required change, which may sometimes be considered a response to consumer desires or the implementation of strategic needs of the organization or both (Al-Fadl and Al-Obaidi, 2005).

2-Constraints: The project's response to the wishes of the consumer and the objectives of the organization is affected by a set of constraints, which are represented by some determinants such as total cost, time and others.

3-Outputs: It is represented in the final review of what has been done in the processing processes to ensure the availability of all the appropriate physical, human and environmental elements for the establishment of the project and necessary to start the actual operation of the project (Sadiq, 2003: 103).

4.8 Project Manager

Like other managers, project managers carry out the same tasks. That is, they plan and set schedules and motivate others to work and evaluate the process of monitoring and control. But what distinguishes their work from that of other managers in charge of ongoing and existing operations is that they conduct short-term, one-time activities to achieve a single outcome.

A project manager creates and organizes a project team that doesn't exist before and decides what and how things should be done rather than just managing a set of actions. He must also face the challenges of each stage of the project life cycle until the completion of the project and solve all matters related to it.

The project manager works with a variety of personalities to accomplish the project. It is usually directly connected to the customer to reduce the difference between what they expect and what is possible and reasonable. He manages, directs and motivates the project team and ensures its integration and coordination between its various members who often work part-time for the project and owe the greatest loyalty to their functional managers. The project manager often has to work with third parties such as vendors, suppliers and contractors who do not necessarily share loyalty to the project (Zokar, 2018).

The project manager is ultimately responsible for performance (often with little authority). He must always ensure the appropriate trade-off between the three project variables: time, cost and performance, knowing that he often does not have extensive technical knowledge in various aspects of the project to make such decisions, unlike job managers. Instead, he works to accomplish the project by hiring

the right people at the right time to address the required issues and make the right decision.

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4.9 Project Life Cycle

The project life cycle refers to the stages that a project goes through from beginning to end. Functional or partial objectives, intermediate results or deliverables, particular milestones within the overall scope of work, or the availability of financial resources can all be used to categorize the stages. The project's nature and the extent of its application, as well as the management and control requirements of the organization or organizations involved, dictate the names and numbers of the stages, which are usually sequential.

The phases that a project goes through from start to finish are known as the project life cycle. The stages can be categorized by functional or partial objectives, intermediate results or deliverables, specific milestones within the scope of work generally, or the availability of financial resources. The stages are typically sequential, and their names and numbers are determined by the management and control needs of the organization or organizations involved in the project, as well as the nature of the project and the scope of its application.

The project life cycle is defined as: the period of time from the period of conception, phases, conception and implementation of the project until its completion and cover (Dahlan, 1988: 45).

Alexander Mariusbane defines it as a model that represents how a project is planned, controlled and audited from the initial conception of the project to its completion (Abbasi, 2009).

Stages of the project life cycle:

The project life cycle's phases can be defined as 5 stages, which are as follows:

1-Initiation Phase: Project team members with appropriate skills and experience are identified, the project charter, work plan is drawn up and the main variables in the project are reviewed.

2-Planning stage: includes the detailed identification and evaluation of each stage from the beginning of the project to its end, as well as the risk analysis and the identification of special criteria to produce the successful project and to the methods and tools used at this stage are the work plan and the review of the internal and external basic variable.

3-Implementation stage: It is the most difficult stage, as it consumes more than 90% of the total cost of the project, and here highlights the importance of the project manager in implementing all stages of the project according to the specified dates within the determinants of costs and potential quality, where in the field of product development, the initial design is achieved that fits the initial tests.

4-Control phase: It is the stage of approaching each actual activity with what is planned and taking corrective actions at the right time and place.

5-Completion and delivery phase: The project manager ensures the final delivery process and is characterized by the official project review report.

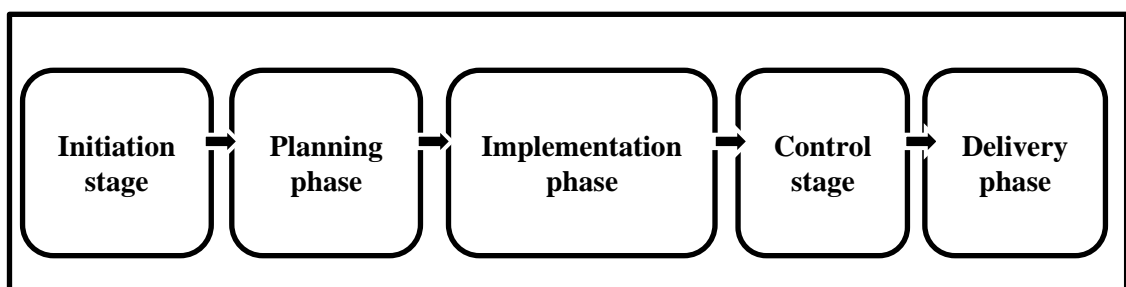


Figure 4.1: Project Life Cycle

4.10 Project Characteristics

The project is distinguished by a number of traits that differ from the institution's routine activities, perhaps the most important of which are the following: (Salman, 1997: 45)

1-Purpose: The project aims to achieve specific final results, where the project is complex, which requires dividing it into partial tasks and a series of sub-activities in implementation of the desired purpose.

2-Life cycle: The project starts slowly in the first, and then the activities accelerate until they reach the peak and then decrease until they end when the project is completed.

3-Unilateralism: Each project is characterized by unique characteristics that distinguish it from other projects, as it can be said that there are no projects for construction or research and development represented in all dimensions and projects may be similar in terms of basic elements, but they differ in terms of the degree of risk and management style.

4-Conflict: The project manager faces a set of situations characterized by a kind of organizational conflict and from these conflicts the project competes with other functional departments in the institution on the available human and material resources and on the one hand the conflict arises as a result of the multiplicity of relationships between the project management and the various stakeholders of the project team, the parent institution, the project dependents, customers where the stakeholder tool conflicts with project management.

5-Interventions (complexity): Organizations that carry out several projects in many countries face several interventions between the functional departments of the organization (financing, manufacturing, etc.) The project manager must have a clear picture of these interventions at each stage of project completion.

4.11 Organizational Influences on the Project

The organizational influences on the management of each project are divided into two main parts, each group of which is represented by sub-influences as follows: (Al-Fadl, 2009: 102)

1-External influences:

External influences are present in the environment and surroundings of project implementation and affect the stages of its implementation, and these influences are divided into different types, namely:

-Political influences: They are any negative or positive changes at the global or local level that push the project management to prepare special accounts for these changes in the field of calculating the time times for the completion of project activities or in the field of providing the requirements for the completion of these activities from various material resources, and one of the most important forms and formulas of political influences are coups, stability of the political situation, conflicts, wars and the consequent various decisions.

--Economic influences: One of the most important forms and formulas of these influences is prosperity and economic depression and entering under the umbrella of the work of various global economic organizations such as global trade and the European common market.

-Social influences: They are those influences that result from social dimensions, such as the change in the social fabric in terms of customs, traditions and desires, as well as the trends and tastes of the beneficiaries of the projects to be established.

-Geographical influences: They are those influences that take different formulas and forms, as some of them are related to the factors and influences produced by climate or weather conditions (temperature, rain, snow...)

2-Internal influences:

These influences stem from within the business organization responsible for the project implementation process or from within the project itself, and these influences take the following forms:

-Human influences: This means everything related to the divisions and classifications of workers in terms of professional and functional specializations, as well as what is related to the creativity and skill of workers in the field of completing the work entrusted to them, as these influences have a clear role in the field of accelerating the completion of the project or slowing down, delaying and low quality levels.

-Organizational influences: include everything related to organizational expansion and contraction, providing efficient leadership and embracing the idea of centralization or decentralization in the delegation of authority, authority and duties, as well as everything related to organizational behavior, organizational culture and

knowledge management, thus measuring the impact of this in providing the necessary environment for the completion of the project in terms of arranging its administrative and organizational requirements.

-Technological influences: These influences relate to the actual existence of the recent evaluations that are in the possession of the business organization that will be harnessed to the realization of the project.

-Financial influences: This means providing the necessary financial resources to finance the completion of the various stages of the project and its activities in a timely manner, and unlike this process, this process is exposed to setbacks and entails delay fines. Or a deterioration in performance levels, which reflects negatively on the quality and scheduling of the project.

-Technical requirements: This means how to provide all technical requirements (machinery and equipment, manpower etc) to establish the project in the shadow of the plans and strategies of the productive or service work organization.

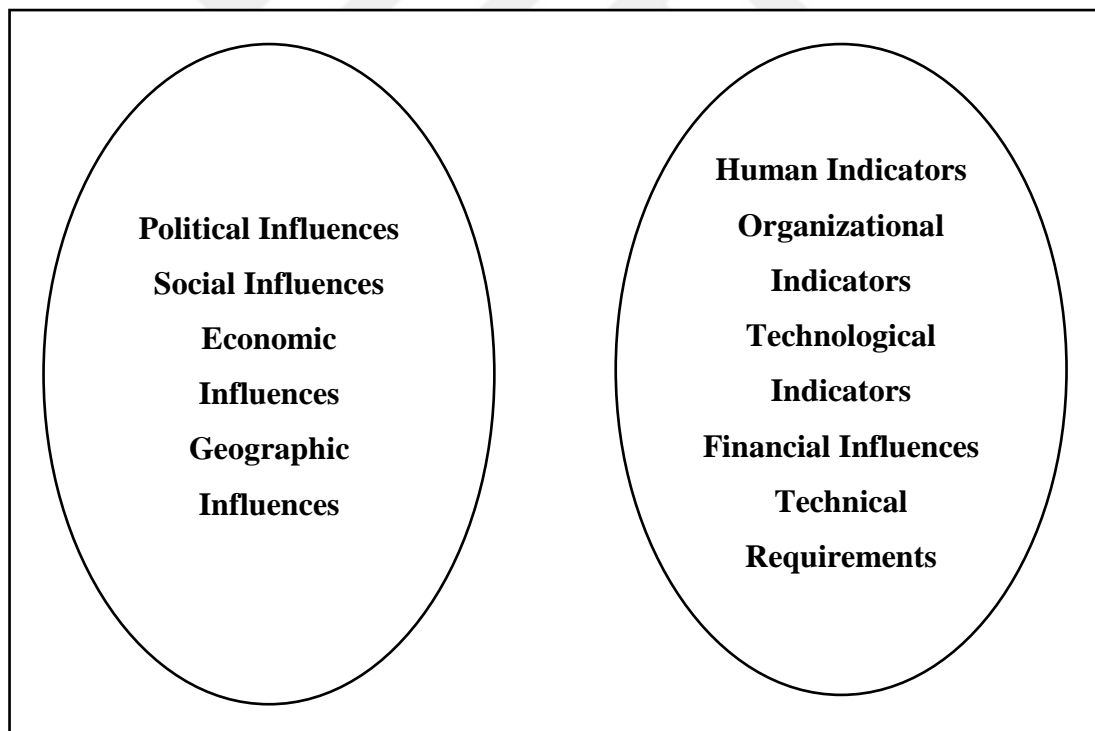


Figure 4.2: Organizational Influences on the Project

4.12 Project Management Dimensions

The dimensions of project management are the main pillars on which the establishment of any project of all kinds is built.

The dimensions of project management varied according to the different administrative literature, and the following dimensions were chosen the most frequent among researchers, as well as their proximity to the study variables as follows:

4.12.1 Project time management

One of the most crucial things is time management. indicators necessary in the completion and management of projects, as the concepts of time management have been associated with work of an administrative nature (Al-Astal, 2009: 125).

This dimension is represented in the time period that is determined or planned for the implementation of the project in its various stages, where a time is determined for the total project and then a time is determined for each sub-stage of the project implementation (Abbasi, 1995:33).

Time management plays a major role in the success of any project, as time management cannot be considered the rational use of time to avoid wasting it only, but goes beyond this concept to reach the allocation of a specific time for each project activity according to the merit and importance of that activity.

Time management is defined as: an integrated scientific concept that requires the investment of time effectively, and time management is a civilized and productive issue that determines the level of development of nations and peoples because achievement is related to the time factor and peoples race to achieve achievements with all their energies (Al-Mashhadani and Al-Obaidi, 2013: 303).

It is defined as: efficiency in using the time available to complete tasks and solve complex technical and organizational problems in a smarter way and less effort to achieve goals (Abu Zeid and Elayyan, 2014: 192).

The importance of time management is summarized in the following points (Hussein, 2011: 30):

- 1-One of the most valuable resources necessary to complete the project.
- 2- It enables management to understand important issues and helps to prioritize.

3- Contribute to the development of positive work habits, including the ability to delegate others.

4- Management helps to understand the human behavior of subordinates.

5- Help the administration become more adept at estimating how long each project stage will take to finish.

6-Makes the administration able to assume its responsibilities.

7-Reduce confusion in completing tasks.

8-Contribute to identifying and addressing the causes of time loss.

9-It helps to measure the progress of the project.

10-Help plan what to do in the workday efficiently and effectively.

4.12.2 Project cost management

The process of project cost management involves identifying and estimating the financial resources necessary for the project to carry out and complete it, work to control the project budget and monitor the course of work at each stage of the project in the manner in which the project is completed within the framework of the budget specified for it (Hussein, 2000: 134).

Project cost management is one of the tools that help control variables that can affect the cost in the different stages of the project.

Project cost management is linked to the planning process, which contributes to drawing an appropriate plan to manage the cost of the project.

The process of determining and estimating the costs of the project is carried out according to the requirements of the project and the material capabilities of the executing party, and cost management is linked to the most important requirements that must be met in order to start the project, finish it and complete it to the fullest.

The project cost management process goes through the following points: (Monet, 2021: 67)

-Cost estimation: It is the preparation of an approximate budget and the determination of the resources required to start the project and complete its activities and includes cost estimation to introduce alternatives to cost accounts and study and

often expresses cost estimates in currencies (such as dinars, dollars and others) and may be used in some cases other units of measurement to estimate the cost such as working hours or the number of days.

-Cost budgeting: It is to determine the costs of each project activity separately or each work package individually.

-Cost control: It is the process of monitoring the factors that give rise to differences in cost and monitoring what may occur from adjustments to the project budget, as this control includes the impact on the factors that would make changes in the cost basis and work to manage changes if they occur in addition to preventing any inappropriate changes in cost reports.

4.12.3 Project quality management

The project quality management process is to think about quality for all project tasks and processes from start to closure and seeks to integrate interrelated tasks at all levels, as it works to plan project quality management activities and determine standard quality specifications and priorities in the project. (Hassan: 367).

Project management implements the quality management system through policies and procedures with continuous process improvement systems throughout the project completion period.

The process of quality management in projects is a required and necessary process to improve the performance of these projects and raise their reliability (Karman, 2011).

Project quality management is represented by the following processes (Ahmed, 2017: 56):

-Quality planning: It is the process of determining which quality measure is appropriate for the project with determining the mechanism and how to meet it.

-Quality assurance performance: It is the process of applying planned quality systems to ensure that the project uses all the necessary processes to meet the requirements.

-Quality control performance: It is the process of following up on specific results in a project to determine whether it adheres to relevant quality standards and to identify ways to eliminate negative performance.

Project quality management deals with all project management activities as well as their final outputs, and project quality management is used in all types of projects regardless of the nature of their final products, where quality procedures and methods are determined according to the type of product that the project produces.

4.12.4 Human resources management in the project

It is the processes that include organizing, managing and directing the project team, which consists of a group of people, each of whom has a specific role and a specific job in order to finish the project. These individuals may be from within the organization implementing the project or be recruited from outside it.

The basic element of the human resources management process for the project is the process of developing a plan to employ those resources, as this plan includes a set of steps and events, perhaps the first of which is to determine how to obtain the human resource, when and the qualifications needed by the project, in addition to developing the necessary plans to train those resources and programs necessary to complete the training process and the basic standards for their dismissal and plans related to financial belongings such as salaries and bonuses, and human resources planning contributes to defining roles and responsibilities clearly through drawing the structure. Organizational for the project as a whole.

The recruitment management plan in the project is one of the sub-plans emanating from the master plan for project management, which determines how to provide human resources and how to meet their requirements, and this plan is updated continuously during the project period in order to fill the need and address the imbalance as far as it comes to human resources working in the project. (Judge, 2012: 145)

The Human Resources Department working on the project undertakes the process of determining the time element for the start of activities and events carried out by the workers in the project.

Based on the above, the duties of the human resources department of the project are as follows:

- Determine the project's need for the human resources necessary for its implementation.

- Determine the source of access to these resources, whether from within the organization implementing the project or from outside.

- Determine the qualifications that must be met in the human resources working in the project.

- Determine the necessary training programs to qualify the workers in the project.

- Determine the criteria for laying off employees in the best way that does not affect the progress of project implementation.

4.12.5 Project risk management

The industrial sector is one of the vital sectors in society, as it plays a major role in achieving economic stability and achieving the welfare of society. The importance of risk management in industrial projects is increasing at an increasing pace, as the industrial sectors are one of the most prominent sectors that seek and work to achieve a competitive advantage that ensures sustainability in the industrial labor market. (Al-Omari and Al-Salim, 2023: 220).

Risk management plays an important role in achieving the objectives of the project, the most prominent of which is sustainability and survival in the labor market, as it helps to diagnose and identify expected risks and make the necessary strategic decisions to address or avoid them. Industrial projects face many risks that require dealing with them in an innovative and effective manner. In advanced and high-potential projects, work is done to draw and develop advanced strategies for risk management and dealing with them to ward off those risks and move the project to safety and thus achieve the goals.

We will discuss how each aspect of strategic planning affects project management in this section.

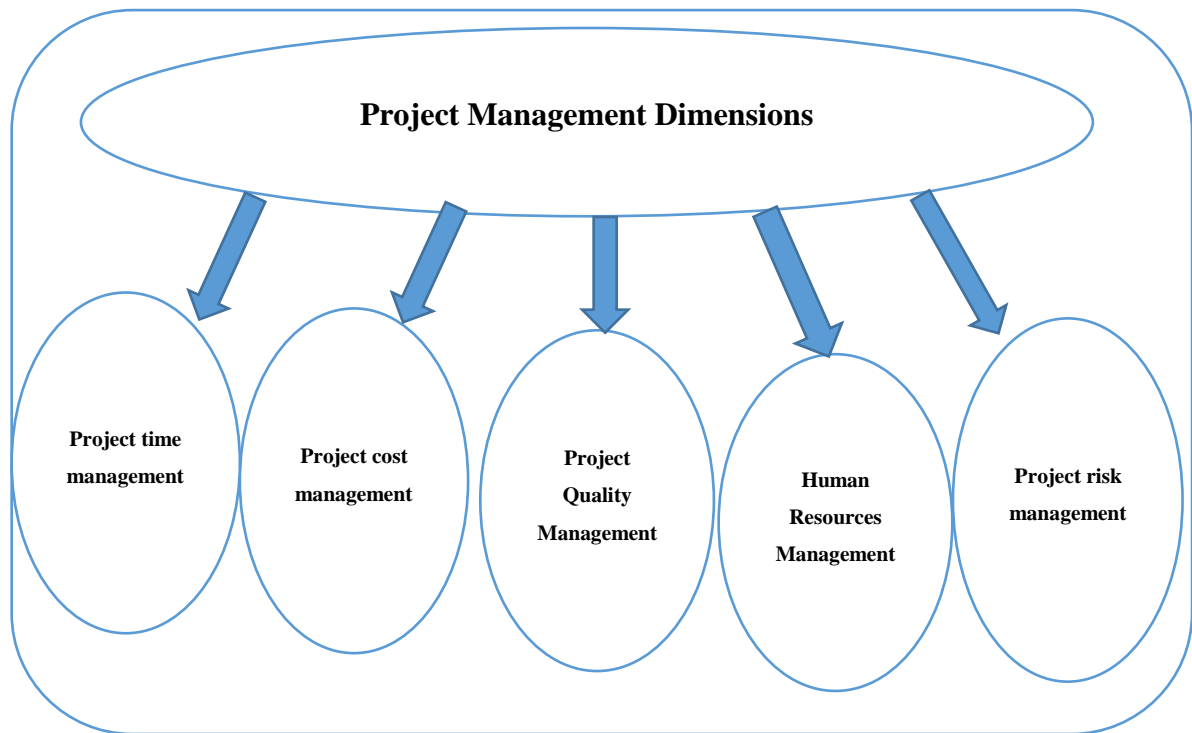


Figure 4.3: Project Management Dimensions

4.13 The strategic vision and its impact on project management

The strategic vision represents an important dimension of strategic planning, as it represents the basic starting point for any strategic project and determines whether the organization is proceeding according to the plan drawn for it or not.

The strategic vision works to draw the market position that the organization wants to reach as well as determine the possibilities that it wishes to achieve. What will the organization look like when that vision is reached and realized.

The strategic vision defines the direction to which the organization is heading and what its body will be in the future.

The strategic vision contributes effectively to determining the project that the organization aims to implement and determine the mechanisms of its success through foreseeing the importance of that project, the vision determines whether the project contributes to enhancing the market share of the organization and achieves its goals and puts them in the image drawn for it or not.

4.14 Strategic Objectives and Their Impact on Project Management

The strategic objectives are the final results that the organization seeks to achieve, and it is the desire of the organization's management from the current position of the organization to the position it wants to reach.

Strategic goals define what an organization should do and when.

The strategic objectives represent the fulcrum of any project that the organization intends to undertake, as it determines the goal to be achieved from this project and determines its inputs and the point at which those inputs meet during the comprehensive evaluation.

The strategic goal is the future image of the organization, i.e. the goal of the organization that it seeks to achieve through the undertaking of a specific project, which in turn seeks to achieve a goal that is considered a sub-goal among the goals of the organization, which are the main goals of the organization as a whole.

4.15 The Strategic Mission and Its Impact on Project Management

The strategic message can be considered as a means of illustrative of the identity of the organization and help to distinguish it over other organizations in the labor market, and can be considered the basis for achieving its goals.

The strategic mission occupies a great position and importance to achieve the objectives of the company and is a guide to the work of individuals working within the organization as well as its various departments, and based on the message is formulated the main objectives of the organization, the most important of which is to enhance its market share.

The process of selecting the project and drawing how to implement it and achieve its goals is one of the most important elements of ensuring the market share of the organization and achieving its competitive advantage, and the success of the project depends in one way or another in the process of developing a clear, sound and transparent strategic message, where the message determines the way individuals work in the organization and the project in a way that achieves the goals of both.

4.16 Strategic Analysis and Its Impact on Project Management

The process of determining the internal and external elements influencing an organization's operations is known as strategic analysis. as well as diagnosing and strengthening strengths and weaknesses and addressing them.

The focus of the strategic analysis process as described earlier is the analysis of opportunities and threats and the diagnosis of strengths and weaknesses to ensure the progress of work in a way that guarantees the accomplishment of goals. The process of initiating by project tasks was the nature of the activity and the quality of the goals that it aims to achieve need a strategic planning process in general, including planning is to carry out the process of strategic analysis through the study of the project thoroughly and diagnose the challenges of the internal and external environment and identify strengths and weaknesses as well as know the opportunities available for the success of the project and its continuity and the expected threats that would hinder its march towards completion and achievement of the desired goals.

4.17 The Strategic Choice and its Impact on Project Management

The strategic option as a dimension of strategic planning and follows the process of strategic analysis is a process of presenting the available strategic alternatives and choosing the best ones according to a set of criteria determined by the environmental analysis process such as identifying strengths and weaknesses and others.

The process of determining the strategic option plays an important role in the project management process, as it depends mainly on the process of selecting the project by the administration, where the organization works to put forward and study the options available to it to initiate the implementation of a specific project and then choose the project that represents the best option for it according to certain criteria and start its implementation.

Through the foregoing, it has become clear to us the importance of strategic planning as a whole in the project management process, as well as the impact of each dimension of strategic planning in project management, development and success to reach the achievement of the goals set for it, which is an essential part of the organization's goals in general.

5. METHODOLOGY

Descriptive analysis of the sample and variables of the study

5.1 Introduction

In the applied side of the study, the researcher relied on a questionnaire form designed for the purpose of testing its hypotheses, and this form consisted of two axes, the first axis of which consists of five dimensions, which included a total of twenty-one questions dedicated to measuring strategic planning. As for the second axis, it may consist of five dimensions, which included a total of twenty-three questions dedicated to measuring project management.

The five-dimensional sentences were used to express the five-dimensional scale, which ranges from one point with content that does not strongly agree and five points with a strongly agreed content, as shown in the following table:

Table 5.1: Likert Pentameter Scores

Response	I strongly agree	I agree	neutral	I disagree	strongly disagree
Degree	5	4	3	2	1
The default mean of the Likert pentameter = (the sum of the above responses) / the number of scale categories Default mean of the Likert pentameter = $(5+4+3+2+1)/5=3^{\circ}$					

5.2 Description of the Study Sample

The number of members of the study population (120) people from individuals working in a number of factories of the private industrial sector in the province of Najaf and the questionnaire forms were distributed to them by (120) questionnaire form (110) form was retrieved and after sorting and excluding forms; (13) forms were analyzed, (97) forms are valid for study and analysis.

Distribution of Respondents by Gender

Table 5.2: Distribution of Sample Members by Gender

	Cumulative Percent	Valid Percent	Percent	Frequency
feminine	20	25.3	25.3	25.3
male	59	74.7	74.7	100.0
Total	79	100.0	100.0	

It is noted from the above table that the highest category is males and was by 59 people by 74.7%, followed by the female category by 20 people by 25.3% and the following figure shows the distribution of these categories:

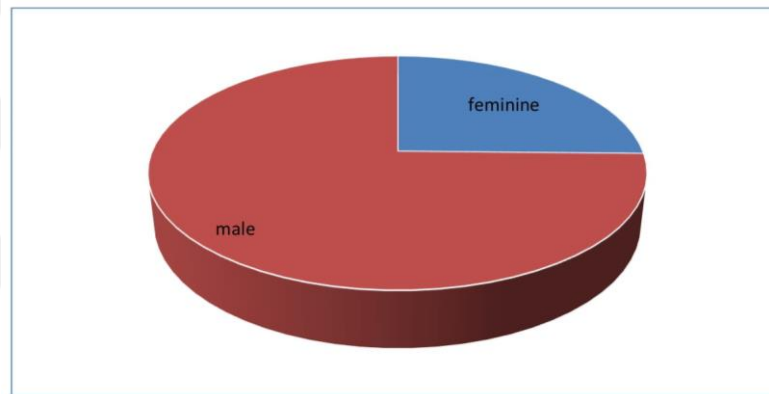


Figure 5.1: Distribution of Sample Members by Gender

Distribution of sample members by age:

Table 5.3: Distribution of Sample Members by Age

Cumulative Percent	Valid Percent	Percent	Frequency	
22.8	22.8	22.8	18	25-34
72.2	49.4	49.4	39	35-44
74.7	2.5	2.5	2	45-54
100.0	25.3	25.3	20	55 years and over
	100.0	100.0	79	Total

It is noted from the above table that the highest category was for ages between 35-44 years and was by 39 people by 49.4%, followed by the age group over 55 years by 20 people by 25.3%, followed by the age group between 25-34 by 18 people by 22.8%, and finally was the age group between 45-54 years by two people by 2.5%. The following figure shows the distribution of these categories:

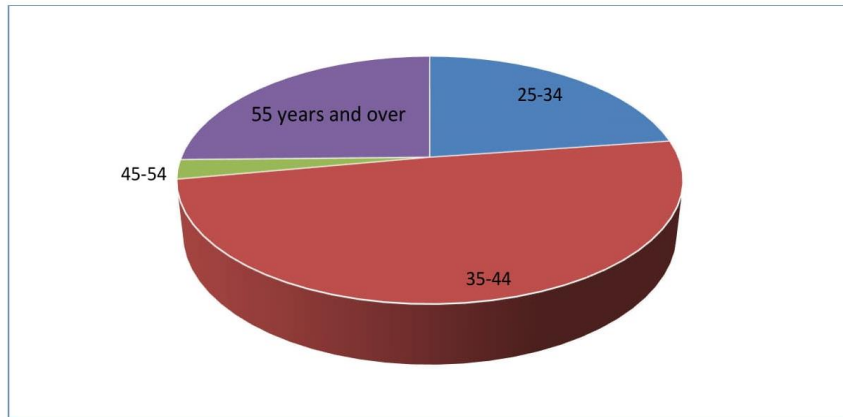


Figure 5.2: Distribution Of Sample Members By Age

Distribution of sample members by years of work in the industrial sector:

Table 5.4: Distribution of Sample Members by Years of Work in the Industrial Sector

Cumulative Percent	Valid Percent	Percent	Frequency	
13.9	13.9	13.9	11	Less than 5 years
64.6	50.6	50.6	40	From 5 to 10 years
100.0	35.4	35.4	28	More than 11 years
	100.0	100.0	79	Total

It is noted from the above table that the highest category was for the owners of working years ranging from 5-10 years and was by 40 people by 50.6%, followed by the category of owners of years of work more than 11 years by 28 people by 35.4, followed by the category of years of work less than 5 years by 11 people per category and by 13.9%, and the following figure shows the distribution of these categories:

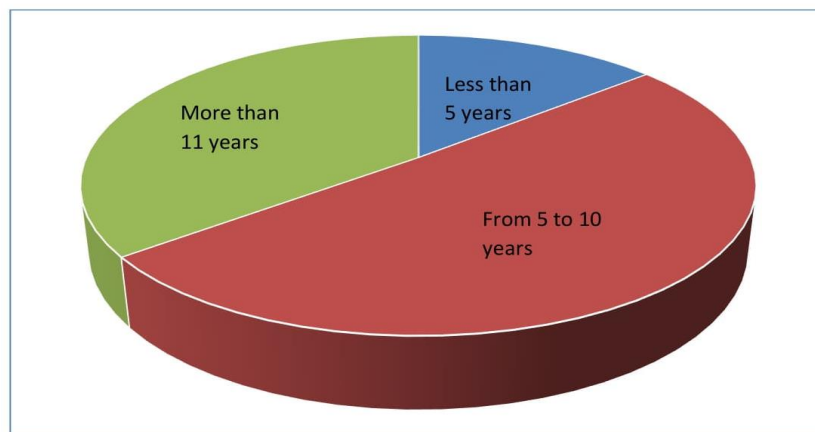


Figure 5.3: Distribution of Sample Members According To Years of Work in the Industrial Sector

Distribution of sample members by number of educational attainment

Table 5.5: Distribution of Sample Members by Educational Achievement

Cumulative Percent	Valid Percent	Percent	Frequency	
12.7	12.7	12.7	10	High school
20.3	7.6	7.6	6	diploma
72.2	51.9	51.9	41	Bachelor's
87.3	15.2	15.2	12	Master's
100.0	12.7	12.7	10	doctorate
	100.0	100.0	79	Total

It is noted from the above table that the highest category was for holders of a bachelor's degree and was by 41 people by 51.9%, followed by the category of master's degree holders by 12 people by 15.2%, followed by the categories of holders of doctorate and secondary degrees by 10 people and by 12.7%. Finally, the category of diploma holders was 6 people and 6%, and the following figure shows the distribution of these categories:

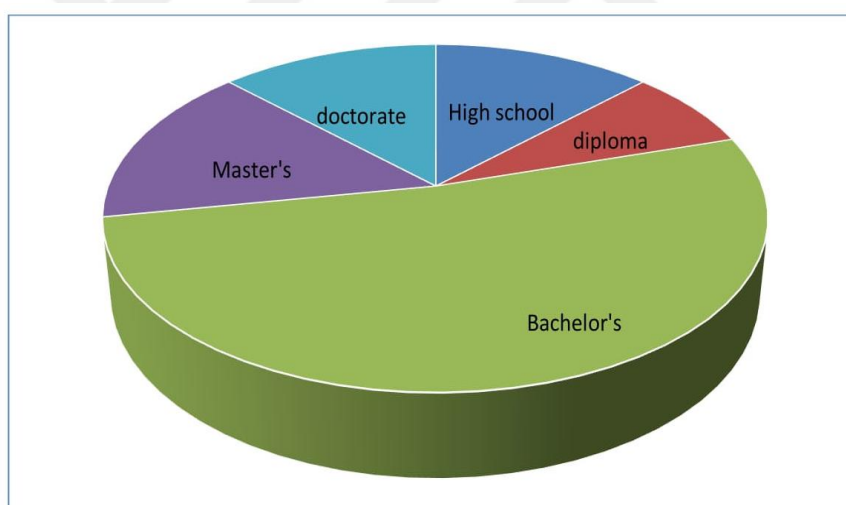


Figure 5.4: Distribution of Sample Members by Educational Achievement

Distribution of sample members by position in the project

Table 5.6: Distribution of Sample Members by Position in the Project

	Cumulative Percent	Valid Percent	Percent	Frequency
Manager	16.5	16.5	16.5	13
Observer	17.7	1.3	1.3	1
Engineer	40.5	22.8	22.8	18
Employee	100.0	59.5	59.5	47
Total		100.0	100.0	79

It is noted from the above table that the highest category was for the category of employee and was by 47 people by 59.5%, followed by the category of engineer by 18 people and by 22.8%, followed by the category of manager by 13 A person by 16.5%, and finally it was an observed category by one person by 1.3%, and the following figure shows the distribution of these categories:

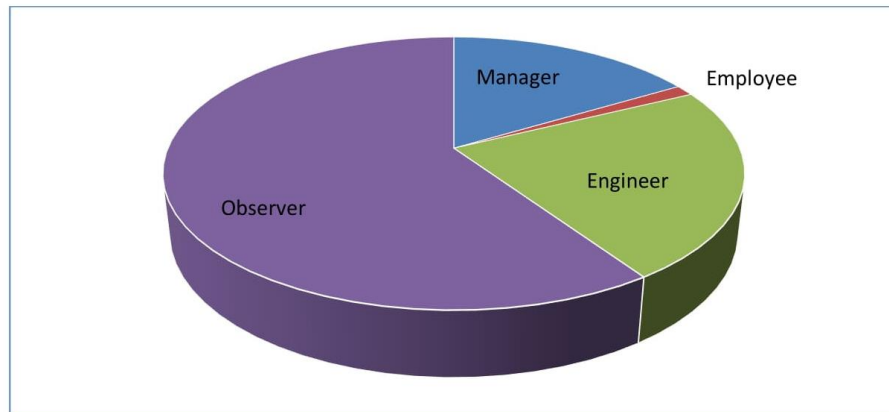


Figure 5.5: Distribution of Sample Members by Position in the Project

5.3 Descriptive Analysis of the Variables of the Study

The first variable / the first dimension

Table 5.7: Response of the Members of the Questionnaire Sample to the Paragraphs after the Strategic Vision

Paragraphs	I totally agree		I agree		neutral		I disagree		I totally disagree		Arithmetic mean	Standard deviation ¹	Coefficient of variation ²	Importance order ³
	Repetition	Ratio	Repetition	Ratio	Repetition	Ratio	Repetition	Ratio	Repetition	Ratio				
											4.544	0.595	0.131	1
Q1	47	59%	28	35%	4	5%	0	0%	0	0%	4.494	0.714	0.159	4
Q2	46	58%	28	35%	4	5%	0	0%	1	1%	4.506	0.638	0.142	2
Q3	46	58%	27	34%	6	8%	0	0%	0	0%	4.456	0.636	0.143	3
Q4	42	53%	31	39%	6	8%	0	0%	0	0%	4.500	0.584	0.130	1
For the first dimension, the arithmetic mean, standard deviation, coefficient of variation, significance, and order of significance											4.544	0.595	0.131	

¹ Standard deviation is the most commonly used value among the measures of dispersion to measure the extent of statistical scattering, that is, it indicates the extent to which the range of value ranges within the statistical data set, and the lower the value of the standard deviation, the less the data deviates from the arithmetic mean, and this indicates that the opinions of the people in the sample who answered the questionnaire were in agreement.

² It is the standard deviation divided by the mean. the lower the coefficient of variation, the lower the level of dispersion around the mean, and this reflects the level of dispersion of individual answers from the average responses from the sample participants.

³ The coefficient's value of difference was relied on in the order of the paragraphs because it reflects the importance of the paragraph, and the lower the coefficient of difference The more this shows, the more strongly the opinions of the people in the sample of the questionnaire converge.

It was found that the weighted arithmetic mean of this axis is 4.5, With a coefficient of variation of 0.130 and a remarkably low standard deviation of 0.584, both of which are higher than the scale's default mean of 3 degrees. and thus this dimension is the first dimension between the dimensions of the first axis in terms of order of importance according to the degree of convergence of the answers of the questionnaire sample.

When looking at this dimension in detail, it is evident that every paragraph had arithmetic medians that were higher than the scale's default mean, and the paragraph represented by the first question and included (the strategic vision is a process of preparation for the expected future possibilities of implementing the project) has achieved the lowest coefficient of difference in this dimension amounting to 0.131, which demonstrates that the responses of the sample members were very consistent, with a standard deviation of 0.595 and an arithmetic mean of 4,544. and this indicates that the strategic vision is a process of readiness for the expected future possibilities of implementing the project from the point of view, we show the individuals sample of the questionnaire.

While the paragraph represented by the second question included (the good strategic vision of the organization achieves a set of benefits through the interdependence between the present and future of the organization) has achieved the highest coefficient of difference of 0.159 in this dimension and the arithmetic mean was 4.494 and a standard deviation of 0.714 and this indicates that despite the individuals sample of the questionnaire see that the good strategic vision of the organization achieves a set of benefits through the interdependence between the present and future of the organization, but their consensus on this paragraph It was less than the rest of the paragraphs in this dimension.

As for the rest of the questions, the results were as follows: -

1-As for the third question, which was with the content (The strategic vision clarifies the milestones of the road to excellence in addition to representing the basis for formulating a successful strategy for the project.) The variation coefficient was 0.142, which measures convergence of the sample's viewpoints, which was accordingly ranked second in this dimension, and the standard deviation was 0.638 and the arithmetic mean was 4.506, which is higher from default average the Likert five-point scale used of 3 grades, and this means that the Individually of The sample

of the questionnaire support that the strategic vision clarifies Milestones of the road to excellence in addition to serving as a basis for formulating a successful project strategy.

2-As for the fourth question, which was content, "A well-understood vision can help managers and employees believe that their actions are meaningful." The variation coefficient was 0.143, which measures the meeting of the sample's opinions, which was accordingly ranked third in this dimension, and the standard deviation was 0.636 and the arithmetic mean was 4.456, which is higher greater Compared to the default mean of the Likert five-point The applied scale consisted of three degrees, and this means that the respondents to the questionnaire narrate that the well-understood vision Help managers and employees believe that their actions are meaningful.

Table 5.8: Response of the Questionnaire Sample to Paragraphs after the Strategic Message

Paragraphs	Totally agree		agree		neutral		disagree		totally disagree		Arithmetic mean	Standard deviation	efficient of variation	Order of importance
	Repetition	Ratio	Repetition	Ratio	Repetition	Ratio	Repetition	Ratio	Repetition	Ratio				
Q5	29	37%	34	43%	15	19%	0	0%	1	1%	4.139	0.812	0.196	3
Q6	29	37%	36	46%	14	18%	0	0%	0	0%	4.190	0.717	0.171	1
Q7	30	38%	33	42%	16	20%	0	0%	0	0%	4.177	0.747	0.179	2
Q8	32	41%	31	39%	15	19%	0	0%	1	1%	4.177	0.828	0.198	4
The second dimension's arithmetic mean, standard deviation, coefficient of variation, significance, and order of importance											4.171	0.693	0.166	5

It was found that the weighted arithmetic mean of this dimension is 4.171, which, with a degree of the coefficient of variation of 0.166 and a low standard deviation of 0.693, is higher than the scale's default mean of 3 degrees. and thus this dimension is the fifth dimension between the dimensions of the first axis in terms of the order of importance based on how closely the responses of the members of the questionnaire sample converged.

It is evident from this dimension's detailed level that the computed mathematical values for each paragraph were higher than the scale's default mean, and the paragraph represented by the sixth question, which includes (the organization's leaders are interested in paying attention to the history of the organization and its reputation with the public when formulating the strategic message of the project) has achieved the lowest coefficient of difference in this dimension amounting to 0.171, which illustrates the high level of agreement among sample members' responses, and the standard deviation was 0.717 and the arithmetic mean was 4,190. and this indicates that the organization's leaders It is keen to pay attention to the history of the organization and its reputation with the public when formulating the strategic message of the project from the perspective of displaying the questionnaire sample for each individual.

While the paragraph represented by the eighth question included (the strategic message represents an accurate expression of the vision of the project, and a more description of the activities, products and interests of that project.) has achieved the standard deviation of this dimension was 0.828 and its arithmetic average was 4.177. And its highest coefficient of variation was 0.198. This suggests that, in spite of the participants in the sample of the questionnaire, they believe that the strategic message represents an accurate expression of the project's vision, and a more description of the activities, products and interests of that project. of the rest of the paragraphs within this dimension.

As for the rest of the questions, the results were as follows:

1-As for the fifth question, which was the content (the strategic message represents an important and basic element on which the project is based in determining its goals), The sample's opinions were found to be in agreement, as indicated by the coefficient of variation, which was 0.196. which was accordingly ranked third in this dimension, and the standard deviation was 0.812 and the

arithmetic mean was 4.139, which is higher than the default mean of the five-point Likert scale used, which is 3 degrees, this indicates that the participants in the questionnaire sample report that the strategic message is a crucial and fundamental element, as the project must define its goals.

2- As for the seventh question, which was with the content (the strategic message determines the basic steps that the project must follow), The variation coefficient was 0.179, which measures the convergence of the opinions of the sample, which was accordingly ranked second in this dimension, and the standard deviation amounted to 0.747 and the arithmetic mean was 4.177, which is higher than the default mean of the Likert five-point scale used, which is 3 degrees, and this means that the respondents of The group responding to the questionnaire narrate the need for the strategic message to determine the basic steps that must be That the project will follow it.

The first axis: the third dimension:

Table 5.9: Response of the Members of the Questionnaire Sample to the Paragraphs after the Strategic Objectives

Paragraphs	Totally agree		agree		neutral		disagree		totally disagree		Arithmetic mean	Standard deviation	efficient of variation	Order of importance
	Repetition	Ratio	Repetition	Ratio	Repetition	Ratio	Repetition	Ratio	Repetition	Ratio				
Q9	22	28%	40	51%	17	22%	0	0%	0	0%	4.063	0.704	0.173	3
Q10	23	29%	40	51%	10	13%	0	0%	6	8%	3.937	1.054	0.268	5
Q11	32	41%	38	48%	9	11%	0	0%	0	0%	4.291	0.663	0.155	1
Q12	26	33%	42	53%	11	14%	0	0%	0	0%	4.190	0.662	0.158	2
Q13	24	30%	41	52%	9	11%	0	0%	5	6%	4.000	1.000	0.250	4
The third dimension's arithmetic mean, standard deviation, coefficient of variation, significance, and order of significance											4.096	0.593	0.145	3

The weighted arithmetic mean of this dimension was discovered to be 4.096, higher than the scale's default mean of 3 degrees, the standard deviation is low, at 0.593. At the same time, the degree of the coefficient of variation was 0.145, and accordingly, the order of this dimension is the third among the dimensions of the first axis medically to the degree of convergence of the answers of the sample members.

At The level of detail in this dimension, It's evident that all the paragraphs of this dimension had calculated arithmetic medians greater than the default average of the scale, and the paragraph represented by the eleventh question (strategic objectives play a prominent role in motivating project workers) has achieved the lowest coefficient of difference in this dimension of 0.155, which reflects The high level of agreement in the answers of the sample members and the standard deviation was 0.663 with an arithmetic mean of 4,291, and this indicates that the strategic objectives play a prominent role in encouraging project workers from the perspective of the questionnaire's individual sample.

While the paragraph represented by the tenth question included (the strategic objectives describe the desired future of the organization and its strategic direction) has achieved in this dimension, the statistical average was 3.937 with a standard deviation of 1.054 and the highest coefficient of difference was 0.268. and this indicates that despite the individual's sample of the questionnaire, they see the need for the strategic objectives to describe The desired future of the organization and its strategic direction, but their consensus on this paragraph was less than the rest of the paragraphs within this dimension.

As for the rest of the questions, the results were as follows:

1-For the ninth question, which was content (the goals refer to the results that the organization wants to achieve through strategic planning and strategic vision), A coefficient of variation of 0.173 was observed, which measures The consensus of the sample's opinions, which was accordingly ranked third in this dimension, and the standard deviation was 0.704 and The statistical average was 4.063, which is higher in relation to the default mean. of the Likert five-point scale used With three degrees, and this means that the individuals of the questionnaire sample narrate that the goals indicate the results that the organization wants to achieve through strategic planning and strategic vision.

2- As for the twelfth question, which was with the content (the determination of strategic objectives contributes to determining the responsibilities and authorities of workers in the project), the coefficient of variation was 0.158, which measures the convergence of the opinions of the sample, which was accordingly ranked second in this dimension, and the standard deviation amounted to 0.662 and the arithmetic mean was 4.190, which is higher than the default mean of the Likert five-point scale used of 3 degrees, and this means that the individuals of the questionnaire sample narrate that setting strategic goals contributes to determining the responsibilities of and the powers of project workers.

3- As for the thirteenth question, which was with the content (strategic objectives help in building the objectives and the organizational structure of the project), A coefficient of variation of 0.250 was observed, which measures The consistency in the opinions of the sample, which was accordingly ranked fourth in this dimension, and the standard deviation reached 1.000 and The statistical average was 4.000, which is higher Relative to the default mean of the Likert five-point scale used of three degrees, and this means that the individuals of the questionnaire sample narrate that the strategic objectives help in building the goals The organizational structure of the project.

The first axis: the fourth dimension:

Table 5.10: Response of the Members of the Questionnaire Sample to the Paragraphs after the Strategic Analysis

Paragraphs	Totally agree		agree		neutral		disagree		totally disagree		Arithmetic mean	Standard deviation	efficient of variation	Order of importance
	Repetition	Ratio	Repetition	Ratio	Repetition	Ratio	Repetition	Ratio	Repetition	Ratio				
Q14	25	32%	43	54%	11	14%	0	0%	0	0%	4.177	0.656	0.157	2
Q15	30	38%	43	54%	5	6%	0	0%	1	1%	4.278	0.697	0.163	3
Q16	27	34%	44	56%	7	9%	0	0%	1	1%	4.215	0.710	0.168	4
Q17	32	41%	42	53%	5	6%	0	0%	0	0%	4.342	0.597	0.137	1
For the fourth dimension, the arithmetic mean, standard deviation, coefficient of variation, significance, and order of significance											4.253	0.558	0.131	2

It was found that the weighted arithmetic mean of this dimension is 4.253, which exceeds the three-degree scale's default mean, the standard deviation is low, at 0.558. Simultaneously, the coefficient of variation was measured at 0.131 and thus the order of this dimension is the second dimension between the dimensions of the first axis according to the extent to which the individual's sample of questionnaire responses converge.

It is evident from this dimension's detailed level that every paragraph contained computed arithmetic media that were higher than the scale's default mean, and the paragraph represented by the seventeenth question, which includes (strategic analysis provides information that helps project management to make a decision that contributes to achieving the objectives of the project) has achieved the lowest coefficient of difference in this dimension amounting to 0.137, which reflects the high level of agreement in the answers of the sample members, and the arithmetic average was 4.342 and a standard deviation of 0.597, and this indicates The strategic analysis provides information that helps the project management to make a decision that contributes to achieving the objectives of the project from the perspective of the sample questionnaire for individuals.

While the paragraph represented by the sixteenth question included (the strategic analysis contributes to the statement of the project's ability to use the resources available to it) The arithmetic mean was 4.215 with a standard deviation of 0.710, and the highest coefficient of difference in this dimension was 0.168, and this indicates that despite the individuals sample of the questionnaire believe that the strategic analysis contributes to the statement of the project's ability to use the resources available to it, but their consensus on this paragraph was less than the rest of the paragraphs within this dimension.

As for the rest of the questions, the results were as follows: -

1-For the fourteenth question, which was content (One of the most crucial pillars of effective project strategic planning is strategic analysis), The coefficient of variation was measured at 0.157 Which measures The degree of agreement among the sample's opinions, which was accordingly ranked second in this dimension, and the standard deviation amounted to 0.656 and The statistical average was 4.177, which is higher than the default mean of the five-point Likert scale used of 3 degrees,

and this means that the individuals sample the questionnaire narrate One of the key pillars of effective strategic planning for the project is the strategic analysis.

2-For the fifteenth question, which was with the content (establishes strategic analysis to show the current status of the project, study and analyze it by understanding and diagnosing the variables of the external environment and the extent of their impact on The type of work of its internal environment), With a coefficient of variation of 0.163, the results reflect the extent of agreement within the sample's opinions, which was accordingly ranked third in this dimension, and the standard deviation was 0.697 and The statistical average was 4.278, which is higher than the default mean of the Likert five-point scale used, which is 3 degrees, and this means that The individuals sample of the questionnaire narrate that strategic analysis is established to show the current status of the project, study and analyze it by understanding and diagnosing the variables of the external environment and the extent of their impact on the nature of the work of its internal environment.

Table 5.11: Response of the Members of the Questionnaire Sample to the Paragraphs after the Strategic Choice

Paragraphs	Totally agree	agree	neutral	disagree	totally disagree	Arithmetic mean		Standard deviation	efficient of variation		Order of importance			
	Repetition	Ratio	Repetition	Ratio	Repetition	Ratio	Repetition	Ratio	Repetition	Ratio				
Q18	21	27%	44	56%	7	9%	1	1%	6	8%	3.924	1.047	0.267	2
Q19	26	33%	32	41%	15	19%	0	0%	6	8%	3.911	1.100	0.281	4
Q20	22	28%	30	38%	22	28%	0	0%	5	6%	3.810	1.051	0.276	3
Q21	27	34%	26	33%	26	33%	0	3.915	0.591	0.151	4	3.915	0.591	0.151
For the first axis, the arithmetic mean, standard deviation, coefficient of variation, significance, and order of significance											4.183	0.350	0.084	1

It was found that the weighted arithmetic mean of this axis is 4.183, which has a notably low standard deviation of 0.350 and is higher than the scale's default mean of 3 degrees. At the same time, the coefficient of variation stood at 0.084, and thus the order of this axis is the first among the axes of the resolution according to the extent to which the responses of the participants in the questionnaire sample converge.

The weighted arithmetic mean of this dimension is 3.915, which surpasses the default mean of the three-degree scale and is accompanied by a low standard deviation of 0.591. While the degree of the coefficient of variation was 0.151, and thus the order of this dimension is the fourth among the dimensions of the first axis according to the degree of The similarity in the answers given by individuals in the questionnaire sample.

At the detailed level of this dimension, it is clear that all the paragraphs of this dimension had calculated arithmetic medias greater than the default mean of the scale, and the paragraph represented by the twenty-first question (the process of determining the strategic option contributes to the success of the project adopted by the organization to a large degree) has achieved the lowest coefficient of difference in this dimension of 0.205, which reflects the high degree of agreement in the answers of the sample members and the arithmetic mean was 4,013 and a standard deviation of 0.824 and this indicates that the process of determining the option The strategic contributes to the success of the project adopted by the organization to a large degree.

While the paragraph represented by the nineteenth question included (the strategic choice is the process of choosing the optimal strategic alternative within a group of available alternatives) has achieved the highest coefficient of difference of 0.281 in this dimension and the arithmetic mean was 3.911 and a standard deviation of 1.100, and this indicates that despite the individuals of the questionnaire sample, they see that the strategic choice is the process of selecting the optimal strategic alternative within a set of available alternatives, including strengths and weaknesses. And opportunities and threats, but their consensus on this paragraph was less than the rest of the paragraphs within this dimension.

As for the rest of the questions, the results were as follows:

1-As for the eighteenth question, which was content (the strategic choice depends on a comprehensive analysis of the internal and external factors that affect the project), The coefficient of variation was recorded as 0.267, which measures the convergence of the opinions of the sample, which was accordingly ranked second in this dimension, and the standard deviation was 1.047 and the arithmetic mean was 3.924, which is higher than the default mean of the Likert five-point scale used of 3 degrees, and this means that the individuals of the questionnaire sample see that the strategic choice depends on the analysis of Comprehensive of internal and external factors affecting the project.

2-As for the twentieth question, which was content (the process of determining the strategic option plays an important role in the project management process, as it depends mainly on the process of selecting the project by the administration, where the organization works to put forward and study the options available to it to initiate the implementation of a specific project and then choose the project that represents the best option for it according to certain criteria), the coefficient of variation was 0.267, which measures the convergence of the opinions of the sample, which was accordingly ranked third in this dimension, and deviation The standard was 1.051 and the arithmetic mean was 3.810, which is higher than the default mean of the Likert five-point scale used of 3 degrees, and this means that the individuals sample of the questionnaire narrate that the process of determining the strategic option plays an important role in the project management process, as it depends mainly on the process of selecting the project by the administration, where the organization works to put forward and study the options available to it to initiate the implementation of a specific project and then choose the project that represents the best option for it according to certain criteria.

The second axis: the first dimension:

Table 5.12: The Questionnaire Sample's Responses to the Sections Following Project Time Management

Paragraphs	Totally agree		agree		neutral		disagree		totally disagree		Arithmetic mean	Standard deviation	efficient of variation	Order of importance
	Repetition	Ratio	Repetition	Ratio	Repetition	Ratio	Repetition	Ratio	Repetition	Ratio				
Q22	24	30%	24	30%	20	25%	5	6%	6	8%	3.696	1.191	0.322	4
Q23	29	37%	19	24%	22	28%	4	5%	5	6%	3.797	1.181	0.311	2
Q24	21	27%	32	41%	15	19%	4	5%	7	9%	3.709	1.178	0.318	3
Q25	18	23%	27	34%	23	29%	4	5%	7	9%	3.570	1.162	0.326	5
Q26	25	32%	31	39%	18	23%	0	0%	5	6%	3.899	1.057	0.271	1
The first dimension's arithmetic mean, standard deviation, coefficient of variation, significance, and order of significance											3.734	1.028	0.275	5

It was found that the weighted arithmetic mean of this dimension is 3.734 which is higher than the 3-degree scale's default mean, having a low standard deviation of 1.028, while the degree of the coefficient of variation was 0.275, and thus the order of this dimension is the fifth among the dimensions of the second axis according to the extent to which the responses of the members of the questionnaire sample were similar.

When looking at this dimension in detail, it is evident that every paragraph had arithmetic medians that were higher than the scale's default mean, including the paragraph that was represented by the 26th question, which includes (time management reduces the confusion that accompanies the completion of tasks within the project) has achieved the lowest coefficient of difference in this dimension of 0.271, which reflects the high level of agreement in the sample members' responses, and The statistical average was 3.899 and a standard deviation of 1.057, and this indicates that time management reduces Confusion that accompanies the completion of tasks within the project from the point of view of the individuals sample questionnaire.

While the paragraph represented by the twenty-fifth question included (time management contributes to promoting positive work behaviors in the project) has achieved The greatest coefficient of difference between 0.328 in this dimension and the arithmetic mean was 3.570 and a standard deviation of 1.162, and this indicates that despite the individuals sample of the questionnaire believe that time management contributes to enhancing positive work behaviors in the project, but their consensus on this paragraph was less than the rest of the paragraphs within this dimension.

As for the rest of the questions, the results were as follows:

As for the twenty-second question, which was content (One of the most crucial things is time management indicators necessary in the completion and management of projects), the coefficient of variation was 0.332, which measures the convergence of the opinions of the sample, which was accordingly ranked fourth in this dimension, and the standard deviation amounted to 1.191 and The statistical average was 3.696, which is higher than the default mean of the Likert five-point scale used of 3 degrees, and this means that the individuals of the questionnaire

sample narrate that Effective time management is among the most crucial Necessary indicators in the completion and management of projects.

As for the twenty-third question, which was guaranteed (time management plays a major role in the success of any project by allocating a certain time for each project activity according to the merit and importance of that activity), the coefficient of variation was 0.311, which measures the convergence of the opinions of the sample, which was accordingly ranked second in this dimension, and the standard deviation was 1.181 and The statistical average was 3.797, which is higher than the default mean of the Likert five-point scale used of 3 degrees, and this It means that the individuals sample of the questionnaire narrate that time management plays a major role in the success of any project by allocating a specific time for each project activity according to the merit and importance of that activity.

As for the twenty-fourth question, which was with the content (time management was able to understand important issues and help to arrange priorities by project management), the coefficient of variation was 0.318, which measures the convergence of the opinions of the sample, which was accordingly ranked third in this dimension, and the standard deviation was 1.178 and The statistical average was 3.709, which is higher than the default mean of the Likert five-point scale used of 3 degrees, and this means that the individuals of the questionnaire sample narrate that time management enables Understand important issues and help prioritize by project management.

The second axis: the second dimension:

Table 5.13: Response of the Questionnaire Sample Members to the Paragraphs after Managing the Project Costs

Paragraphs	Totally agree		agree		neutral		disagree		totally disagree		Arithmetic mean	Standard deviation	efficient of variation	Order of importance
	Repetition	Ratio	Repetition	Ratio	Repetition	Ratio	Repetition	Ratio	Repetition	Ratio				
Q27	27	34%	38	48%	10	13%	4	5%	0	0%	4.114	0.816	0.198	1
Q28	14	18%	41	52%	20	25%	4	5%	0	0%	3.823	0.781	0.204	2
Q29	14	18%	38	48%	21	27%	5	6%	1	1%	3.747	0.869	0.232	3
Q30	17	22%	32	41%	25	32%	4	5%	1	1%	3.759	0.895	0.238	4
The second dimension's arithmetic mean, standard deviation, coefficient of variation, significance, and order of importance											3.861	0.615	0.159	2

It was found that the weighted arithmetic mean of this dimension is 3.861, which exceeds the three-degree scale's default mean, having a low standard deviation of 0.615 while the degree of the coefficient of variation was 0.159, and thus the order of this dimension is the second among the dimensions of the second axis according to the degree of convergence of the answers of the sample members.

At the level of detail in this dimension, It is evident that each and every paragraph of this dimension had calculated arithmetic medias greater than the default mean of the scale, and the paragraph represented by the twenty-seventh question, which includes (project cost management is one of the tools that help control variables that may affect the cost in the different stages of the project) has achieved the lowest coefficient of difference in this dimension of 0.198, which reflects the high level of agreement in the answers of the sample members, and The statistical average was 4,114 having a standard deviation of 0.816, this indicates that project cost management is one of the tools that help control the variables that can affect the cost in the different stages of the project as seen through the eyes of the sample questionnaire for individuals.

While the paragraph represented by the thirtieth question included (cost management is related to the most important requirements that must be met in order to start the project, finish it and complete it to the fullest) has achieved the greatest coefficient of difference of 0.238 in this dimensions and the statistical average was 3.759 along with a standard deviation of 0.895, and this indicates that despite the individuals of the questionnaire sample, they believe that cost management is linked to the most important requirements that must be met in order to start the project, finish it and complete it to the fullest, but Their consensus on this paragraph was less than the rest of the paragraphs within this dimension.

As for the rest of the questions, the results were as follows:

As for the twenty-eighth question, which was the content (project cost management is related to the planning process, which contributes to drawing an appropriate plan for project cost management), the coefficient of variation was 0.204, which measures the convergence of the opinions of the sample, which was accordingly ranked second in this dimension, and the standard deviation was 0.781 and the arithmetic mean was 3.823, which is higher than the default mean of the five-point Likert scale used of 3 degrees, and this means that the individuals of the

questionnaire sample narrate that cost management The project is linked to the planning process, which contributes to drawing an appropriate plan to manage the cost of the project.

As for the twenty-ninth question, which was with the content (the process of determining and estimating the costs of the project according to the requirements of the project and the material capabilities of the implementing entity), the coefficient of variation was 0.232, which measures the convergence of the opinions of the sample, which was accordingly ranked third in this dimension, and the standard deviation was 0.869 and The statistical average was 3.747, which is higher than the default mean of the Likert five-point scale used, which is 3 degrees, and this means that the individuals of the questionnaire sample narrate the need to determine Estimating the costs of the project according to the requirements of the project and the material capabilities of the executing party.

The second axis: the third dimension:

Table 5.14: Response of the Members of the Questionnaire Sample to the Paragraphs after the Project Quality Management

Paragraphs	Totally agree		agree		neutral		disagree		totally disagree		Arithmetic mean	Standard deviation	efficient of variation	Order of importance
	Repetition	Ratio	Repetition	Ratio	Repetition	Ratio	Repetition	Ratio	Repetition	Ratio				
Q31	18	23%	40	51%	20	25%	1	1%	0	0%	3.949	0.732	0.185	3
Q32	16	20%	38	48%	24	30%	1	1%	0	0%	3.873	0.740	0.191	4
Q33	21	27%	37	47%	21	27%	0	0%	0	0%	4.000	0.734	0.183	2
Q34	19	24%	36	46%	23	29%	0	0%	1	1%	3.911	0.804	0.205	5
Q35	21	27%	38	48%	20	25%	0	0%	0	0%	4.013	0.725	0.181	1
The third dimension's arithmetic mean, standard deviation, coefficient of variation, significance, and order of significance											3.949	0.648	0.164	3

It was found that the weighted arithmetic mean of this dimension is 3.949, which is higher than the 3-degree scale's default mean, with a modest standard deviation of 0.648 while the degree of the coefficient of variation was 0.164, and thus the order of this dimension is the third among the dimensions of the second axis according to the level of agreement between the respondents' responses in the sample of the questionnaire.

At This dimension's level of detail, Evidently, all of the paragraphs of this dimension had calculated arithmetic medians greater than the default mean of the scale, and the paragraph represented by the thirty-fifth question, which includes (the quality control process represents the follow-up of specific results in the project to determine whether it adheres to the relevant quality standards and identify ways to get rid of negative performance) has achieved the lowest coefficient of difference in this dimension amounting to 0.181, which reflects the high degree of agreement in the answers of the sample members and the statistical average was by 4,013 with a standard deviation of 0.725 This indicates that the quality control process represents the follow-up of specific results in the project to determine whether it adheres to the relevant quality standards and to identify ways to eliminate negative performance from the perspective of the sample questionnaire for individuals.

While the paragraph represented by the thirty-fourth question included (Quality planning is the process of determining which measure of quality is appropriate for the project with determining the mechanism and how to meet it.) has achieved the greatest coefficient of difference of 0.205 in this dimension and the statistical average was 3.911 and a standard deviation of 0.804 and this indicates that despite the individuals sample of the questionnaire believe that quality planning is the process of determining which measure of quality is appropriate for the project with the determination of The mechanism and how to fulfill it, but their consensus on this paragraph was less than the rest of the paragraphs within this dimension.

As for the rest of the questions, the results were as follows:

As for the thirty-first question, which was the content (project management implements the quality management system through policies and procedures with continuous improvement systems for operations throughout the duration of the project completion), the coefficient of variation was 0.185, which measures the extent of convergence of the opinions of the sample, which was accordingly ranked

third in this dimension, and the standard deviation amounted to 0.732 and The statistical average was 3.949, which is higher than the default mean of the five-pointed Likert scale used of 3 degrees, and this means that the individuals sample the questionnaire They argue that project management should implement the quality management system through policies and procedures with continuous process improvement systems throughout the project completion period.

As for the thirty-second question, which was guaranteed (the process of quality management in projects is a required and necessary process to improve the performance of those projects and raise their reliability), the coefficient of variation was 0.191, which measures the convergence of the opinions of the sample, which was accordingly ranked fourth in this dimension, and the standard deviation was 0.740 and the arithmetic mean was 3.873, which is higher than the default mean of the five-point Likert scale used, which is 3 degrees, and this means that the individuals of the questionnaire sample narrate that the quality management process Projects are a required and necessary process to improve the performance of these projects and raise their reliability.

As for the thirty-third question, which was guaranteed (project quality management is used in all types of projects, regardless of the nature of their final products), the coefficient of variation was 0.183, which measures the convergence of the opinions of the sample, which was accordingly ranked second in this dimension, and the standard deviation was 0.734 and the statistical average was 4.000, which is higher than the default mean of the Likert five-point scale used, which is 3 degrees, and this means that the individuals of the questionnaire sample narrate that project quality management uses In all types of projects regardless of the nature of their final products.

The second axis: the fourth dimension:

Table 5.15: Response of the Members of the Questionnaire Sample to the Paragraphs after the Human Resources Management in the Project

Paragraphs	Totally agree		agree		neutral		disagree		totally disagree		Arithmetic mean	Standard deviation	efficient of variation	Order of importance
	Repetition	Ratio	Repetition	Ratio	Repetition	Ratio	Repetition	Ratio	Repetition	Ratio				
Q36	22	28%	26	33%	24	30%	6	8%	1	1%	3.785	0.983	0.260	5
Q37	3	4%	52	66%	19	24%	4	5%	1	1%	3.658	0.696	0.190	3
Q38	5	6%	51	65%	19	24%	4	5%	0	0%	3.722	0.659	0.177	1
Q39	6	8%	48	61%	16	20%	8	10%	1	1%	3.633	0.819	0.226	4
Q40	4	5%	50	63%	21	27%	4	5%	0	0%	3.684	0.651	0.177	2
The coefficient of variation, arithmetic mean, standard deviation, significance, and order of significance for the fourth dimension											3.696	0.579	0.157	1

It was found that the weighted arithmetic mean of this dimension is 3.696, which is higher than the scale's default mean of three degrees, with a low standard deviation of 0.157 and a degree of coefficient of variation of 0.157. As a result, this dimension ranks first among the second axis's dimensions based on how closely the respondents in the questionnaire sample converged.

When examining this dimension in detail, it is evident that every paragraph had arithmetic medians that were higher than the scale's default mean. The paragraph that is represented by the thirty-eighth question, which includes (helps human resources management to determine the source of access to those resources, whether from within the organization implementing the project or from outside) has achieved the lowest coefficient of difference in this dimension amounted to 0.177, which shows that the sample members' responses were highly consistent, with an arithmetic mean of 3.722 and a standard deviation of 0.659. This suggests that human resources management aids in identifying the source of access to these resources, whether it be external or from within the company carrying out the project.

While the paragraph represented by the thirty-sixth question included (the basic element of the human resources management process of the project is the process of developing a plan to employ those resources) has achieved the highest coefficient of difference of 0.260 in this dimension and the statistical average was 3.785 and a standard deviation of 0.983 and this indicates that despite the individuals sample of the questionnaire see that the basic element of the human resources management process for the project is the process of developing a plan to employ those resources, but their consensus On this paragraph was less than the rest of the paragraphs within this dimension.

As for the rest of the questions, the results were as follows:

As for the thirty-seventh question, which was the content (the Human Resources Department is working to determine the project's need for the human resources necessary for its implementation), the coefficient of variation was 0.156, which measures the convergence of the opinions of the sample, which was accordingly ranked ninth in this dimension, and the standard deviation was 0.656 and the arithmetic mean was 4.196, which is higher than the default mean of the Likert five-point scale used of 3 degrees, and this means that the individuals sample the

questionnaire narrate The Human Resources Department is working to determine The project needs the necessary human resources for its implementation.

As for the thirty-ninth question, which was with the content (the human resources department adopts determining the qualifications that must be available in the individuals working in the project), the coefficient of variation was 0.226, which measures the convergence of the opinions of the sample, which was accordingly ranked fourth in this dimension, and the standard deviation amounted to 0.819 and the statistical average was 3.633, which is higher than the default mean of the Likert five-point scale used of 3 degrees, and this means that the individuals of the questionnaire sample narrate the need for human resources management to adopt Determine the qualifications to be met by the individuals working in the project.

As for the thirty-ninth question, which was with the content (the human resources department adopts determining the qualifications that must be available in the individuals working in the project), the coefficient of variation was 0.226, which measures the convergence of the opinions of the sample, which was accordingly ranked fourth in this dimension, and the standard deviation amounted to 0.819 and the statistical average was 3.633, which is higher than the default mean of the Likert five-point scale used of 3 degrees, and this means that the individuals of the questionnaire sample narrate the need for human resources management to adopt Determine the qualifications to be met by the individuals working in the project.

The second axis: the fifth dimension:

Table 5.16: Sample Questionnaire Response for the Paragraphs Following Project Risk Management

Paragraphs	Totally agree		agree		neutral		disagree		totally disagree		Arithmetic mean	Standard deviation	efficient of variation	Order of importance
	Repetition	Ratio	Repetition	Ratio	Repetition	Ratio	Repetition	Ratio	Repetition	Ratio				
Q41	10	13%	30	38%	33	42%	5	6%	1	1%	3.544	0.844	0.238	3
Q42	12	15%	23	29%	38	48%	5	6%	1	1%	3.506	0.875	0.250	4
Q43	12	15%	31	39%	31	39%	5	6%	0	0%	3.633	0.819	0.226	2
Q44	12	15%	37	47%	29	37%	0	0%	1	1%	3.747	0.759	0.203	1
The fifth dimension's arithmetic mean, standard deviation, coefficient of variation, significance, and order of significance											3.608	0.700	0.194	4
The second axis's arithmetic mean, standard deviation, coefficient of variation, significance, and order of importance											3.773	0.463	0.123	2

It was found that the weighted arithmetic mean of this axis is 3.773, which is higher than the scale's default mean of three degrees, with a low standard deviation of 0.463 and a degree of coefficient of variation of 0.123. As a result, this axis is ranked second among the questionnaire's axes based on the level of agreement among the respondents.

The weighted arithmetic mean of this dimension is 3.608, which surpasses the default average of the scale of 3 degrees, having a low standard deviation of 0.700 while the degree of the coefficient of variation was 0.194, and thus the order of this dimension is the fourth among the dimensions of the second axis according to the degree of agreement of the individuals' sample of the questionnaire.

At the detailed level of this dimension, it is clear that all the paragraphs of this dimension had calculated arithmetic medians greater than the default mean of the scale, and the paragraph represented by the forty-fourth question, which includes (in advanced and high-potential projects, work is done to draw and develop advanced strategies for risk management and dealing with them to ward off those risks and move the project to safety and thus achieve the goals) has achieved the lowest coefficient of difference in this dimension amounting to 0.203, which reflects the high degree of agreement in the answers of the sample members and was Its arithmetic mean is 3.747 and a standard deviation of 0.759, and this indicates the necessity in advanced and high-potential projects, work is done to draw and develop advanced strategies for risk management and dealing with them to ward off those risks and move the project to safety and thus achieve goals.

While the paragraph represented by the forty-second question included (risk management plays an important role in achieving the objectives of the project, the most prominent of which is sustainability and survival in the labor market.) has achieved the highest coefficient of difference of 0.250 in this dimension and the arithmetic mean was 3.505 and a standard deviation of 0.875, and this indicates that despite the individuals of the questionnaire sample, they see the need for risk management to play an important role in achieving the objectives of the project, the most prominent of which is sustainability and staying in The labor market, but their consensus on this paragraph was less than the rest of the paragraphs within this dimension.

As for the rest of the questions, the results were as follows:

As for the forty-first question, which was with the content (industrial projects face many risks that require dealing with them in an innovative and effective manner), the coefficient of variation was 0.238, which measures the convergence of the opinions of the sample, which was accordingly ranked third in this dimension, and the standard deviation was 0.844 and the arithmetic mean was 3.533, which is higher than the default mean of the Likert five-point scale used of 3 degrees, and this means that the individuals of the questionnaire sample narrate that industrial projects face many Risks that require dealing with them in an innovative and effective manner.

As for the forty-third question, which was with the content (the importance of risk management in industrial projects is increasing at an escalating pace, as the industrial sectors are one of the most prominent sectors that seek and work to achieve a competitive advantage that guarantees sustainability in the industrial labor market), the coefficient of variation was 0.226, which measures the convergence of the opinions of the sample, which was accordingly ranked second in this dimension, and the standard deviation was 0.819 and the arithmetic mean was 3.633, which is higher than the default mean of the Likert scale. The pentagon used of 3 marks, which means that the individuals sample of the questionnaire narrate that the importance of risk management is increasing in industrial projects at an escalating pace, as the industrial sectors are one of the most prominent sectors that seek and work to achieve a competitive advantage that ensures sustainability.

5.5 Test the Validity and Reliability of the Study Tool

5.5.1 Test the stability of the study tool

Using the SPSS software, the researcher computed Cronbach's alpha coefficients and the split-half after finishing the sample description, confirming the scale's stability. The findings were as follows:

Table 5.17: Cronbach's Alpha Coefficients for Questionnaire Stability Test

The axis	Dimension	Calculating Cronbach's Alpha
Strategic planning	Strategic Vision	92.4
	Strategic Mission	91.3
	Strategic Objectives	75.4
	Strategic Analysis	85.9
	Strategic Choice	75.3
project management	Project Time Management	93.4
	Project Cost Management	70.9
	Project Quality Management	91.7
	Project Human Resources Management	80.6
	Project Risk Management	87

The high stability coefficients for every dimension are displayed in the above table. of the resolution and that the stability coefficient for all axes is more than 70%, which are statistically high values.

Additionally, the researcher used the half-segmentation method to calculate the stability coefficients, which yielded the following results:

Table 5.18: Split-Half Reliability Transactions for Questionnaire Stability Test

The axis	Dimension	Split-half using Guttman or Spearman-Brown
Strategic planning	Strategic Vision	89.3
	Strategic Mission	89.3
	Strategic Objectives	76.8
	Strategic Analysis	85.3
	Strategic Choice	71.2
project management	Project Time Management	85.9
	Project Cost Management	73.4
	Project Quality Management	88.9
	Project Human Resources Management	83.8
	Project Risk Management	74.2

High stability coefficients are displayed for all dimensions in the above table. of the resolution and that the stability coefficient for all axes is more than 70%, which are statistically high values.

5.5.2 Verify the study tool's validity

1- Testing the honesty of the arbitrators:

This type of test is a necessary test to show the sincerity of the study tool and its representation of its variables, and the researcher has done this test according to the following:

Virtual honesty: The researcher has done this test to ensure the extent to which each paragraph of the study tool belongs to the axis to which it belongs by presenting it to a group of professors specialized in business administration and statistical sciences and some modifications were made according to their directives.

Content Truthfulness: The investigator carried out a content truthfulness test on the study tool to ensure that each of its paragraphs is represented to the axis to which it belongs by also delivering it to a gathering of academic professors specialized in the field of administrative and statistical sciences to benefit from their observations and work with them in order to evaluate the study tool.

2- Internal consistency test:

Measuring the Pearson correlation coefficient to determine the internal consistency between each questionnaire dimension and its component questions. The following were the outcomes based on the spss program:

0- Internal coherence of the first axis paragraphs:

Table 5.19: Internal Consistency of the Paragraphs of the First Axis - Strategic Planning

Correlations		Q1	Q2	Q3	Q4	
Strategic Vision	Pearson Correlation	.959**	.876**	.903**	.888**	
	Sig. (2-tailed)	.000	.000	.000	.000	
		Q5	Q6	Q7	Q8	
Strategic Message	Pearson Correlation	.874**	.927**	.907**	.868**	
	Sig. (2-tailed)	.000	.000	.000	.000	

Table 5.19: Internal Consistency of the Paragraphs of the First Axis - Strategic Planning

Correlations						
		Q9	Q10	Q11	Q12	Q13
Strategic objectives	Pearson Correlation	.894**	.477**	.756**	.907**	.731**
	Sig. (2-tailed)	.000	.000	.000	.000	.000
	N	79	79	79	79	79
		Q14	Q15	Q16	Q17	
Strategic Analysis	Pearson Correlation	.813**	.855**	.839**	.853**	
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	79	79	79	79	
		Q18	Q19	Q20	Q21	
strategic choice	Pearson Correlation	.114	.807**	.835**	.581**	
	Sig. (2-tailed)	.318	.000	.000	.000	
**. The correlation is significant at the 2-tailed 0.01 level.						
*. The correlation is significant at the two-tailed 0.05 level.						

As demonstrated by all of the Sig, the table above demonstrates that each correlation coefficient between the first axis dimension and the items that comprised that dimension was high and statistically significant. (2-tailed) values being less than 0.05. Each paragraph and the dimension to which it belongs are clearly related because all of these values were positive. This shows that the paragraphs in that dimension have a high level of internal consistency and that each paragraph has enhanced and satisfied the variable that needs to be measured.

Internal consistency of the paragraphs of the second axis:

Table 5.20: Internal Consistency of the Paragraphs of the Second Axis - Project Management

Correlations						
		Q22	Q23	Q24	Q25	Q26
Project time management	Pearson Correlation	.781**	.961**	.926**	.908**	.876**
	Sig. (2-tailed)	.000	.000	.000	.000	.000
		Q27	Q28	Q29	Q30	
Project Cost Management	Pearson Correlation	.345**	.903**	.845**	.824**	
	Sig. (2-tailed)	.002	.000	.000	.000	
		Q31	Q32	Q33	Q34	Q35
Project Quality Management	Pearson Correlation	.767**	.890**	.911**	.873**	.897**
	Sig. (2-tailed)	.000	.000	.000	.000	.000
		Q36	Q37	Q38	Q39	Q40
Human Resources Management in the Project	Pearson Correlation	.474**	.859**	.871**	.843**	.870**
	Sig. (2-tailed)	.000	.000	.000	.000	.000
		Q41	Q42	Q43	Q44	
Project Risk Management	Pearson Correlation	.778**	.930**	.875**	.806**	
	Sig. (2-tailed)	.000	.000	.000	.000	
**. Correlation is significant at the 0.01 level (2-tailed).						
*. Correlation is significant at the 0.05 level (2-tailed).						

The table above shows that every correlation coefficient between each dimension in the first axis and the questions that made up each dimension was high and statistically significant, as indicated by all of the Sig values. (2-tailed) were less than 0.05. The fact that all of these values were positive suggests that there is a direct relationship between each paragraph and the dimension to which it belongs. It also shows that the paragraphs in that dimension have a high degree of internal consistency and that each paragraph has enhanced and satisfied the variable that needs to be measured.

5.6 Hypothesis Testing

5.6.1 The main hypothesis: The evolution of project management and strategic planning have a statistically significant relationship

The following "linear regression" model was created in order to test this hypothesis:

$$PM = B_0 + B_1 SP + \varepsilon$$

where:

SP = separate variable (strategic planning).

PM = Dependent variable (project management development).

E= stands for estimation errors or statistical remainders.

B_0 When the value of the independent variable is equal to zero, the value of the dependent variable is represented by the regression equation constant.

B_1 The regression function's slope indicates how much the independent variable influences the dependent variable.

The following outcomes were obtained using the statistical software SPSS:

Table 5.21: An Overview Of The Primary Hypothesis Test Model

Model Summary b				
Model	R	R Square	Adjusted Square	Std. Error of the Estimate
1	.258a	.067	.055	.449
a. Predictors: (Constant), SP				
b. Dependent Variable: PM				

The model summary table above indicates that the R Square coefficient, which measures the "explanatory power" of the model in use, was 0.067 and the correlation value between the variables was 0.258. In other words, 6.7% of the variance in the dependent variable (project management) and the standard deviation of the Std can be explained by the independent variable (strategic planning). The estimate's error, 308.0, is a very small value. In terms of statistics, the lower this kind of error, the better.

Table 5.22: The First Main Hypothesis Test's Variance

ANOVA a						
Model		Sum of Squares	DF ⁴	Mean Square	F	Sig.
1	Regression	1.115	1 ⁵	1.115	5.509	.021b
	Residual	15.588	77 ⁶	.202		
	Total	16.703	78 ⁷			
a. Dependent Variable: PM						
b. Predictors: (Constant), SP						

The variance above anova is shown in the table above, and the calculated F value was 5.509, which is higher than its tabular value based on the degrees of freedom df (77.1) of 3.98 at the significance level of 5%. The Sig test's level of significance was 0.021, which is lower than the social sciences' accepted error value and predetermined by 0.05, indicating that the statistical model used to test the hypothesis was appropriate.

Table 5.23: Coefficients of the Regression Function for the First Main Hypothesis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.345	.610		3.842	.000
	SP	.341	.145	.258	2.347	.021
a. Dependent Variable: PM						

The table of coefficients shows that the slope of the regression equation was 0.341 and the regression equation constant reached 2.345 when all other independent variables were stable. According to the coefficient B, this shows that the independent variable affects the dependent variable, and the positive value of the coefficient implies that the two dependent independent variables are directly related. Stated

The number of values that can be altered when calculating a statistical property is represented by the symbol

4 df, which stands for degrees of freedom. Calculating different statistical properties depends on a collection of data or information. It is known as the number of independent pieces of information used to calculate a specific statistical property.

5 Refers to the number of independent variables in the regression model that is used to measure the hypothesis, or the first degree of freedom.

6 It is equivalent to the sum of the two degrees of freedom less the first degree of freedom and denotes the second degree of freedom.

7 Equal to the sample size minus one, it represents the sum of degrees of freedom, the first and second.

differently, there is a 34.1% increase in the dependent variable (project management) for every degree increase in the independent variable (strategic planning). The above table also shows that the independent variable's T-statistic had a significance level of 0.021, which is set at 0.05 and substantially below the social sciences' accepted error, suggesting which the sample data have given the compelling evidence for the hypothesis' acceptance in order to statistically illustrate the effect.

The increasing trend of the curve in the following figure validates the two variables' direct relationship:

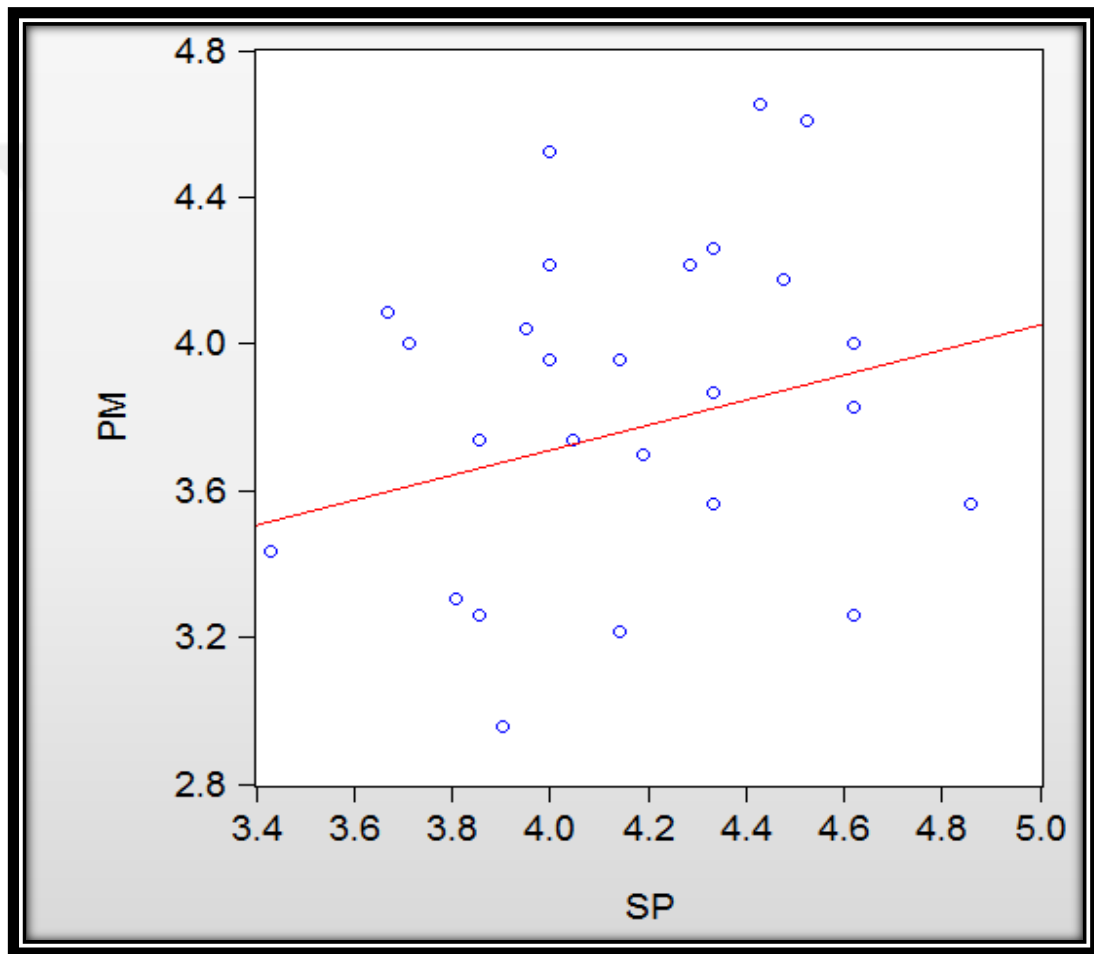


Figure 5.6: The Relationship between Strategic Planning and Project Management

Based on the results obtained, the regression formula used It is possible to reword the hypothesis test. as follows for prediction purposes:

$$PM = 2.345 + 0.341 * SP$$

The histogram illustrating the normal distribution of the regression equation's statistical remainders and the precision of the prior regression equation is displayed in the following figure.

Histogram of the remainders for the first main hypothesis.

The distribution of points around the straight line in the accompanying image visually demonstrates the regression analysis test's compliance of the requirements, demonstrating that the statistical remainders follow the normal distribution.

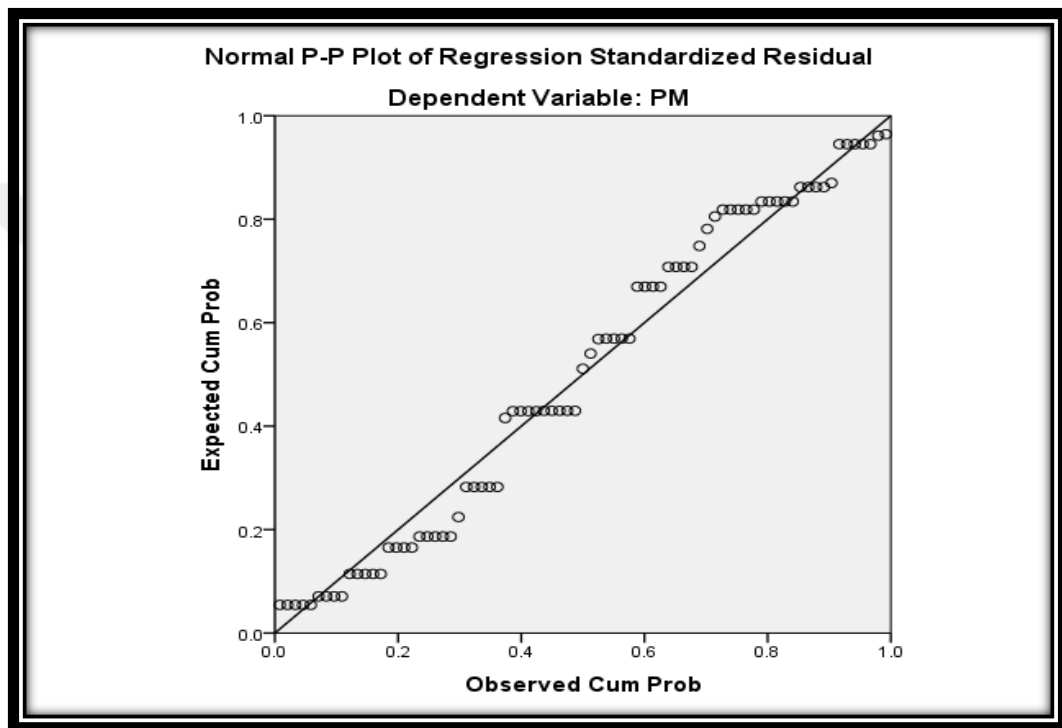


Figure 5.7: Normal Distribution of the Residuals of the First Main Hypothesis

5.6.2 The first sub-hypothesis

"There is a statistically significant impact between the dimension of the strategic vision and the development of project management."

To test this hypothesis, the following "linear regression" model was formulated: -

$$PM = B_0 + B_1 SV + \varepsilon$$

Where:

SV = sub-independent variable (strategic vision).

The findings using the statistical software SPSS were as follows: -

Table 5.24: Summary of the First sub-Hypothesis Test Model

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.148 ^a	.022	.009	.460
a. Predictors: (Constant), SV				
b. Dependent Variable: PM				

According to the model summary table above, the "explanatory power" of the model in use was represented by the R Square coefficient of 0.022 and the correlation value (R) between the variables of 0.148. In other words, 2.2% of the variance in the dependent variable (project management) and the standard deviation of the Standards can be explained by the sub-independent variable (strategic vision). The estimate's error, 460.0, is a very small value. It is better statistically if this kind of error is smaller.

Table 5.25: Variance of the First Sub-Hypothesis Test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.366	1	.366	1.723	.193 ^b
	Residual	16.338	77	.212		
	Total	16.703	78			
a. Dependent Variable: PM						
b. Predictors: (Constant), SV						

At the significance level of 5%, the degrees of freedom show that the df (77.1) is 3.98. the calculated F value for the variance above the anova was 1.723, which is less than its tabular value. The Sig test's level of significance was 0.193, which is higher than the value of the social sciences' accepted error and predetermined by 0.05.

Table 5.26: Coefficients of the Regression Function of the First Sub-Hypothesis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.245	.405		8.013	.000
	SV	.117	.089	.148	1.313	.193
a. Dependent Variable: PM						

The Coefficients table shows that the value of the regression equation constant reached 3.245, and the regression equation's slope value was 0.117, indicating that the independent variable had an impact on the variable that is dependent (by the coefficient B). There is a direct relationship when the coefficient has a positive value between the two dependent independent variables; that is, if the sub-independent variable (strategic vision) is increased by one degree, the dependent variable (project management) will increase by 11.7% while all other independent variables remain stable. Additionally the aforementioned table indicates that the independent variable's T-statistic level of significance was 0.193. Which, given that the effect is not statistically proven, is greater than the social sciences' accepted error and predetermined by 0.05, indicates that the sample data have compellingly demonstrated the hypothesis' rejection.

The histogram illustrating the normal distribution of the regression equation's statistical remainders and the precision of the prior regression equation is displayed in the following figure.

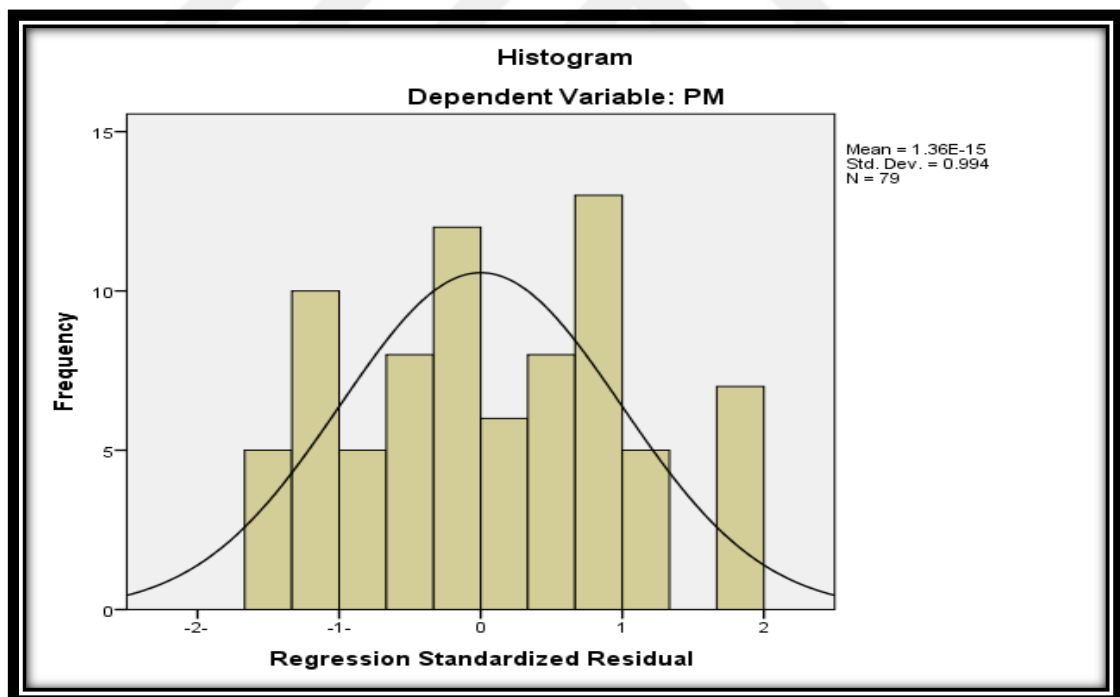


Figure 5.8: The First Sub-Hypothesis's Remainders Histogram

The distribution of points around the straight line in the following figure graphically demonstrates the regression analysis test's fulfillment of the requirements, demonstrating that the statistical remainders follow the normal distribution.

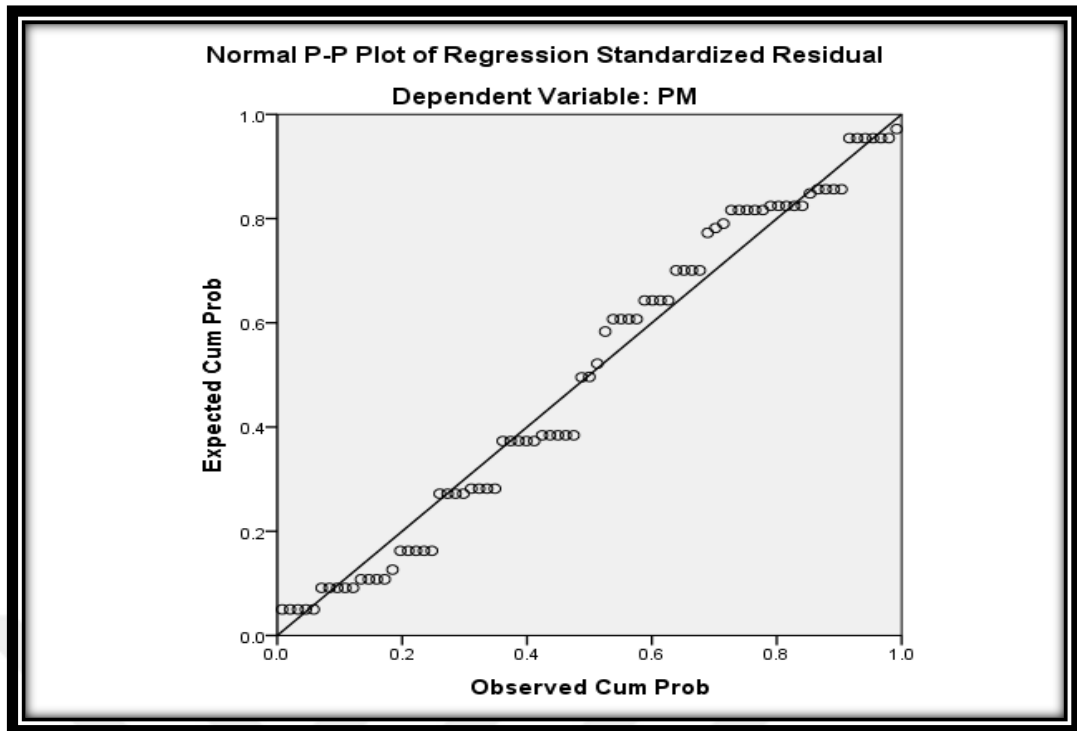


Figure 5.9: Normal Distribution of the Residuals of the First Sub-Hypothesis

5.6.3 The second sub-hypothesis

"There is a statistically significant effect between the dimension of the strategic mission and the development of project management."

To test this hypothesis, the following "linear regression" model was formulated: -

$$PM = B_0 + B_1 SM + \varepsilon$$

where: -

SM= sub-independent variable (strategic message).

The following outcomes were obtained using the statistical software SPSS: -

Table 5.27: Summary of the Second Sub-Hypothesis Test Model

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.250 ^a	.062	.050	.451
a. Predictors: (Constant), SM				
b. Dependent Variable: PM				

The model summary table above shows that the correlation value between the variables was 0.250, and that the R Square coefficient was 0.062, which represents the "explanatory power" of the model used. That is, the sub-independent variable (strategic message) explains 6.2% of the variance in the dependent variable (project management), and the standard deviation of the Std. Error of the Estimate was 451.0, which is a very low number. The lower this type of error, the better it will be in terms of Statistical.

Table 5.28: The Second Sub-Hypothesis Test's Variance

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.041	1	1.041	5.116	.027 ^b
	Residual	15.662	77	.203		
	Total	16.703	78			
a. Dependent Variable: PM						
b. Predictors: (Constant), SM						

The Sig test had a significance level of 0.027, which is below the 0.05-predicted acceptable error value in the social sciences. The variance above anova is shown in the table above, and 5.116 was the computed F value. Which, at the 5% significance level, is higher than its tabular value determined using the degrees of freedom df (77.1) of 3.98. This demonstrates that the biological model employed for hypothesis testing is suitable.

Table 5.29: Coefficients Of The Regression Function Of The Second Sub-Hypothesis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.077	.312		9.877	.000
	SM	.167	.074	.250	2.262	.027
a. Dependent Variable: PM						

The Coefficients table shows that the value of the regression equation constant reached 3.077, and the regression equation's slope value was 0.167, indicating that the independent variable had an impact on the variable that is dependent (as determined by B). When the coefficient's value is positive, it indicates

that there is a direct relationship between the two dependent independent variables; that is, if the sub-independent variable (strategic mission) is increased by one degree, the dependent variable (project management) will increase by 16.7% while all other independent variables remain stable. Additionally, the above table shows that the T-statistic's level of significance for the independent variable was 0.027. Which is less than the social sciences' accepted error and predetermined by 0.05, indicating that the sample data offered strong support for the hypothesis' acceptance in order to statistically demonstrate the effect.

The rising trajectory of the curve in the following figure validates the two variables' direct relationship:

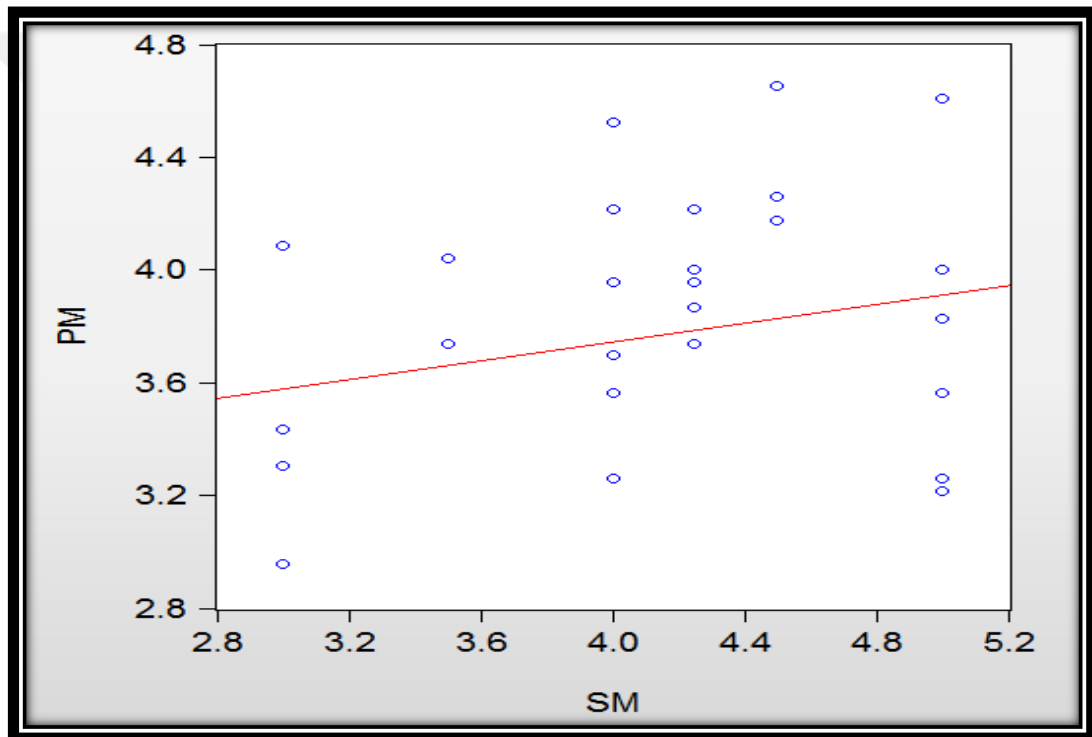


Figure 5.10: Relationship between Strategic Mission and Project Management

Based on the results obtained, it is possible to rewrite the regression equation utilized in the hypothesis test. as follows for prediction purposes:

$PM = 3.077 + 0.167 * SM$ The histogram illustrating the normal distribution of the regression equation's statistical remainders and the precision of the prior regression equation is displayed in the following figure.

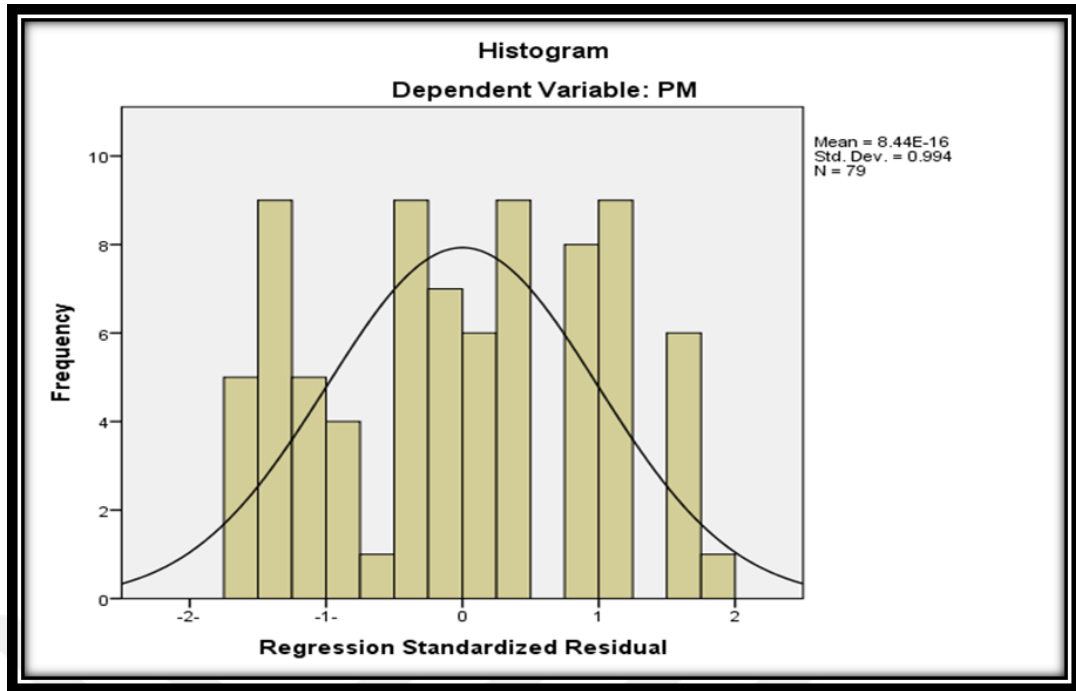


Figure 5.11: Remaining's of the Second Sub-Hypothesis Histogram

The accuracy of the prior regression equation is demonstrated by the histogram in the following figure, which displays the normal distribution of the statistical remainders of the regression equation.

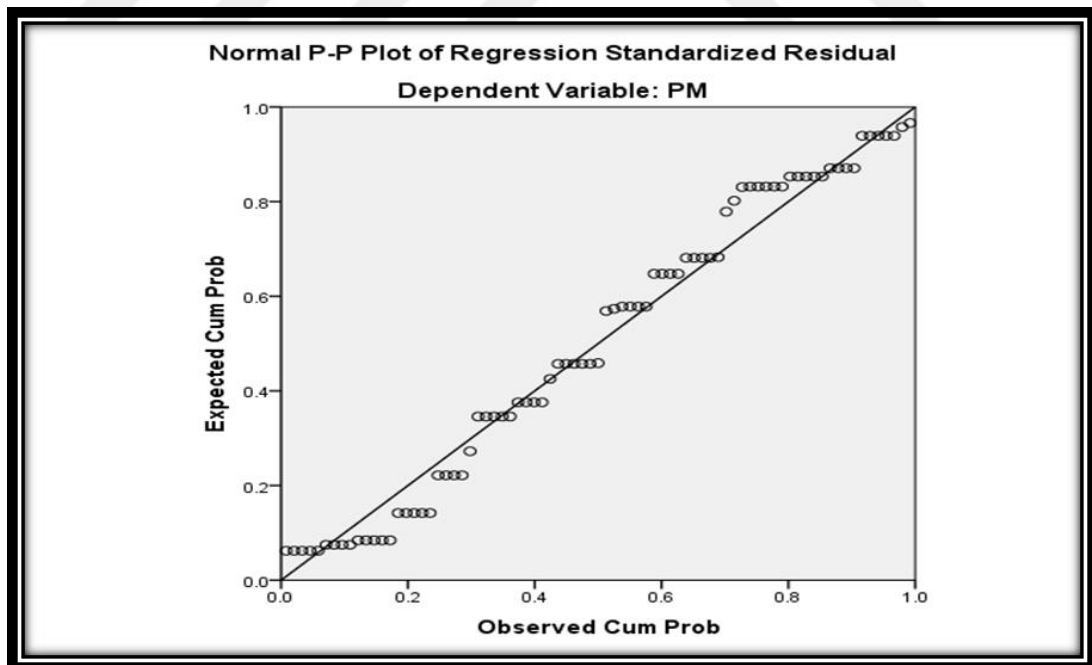


Figure 5.12: Normal Distribution of the Residuals of the Second Sub Hypothesis

5.6.4 The third sub-hypothesis

"There is a statistically significant impact between the dimension of strategic objectives and the development of project management."

To test this hypothesis, the following "linear regression" model was formulated:

$$PM = B_0 + B_1 SO + \varepsilon \quad (5.1)$$

Where:

SO= sub-independent variable (strategic objectives).

The following outcomes were obtained using the statistical software SPSS:

Table 5.30: The Third Sub-Hypothesis Test Model's Summary

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.013 ^a	.000	-.013-	.465
a. Predictors: (Constant), SO				
b. Dependent Variable: PM				

The model summary table above shows that the correlation value (R between the variables amounted to 0.013), and that the coefficient of determination R Square reached 0.000, which represents the "explanatory power" of the model used. That is, the sub-independent variable (strategic objectives) does not explain any of the variance in the dependent variable (project management), and that the standard deviation of the Std. Error of the Estimate was 465.0, which is a very low number. The lower this type of error, the better it will be in terms of Statistical.

Table 5.31: The Third Sub-Hypothesis Test's Variance

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.003	1	.003	.012	.911 ^b
	Residual	16.700	77	.217		
	Total	16.703	78			
a. Dependent Variable: PM						
b. Predictors: (Constant), SO						

According to the degrees of freedom df (77.1) of 3.98 at the significance level of 5%, the calculated F value for the variance above anova was 0.012, which is less than its tabular value. The Sig test's level of significance was 0.911, which is higher than the social sciences' accepted error value and predetermined by 0.05.

Table 5.32: Coefficients of the Regression Function for the Third Sub-Hypothesis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.813	.368		10.363	.000
	SO	-.010	.089	-.013	-.112	.911

a. Dependent Variable: PM

The Coefficients table shows that the value of the regression equation constant is 3.813, and the regression equation's slope value is -0.010, which illustrates how the independent variable affects the dependent variable (by means of coefficient B). The coefficient's negative value suggests that there is a negative relationship between the two dependent independent variables; in other words, for every degree increase in the sub-independent variable (strategic goals), the dependent variable (project management) decreases by 1% while all other independent variables remain stable. Additionally, the table above shows that the T-statistic's 0.911 was the independent variable's level of significance.. which, given that the effect is not statistically proven, is greater than the social sciences' accepted error and predetermined by 0.05, indicates that the sample data have compellingly demonstrated the hypothesis' rejection.

The histogram illustrating the normal distribution of the regression equation's statistical remainders and the precision of the prior regression equation is displayed in the following figure.

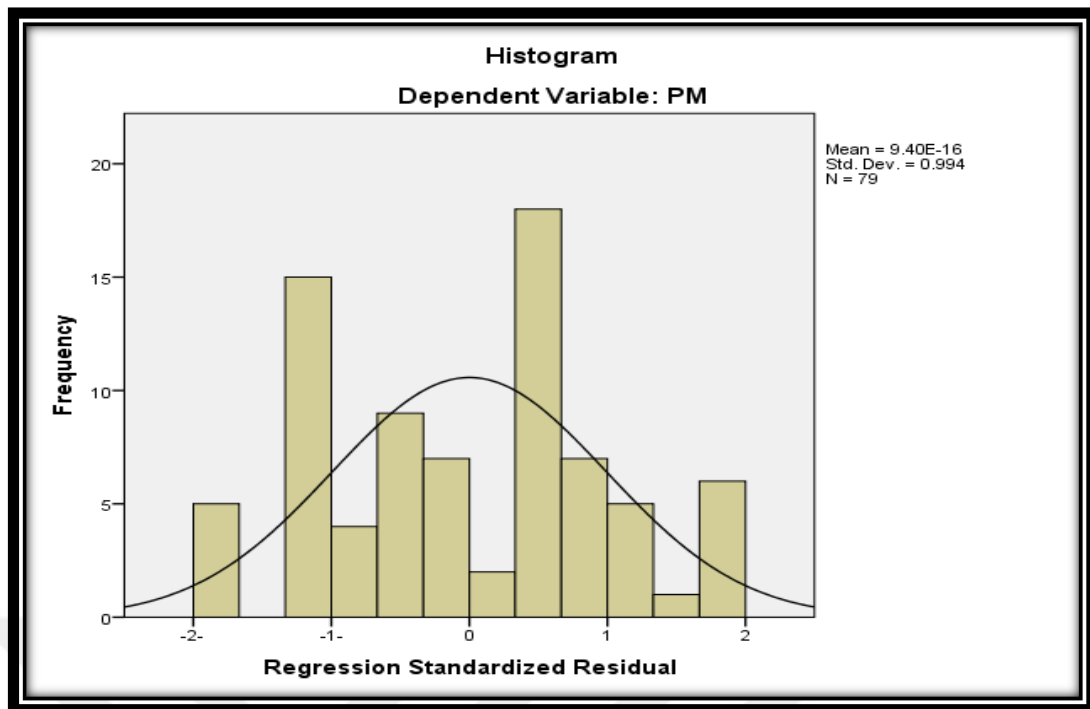


Figure 5.13: Histogram of the Remainders of the Third Sub-Hypothesis

The distribution of points around the straight line in the following figure graphically demonstrates the regression analysis test's fulfillment of the requirements, demonstrating that the normal distribution encompasses the statistical remainders.

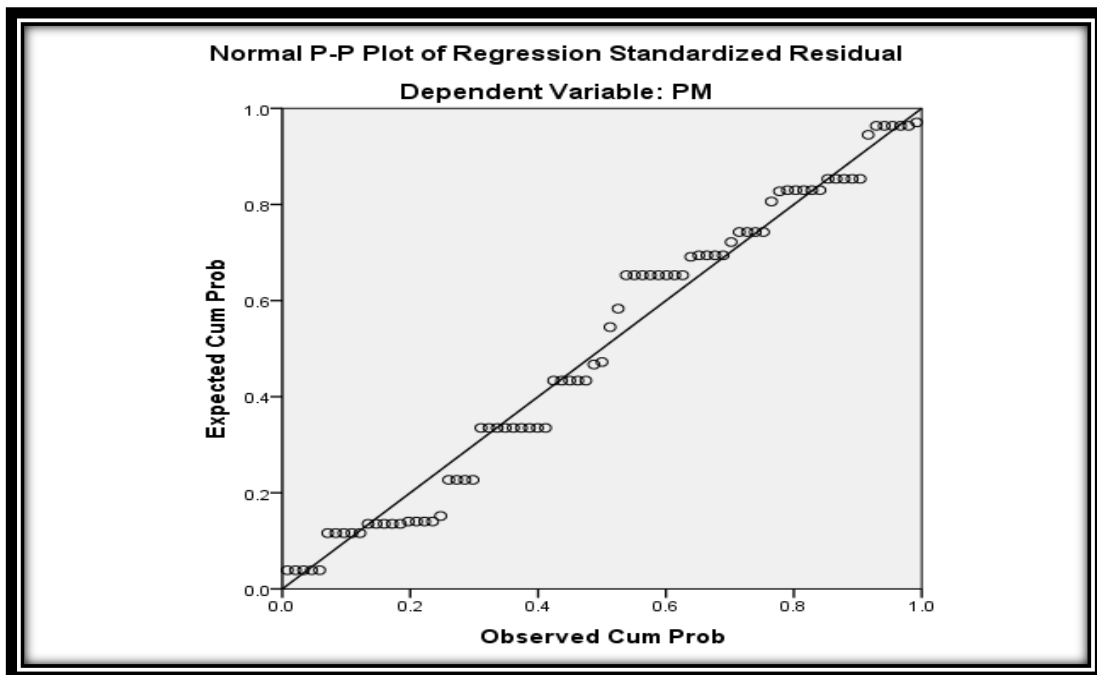


Figure 5.14: Normal Distribution of Residuals of the Third Sub-Hypothesis

5.6.5 Fourth sub-hypothesis

"There is a statistically significant effect between the dimension of strategic analysis and the development of project management."

To test this hypothesis, the following "linear regression" model was formulated:

$$PM = B_0 + B_1 SA + \varepsilon \quad (5.2)$$

where: -

SA= sub-independent variable (strategic analysis).

Using the statistical program SPSS, the results were as follows: -

Table 5.33: Summary of the Fourth Sub-Hypothesis Test Model

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.038 ^a	.001	-.011-	.465
a. Predictors: (Constant), SA				
b. Dependent Variable: PM				

The model summary table above shows that the correlation value (R) between the variables was 0.038, and that the R Square coefficient was 0.001, which represents the "explanatory power" of the model used. That is, the sub-independent variable (strategic analysis) explains only 0.1% of the variance in the dependent variable (project management), and that the standard deviation of the Std. Error of the Estimate was 465.0, which is a very low number. The lower this type of error, the better it will be in terms of Statistical.

Table 5.34: Variance Of The Fourth Sub-Hypothesis Test

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.025	1	.025	.114	.737 ^b
	Residual	16.678	77	.217		
	Total	16.703	78			
a. Dependent Variable: PM						
b. Predictors: (Constant), SA						

The table above shows the variance above a nova that the calculated F value was 0.114, which is less than the tabular value calculated according to the degrees of freedom df (77.1) of 3.98 at the significance level of 5%, and that the significance level of the Sig test was 0.737, which is greater than the value of the accepted error in the social sciences and predetermined by 0.05.

Table 5.35: Coefficients of the Regression Function of the Fourth Sub-Hypothesis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.637	.405		8.984	.000
	SA	.032	.094	.038	.337	.737

a. Dependent Variable: PM

According to the coefficient table, the independent variable had an impact on the dependent variable (by coefficient b), as evidenced by the regression equation constant value of 3.637 and the regression equation slope value of 0.032. The positive value of the coefficient means that there is a direct relationship between the two dependent independent variables; that is, if the sub-independent variable (strategic analysis) is increased by one degree, the dependent variable (project management) will increase by 3.2% while all other independent variables remain stable. Additionally, because the effect is not statistically proven, the sample data have provided compelling evidence of rejecting the hypothesis. The above table demonstrates that the T-statistic's level of significance for the independent variable was 0.737, which is greater than the social sciences' accepted error and predetermined by 0.05.

The histogram illustrating the normal distribution of the regression equation's statistical remainders and the precision of the prior regression equation is displayed in the following figure.

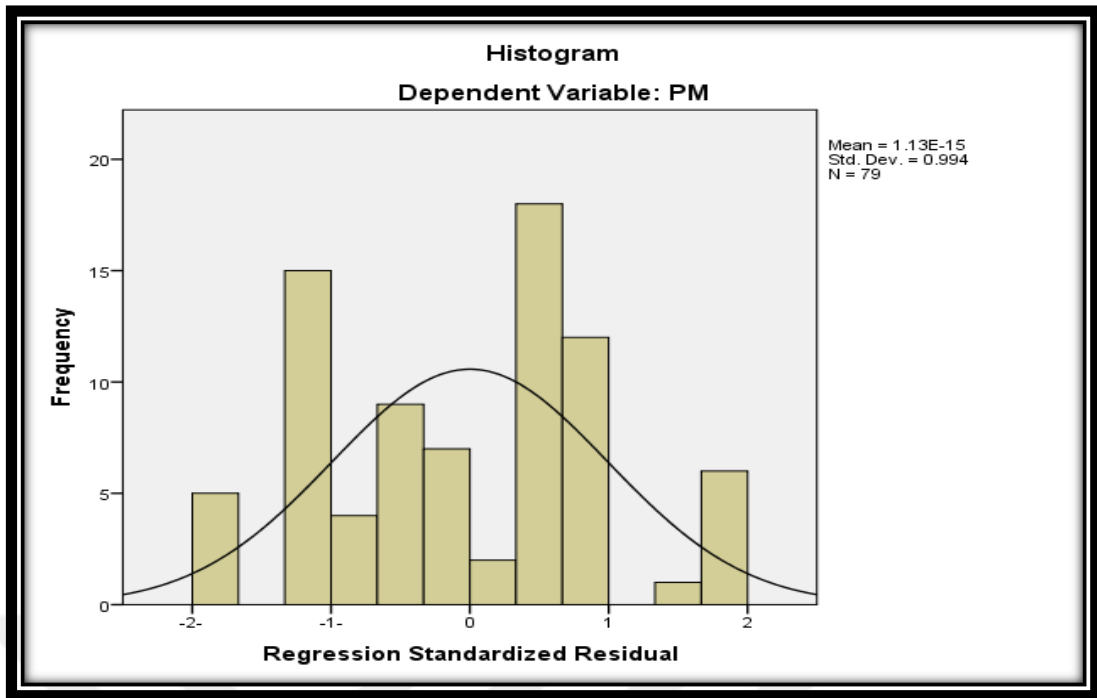


Figure 5.15: Histogram of the Remainders of the Fourth Sub-Hypothesis

The distribution of points around the straight line in the following figure graphically demonstrates the regression analysis test's fulfillment of the requirements, demonstrating that the statistical remainders follow the normal distribution.

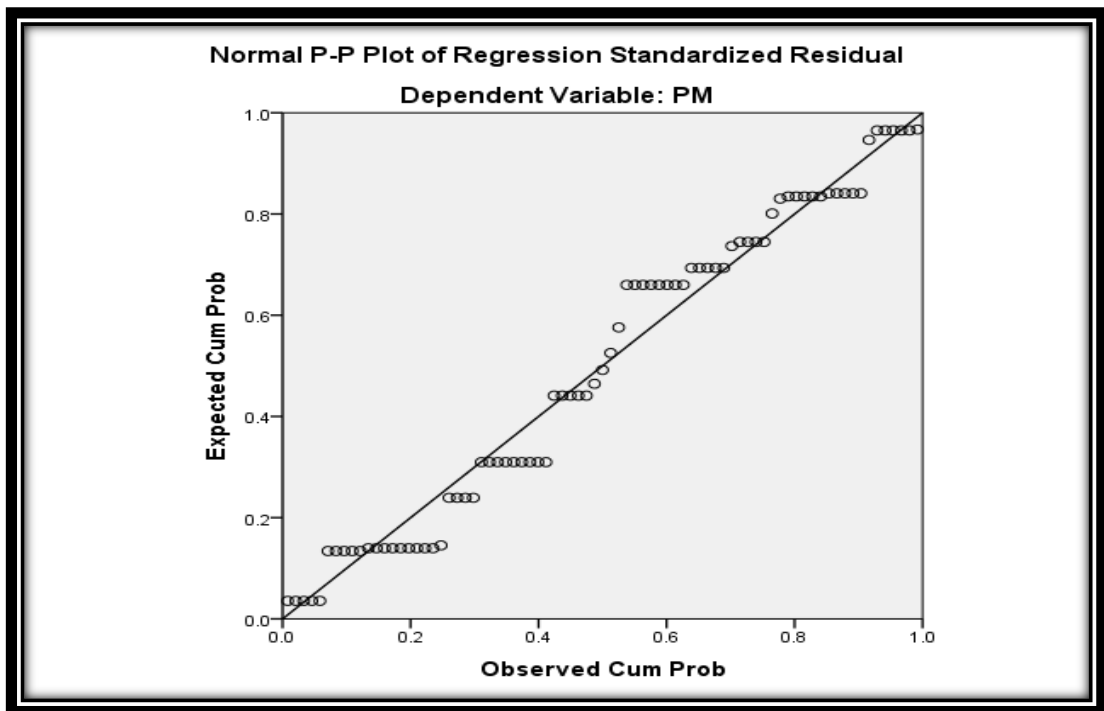


Figure 5.16: Normal Distribution of the Residuals of the Fourth Sub-Hypothesis

5.6.5 Fifth sub-hypothesis

"The relationship between the strategic choice dimension and project management development is statistically significant."

The following "linear regression" model was created in order to test this hypothesis: $PM = B_0 + B_1 SOP + \varepsilon$

where:

SO= sub-independent variable (strategic option).

The following outcomes were obtained using the statistical software SPSS:

Table 5.36: Summary of the Fifth Sub-Hypothesis Test Model

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.345 ^a	.119	.108	.437
a. Predictors: (Constant), SOP				
b. Dependent Variable: PM				

According to the model summary table above, the R Square coefficient was 0.119 and the correlation value (R) between the variables was 0.345, which stands for the model's "explanatory power" In other words, the standard deviation of the Std. Error of the Estimate was 437.0, and the sub-independent variable (strategic option) accounts for 11.9% of the variance in the dependent variable (project management). which is a very small amount. In terms of statistics, it will be better if this kind of error is reduced.

Table 5.37: Variance Of The Fifth Sub-Hypothesis Test

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.987	1	1.987	10.399	.002 ^b
	Residual	14.716	77	.191		
	Total	16.703	78			
a. Dependent Variable: PM						
b. Predictors: (Constant), SOP						

The variance above a nova is displayed in the above table. The calculated F value was 10.399, which is higher than the tabular value based on the degrees of

freedom df (77.1) of 3.98 at the 5% significance level. The Sig test's significance level was 0.002, which is lower than the social sciences' accepted error value, which is set at 0.05. This demonstrates that the statistical model employed for hypothesis testing is suitable.

Table 5.38: Coefficients of the Fifth Sub-Hypothesis' Regression Function

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.715	.332		8.189	.000
	SOP	.270	.084	.345	3.225	.002

a. Dependent Variable: PM

According to the table of coefficients, the regression equation constant reached 2.715, and the regression equation's slope was 0.270. This indicates that the independent variable had an impact on the dependent variable (through coefficient B), and the positive coefficient value suggests that the two dependent independent variables had a direct effect on one another, or, to put it another way, when all other independent variables remain constant, a one-degree increase in the sub-independent variable (strategic option) results in a 27% increase in the dependent variable (project management). Additionally, as can be seen from the above table, the T statistic's level of significance for the independent variable was 0.002, which is below the social sciences' accepted error and predetermined by 0.05. This indicates that the sample data have offered strong support for the hypothesis' acceptance in order to statistically demonstrate the effect.

The upward trend of the curve in the following figure validates the two variables' direct relationship:

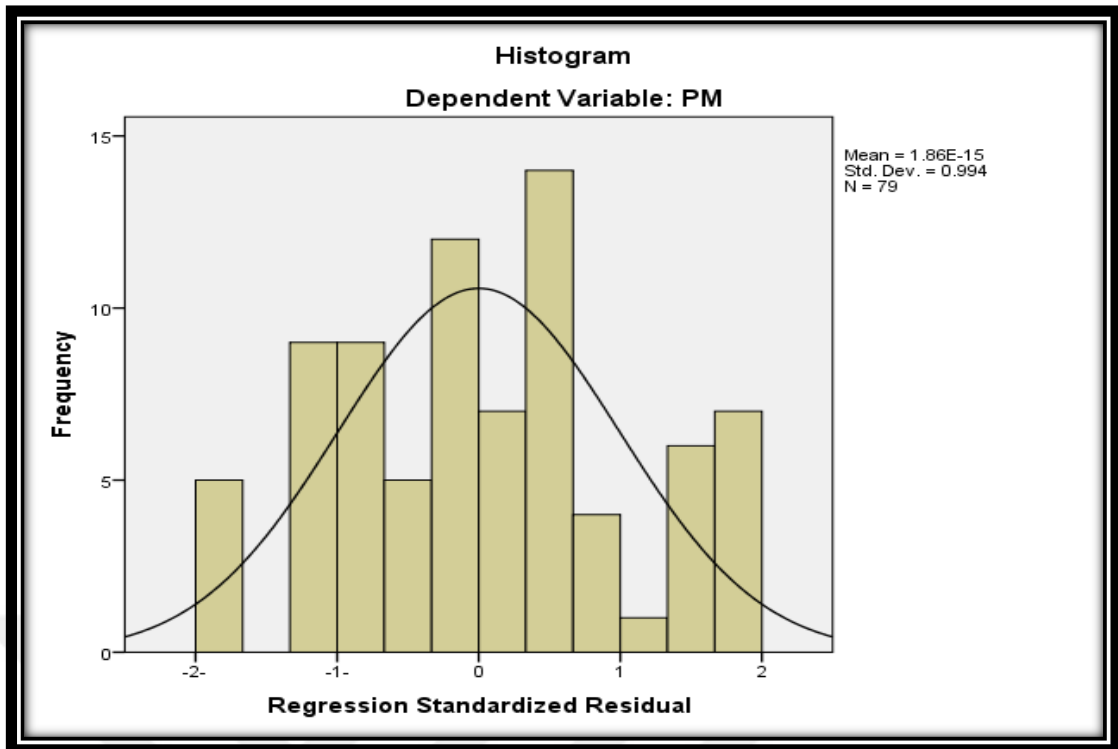


Figure 5.18: An Illustration of the Remaining Values For the Fifth Sub-Hypothesis

The distribution of points around the straight line in the following figure graphically demonstrates the regression analysis test's fulfillment of the requirements, demonstrating that the statistical remainders are distributed normally.

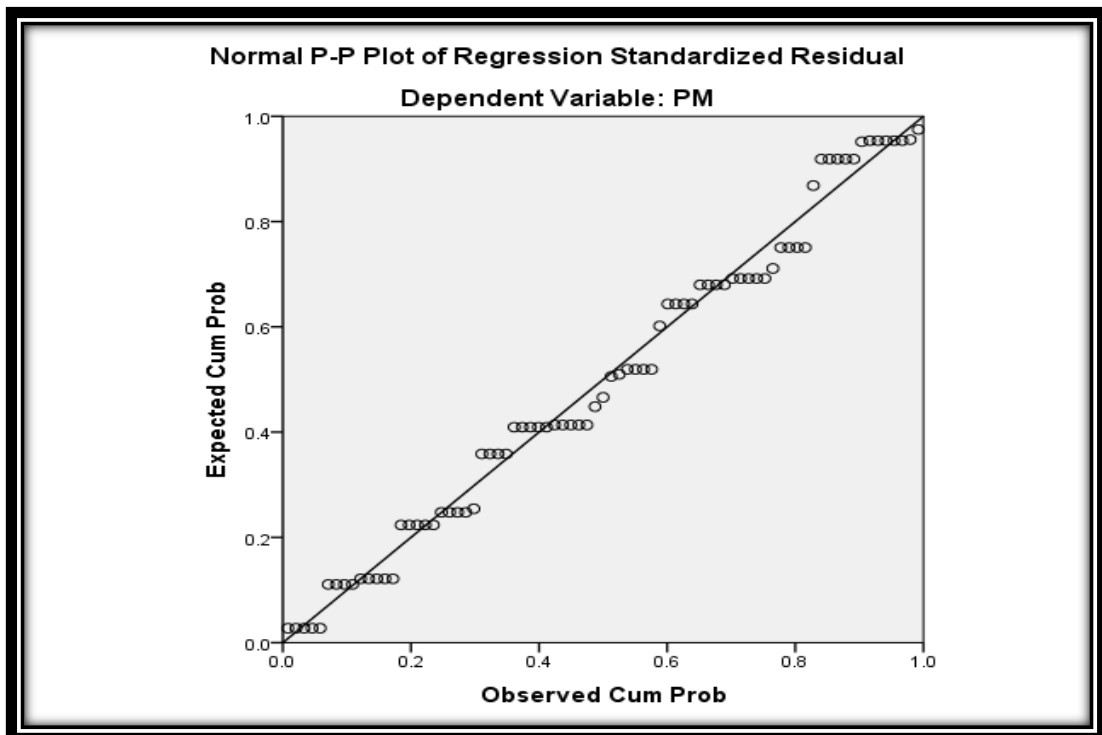


Figure 5.19: The Fifth Sub-Hypothesis's Residuals Have a Normal Distribution

6. FINDINGS AND SUGGESTIONS

6.1 Results

1- Strategic planning is an essential pillar of the administrative process that contributes effectively to drawing the vision and policy of the project in the long term.

2- Strategic planning is one of the most important concepts that strengthen the administrative foundations of the project to meet the challenges it faces during its journey towards achieving its desired goals.

3- Strategic planning contributes to helping the project understand and adapt to its internal and external environment by diagnosing strengths, weaknesses, opportunities and threats.

4- An industrial project is an operational system that converts certain types of inputs into certain types of outputs according to the nature of the activity using a set of mechanisms and programs.

5- The industrial project goes through a set of stages starting with the planning of the project and ending with the final stages of production.

6- The statistical analysis's findings demonstrated that there are more men than women working on the research projects.

7- The statistical analysis's findings showed that the most category of workers in the researched projects are holders of an initial university degree (bachelor's).

8- The study's primary hypothesis—that there is a statistically significant relationship between strategic planning and project management—was supported by the statistical analysis's findings.

9- The statistical analysis's findings demonstrated that the sound strategic vision contributes to achieving good benefits for it.

10- According to the statistical analysis's findings, the strategic message represents an accurate expression of the project's vision.

11- The findings of the statistical evaluation demonstrated that the strategic objectives play a prominent role in motivating the project workers.

12- The statistical results showed that strategic analysis is among the most crucial pillars of successful strategic planning for the project.

13- The statistical results showed that the proper management of project time reduces the confusion during the implementation of the project.

14- The statistical analysis's findings demonstrated that the human resources department to determine the source of obtaining those resources, whether from within the organization implementing the project or from outside.

15- The importance of risk management in industrial projects is increasing at an escalating pace, as the industrial sectors are one of the most prominent sectors that seek and work in order to gain a competitive edge that ensures sustainability in the industrial labor market.

6.2 Recommendations

1- Work on drawing a vision and future policy for industrial projects by focusing on sound and effective strategic planning.

2- Providing the necessary capabilities in order to build a sound base that contributes to the formulation of a strategic policy that helps the project to face the challenges it faces to achieve its set goals.

3- Work seriously to diagnose strengths, weaknesses, opportunities and threats and deal with them through the preparation of a sound strategic plan.

4- Developing systems for processing project inputs in line with the nature of the activity in order to come up with outputs that contribute to enhancing the market share of the project.

5- Paying attention to each stage of the project life cycle in a way that enhances the quality of its final product.

6- Work on employing female workers on the basis of competence and according to the needs of the project.

7- Seeking to employ workers with a higher degree to contribute to the development of the project and work to develop the capabilities of workers with a bachelor's degree in order to keep pace with the continuous developments in the field of specialization.

8- Work on drawing a sound strategic vision for the project in order to maximize the benefits.

9- Attention to the formulation of the strategic message because it expresses a real expression of the vision of the project.

10- Determine the strategic objectives accurately and objectively because of their clear importance in motivating employees towards high performance.

11- Activating strategic analysis as a factor in the success of strategic planning.

12- Focusing on managing project time efficiently and effectively due to its importance in reducing employee confusion and its role in the progress of the project in the right direction towards achieving goals.

13- Activating the human resources department and creating all the necessary capabilities for the success of its work because of its great role in providing manpower for the project, whether from inside or outside it.

14- Activating the role of risk management in the project after its increasing importance in industrial projects in order to pave the way to reach the goals easily.

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