**Project Impact Factors Survey Questionnaire Result**

**1. What is your length of service? [Single Choice]**

- Less than 1 year: 4 (9.52%)

- 1-5 years: 11 (26.19%)

- 6-10 years: 8 (19.05%)

- More than 11 years: 19 (45.24%)

- Total valid responses: 42

**2. What is the nature of your company? [Single Choice]**

- Private: 12 (28.57%)

- State-owned and state-controlled: 19 (45.24%)

- Foreign enterprises: 3 (7.14%)

- Government and public institutions: 3 (7.14%)

- Other: 5 (11.9%)

- Total valid responses: 42

**3. Have you ever participated in a failed project (loss/serious delay/incomplete/budget overrun/does not meet the customer's requirements, etc.)? [Single Choice]**

- Yes: 20 (47.62%)

- No: 22 (52.38%)

- Total valid responses: 42

**4. What type of project did you participate in that failed? [Multiple Choice]**

- Desktop application: 3 (7.14%)

- Web application: 13 (30.95%)

- Mobile application: 4 (9.52%)

- Low-level application (database, operating system): 4 (9.52%)

- Other: 22 (52.38%)

- Total valid responses: 42

**5. What role do you play in the project? [Single Choice]**

- Manager (control of the overall project framework and helping the development team solve problems): 6 (14.29%)

- Development team (personnel who perform actual development work): 17 (40.48%)

- Product owner (represents customers and stakeholders in communication with developers, determines customer needs, and helps customers follow up on the project continuously): 8 (19.05%)

- Other: 11 (26.19%)

- Total valid responses: 42

**6. What specific work is your position responsible for in the project? [Open-ended Question]**

- New Product Development

- Coding and Design

- Development Manager

- Customer Management

- Development

- Project Management and Risk Control

- Application Development

- Development of Front-end and Back-end Code

- Coding Part

- Development and Research

- Project Developer

- Product Director (with direct reports being Project Managers)

- Business Process Streamlining

- Software Development

- Organize personnel to implement development work according to requirements

- Product Front-end Deployment

- Project Implementation and Deployment

- Production and Operations and Maintenance

- Implementation

- Production Implementation

- Testing Work

- QA Position, responsible for project quality and process control

- QA

- Product Requirement Docking

- Project Manager from the Client's Side

- Test the device's functions, performance, stability, etc., and is responsible for the development of the testing project

- Requirement Analysis, writing requirement documents, drawing prototype diagrams

- Operations and Maintenance

- Communicate with the development team on functional requirements and follow up on development progress

- Product Testing

- Responsible for requirement communication and optimizing existing functions

- Software Architecture Construction and Hardware and Software Adaptability Function Matching and Debugging.

- Back-end Development

- Front-end

- Testing, Project Performance Testing

- Responsible for coordinating and communicating with customers to understand their needs and write preliminary plans

- Pre-sales Solution

- Development Control

**Your Company's Historical Years? [Single Choice]**

-1-5 years: 2 (33.33%)

-6-10 years: 4 (66.67%)

-11-15 years: 0 (0%)

-More than 15 years: 0 (0%)

-Total valid responses: 6

**Organizational Scale of Projects You Participated In?[Single Choice]**

-Micro (1-9 people): 4 (28.57%)

-Small (10-49 people): 6 (42.86%)

-Medium (50-249 people): 4 (28.57%)

-Large (250-1999 people): 0 (0%

-Extra Large (More than 2000 people): 0 (0%)

-Total valid responses: 14

**Budget of the Project You Recently Participated In?[Single Choice]**

-Less than 100,000: 2 (14.29%)

-100,000 to 499,000: 5 (35.71%)

-500,000 to 999,000: 0 (0%)

-1,000,000 to 4,999,000: 2 (14.29%)

-More than 5,000,000: 5 (35.71%)

-Total valid responses: 14

**7. Expected Completion Time for Your Last Project? [Single Choice]**

-Less than 1 month: 3 (7.14%)

-1 to 3 months: 9 (21.43%)

-4 to 6 months: 16 (38.1%)

-7 to 12 months: 8 (19.05%)

-1 to 2 years: 4 (9.52%)

-2 to 3 years: 0 (0%)

-More than 3 years: 2 (4.76%)

-Total valid responses: 42

**8. Actual Completion Time for Your Last Project [Single Choice]**

-Less than 1 month: 4 (9.52%)

-1 to 3 months: 8 (19.05%)

-4 to 6 months: 11 (26.19%)

-7 to 12 months: 10 (23.81%)

-1 to 2 years: 3 (7.14%)

-2 to 3 years: 3 (7.14%)

-More than 3 years: 3 (7.14%)

-Total valid responses: 42

**9. Your Satisfaction Level with the Project You Recently Managed or Participated In? [Scale Question]**

-Average Score for This Question: 3.74

-Very Dissatisfied: 1 (2.38%)

-Dissatisfied: 2 (4.76%)

-Neutral: 15 (35.71%)

-Satisfied: 13 (30.95%)

-Very Satisfied: 11 (26.19%)

-Total Valid Responses | 42

**10. Degree of Alignment Between Actual and Expected Progress? [Scale Question]**

-Average Score for This Question: 3.69

-Very Dissatisfied: 1 (2.38%)

-Dissatisfied: 3 (7.14%)

-Neutral: 12 (28.57%)

-Basically Satisfied: 18 (42.86%)

-Very Satisfied: 8 (19.05%)

-Total valid responses: 42

**11. Communication Channels in Your Participated Projects? [Multiple Choice]**

- Face-to-face communication: 37 responses (88.1%)

- Phone communication: 24 responses (57.14%)

- Online communication: 30 responses (71.43%)

- Email communication: 21 responses (50%)

- Total valid responses: 42

**12. Effectiveness of the Selected Communication Channels in Solving Problems[Matrix Single Choice]**

| Communication Method | Ineffective | Less Effective | Average | Effective | Very Effective |

| Face-to-face | 1 (2.38%) | 0 (0%) | 1 (2.38%) | 12 (28.57%) | 28 (66.67%) |

| Phone | 2 (4.76%) | 4 (9.52%) | 9 (21.43%) | 16 (38.1%) | 11 (26.19%) |

| Online | 0 (0%) | 3 (7.14%) | 10 (23.81%) | 20 (47.62%) | 9 (21.43%) |

| Email | 4 (9.52%) | 8 (19.05%) | 15 (35.71%) | 10 (23.81%) | 5 (11.9%) |

1. **How Often Do You Think the Project Promotion Scheduling Meetings Should Be Held During the Project Construction Process? [Single Choice]**

- More often: 0 responses (0%)

- Twice a week: 8 responses (19.05%)

- Once a week: 24 responses (57.14%)

- Once every two weeks: 6 responses (14.29%)

- Once a month: 4 responses (9.52%)

- Less often: 0 responses (0%)

- Total valid responses: 42

**14. Are You Satisfied with the Division of Individual Responsibilities in the Project (Are Work Tasks Clear/Responsibility Boundaries Clear/Task Distribution Fair and Reasonable)? [Scale Question]**

- Average score for this question: 3.76

- Very dissatisfied: 1 response (2.38%)

- Dissatisfied: 3 responses (7.14%)

- Neutral: 11 responses (26.19%)

- Satisfied: 17 responses (40.48%)

- Very satisfied: 10 responses (23.81%)

- Total valid responses: 42

**15. Do You Think the Division of Departmental Responsibilities in the Project is Important for the Project Outcome (Are Work Tasks Clear/Responsibility Boundaries Clear/Task Distribution Fair and Reasonable)? [Scale Question]**

- Average score for this question: 4.26

- Very unimportant: 0 responses (0%)

- Unimportant: 0 responses (0%)

- Neutral: 6 responses (14.29%)

- Important: 19 responses (45.24%)

- Very important: 17 responses (40.48%)

- Total valid responses: 42

**16. Do You Participate in Projects with a Sound Management System and Related Processes? [Scale Question]**

- Average score for this question: 3.69

- Strongly disagree: 0 responses (0%)

- Disagree: 6 responses (14.29%)

- Neutral: 11 responses (26.19%)

- Agree: 15 responses (35.71%)

- Strongly agree: 10 responses (23.81%)

- Total valid responses: 42

**17. Do You Think the Current Project's Internal Processes Can Well Support the Operation of the Project? [Scale Question]**

- Average score for this question: 3.69

- Strongly disagree: 0 responses (0%)

- Disagree: 6 responses (14.29%)

- Neutral: 11 responses (26.19%)

- Agree: 15 responses (35.71%)

- Strongly agree: 10 responses (23.81%)

- Total valid responses: 42

**18. Do You Think the Importance of Reporting and Feedback at Each Level During the Project Promotion Process? [Scale Question]**

- Average score for this question: 3.98

- Very unimportant: 0 responses (0%)

- Unimportant: 1 response (2.38%)

- Neutral: 11 responses (26.19%)

- Important: 18 responses (42.86%)

- Very important: 12 responses (28.57%)

- Total valid responses: 42

**19. How Do You Think the Execution of Reporting and Feedback at Each Level During the Project Promotion Process? [Scale Question]**

- Average score for this question: 3.5

- Very low execution: 1 response (2.38%)

- Low: 8 responses (19.05%)

- Average: 10 responses (23.81%)

- High: 15 responses (35.71%)

- Very high execution: 8 responses (19.05%)

- Total valid responses: 42

**20. Do You Think There is Overlap or Displacement of Authority in Some Departments of the Project? [Scale Question]**

- Average score for this question: 3.67

- Strongly disagree: 0 responses (0%)

- Disagree: 3 responses (7.14%)

- Neutral: 14 responses (33.33%)

- Agree: 19 responses (45.24%)

- Strongly agree: 6 responses (14.29%)

- Total valid responses: 42

**21. What is the Personnel Change Situation in the Entire Project During Your Participation? [Single Choice]**

- 0~10%: 5 responses (35.71%)

- 11~30%: 4 responses (28.57%)

- 31~60%: 5 responses (35.71%)

- 61~100%: 0 responses (0%)

- Total valid responses: 14

**21. What is the Personnel Change Situation in Your Department During Your Participation in the Project? [Single Choice]**

- 0~10%: 12 responses (42.86%)

- 11~30%: 13 responses (46.43%)

- 31~60%: 2 responses (7.14%)

- 61~100%: 1 response (3.57%)

- Total valid responses: 28

**22. Do You Think the Vertical Management Levels in the Project are Reasonable and Will Not Cause Message Distortion as They Are Passed Upward? [Scale Question]**

- Average score for this question: 3.45

- Strongly disagree: 2 responses (4.76%)

- Disagree: 3 responses (7.14%)

- Neutral: 17 responses (40.48%)

- Agree: 14 responses (33.33%)

- Strongly agree: 6 responses (14.29%)

- Total valid responses: 42

**23. Do You Think the Horizontal Communication Across Departments in the Project is Effective and Can Well Carry Out the Work That Requires Coordination? [Scale Question]**

- Average score for this question: 3.69

- Strongly disagree: 0 responses (0%)

- Disagree: 5 responses (11.9%)

- Neutral: 11 responses (26.19%)

- Agree: 18 responses (42.86%)

- Strongly agree: 8 responses (19.05%)

- Total valid responses: 42

**24. Which Organizational Structure Do You Think is More Rational During the Project Process? [Single Choice Question]**

- Hierarchical structure (highly centralized decision-making, problems are reflected from the bottom up, solutions are decided by the top management, and executed from the top down): 16 responses (38.1%)

- Circular structure (flat management, reducing middle management levels, encouraging direct communication and collaboration between employees and management): 19 responses (45.24%)

- Foreststructure (problems within departments are reflected from the bottom up, decisions are made by high-level discussions among departments): 6 responses (14.29%)

- Network structure (open management, free reflection of problems, decisions are made by discussions among departments): 1 response (2.38%)

- Total valid responses: 42

**25. How Important Do You Think the Clarity of Project Requirements at the Start of the Project is for the Success of the Project? [Scale Question]**

- Average score for this question: 4.48

- Very unimportant: 0 responses (0%)

- Unimportant: 0 responses (0%)

- Neutral: 4 responses (9.52%)

- Important: 14 responses (33.33%)

- Very important: 24 responses (57.14%)

- Total valid responses: 42

**26. How Do You Think Requirement Changes Affect the Project During the Implementation Process? [Scale Question]**

- Average score for this question: 4.26

- Very unimportant: 0 responses (0%)

- Unimportant: 1 response (2.38%)

- Neutral: 7 responses (16.67%)

- Important: 14 responses (33.33%)

- Very important: 20 responses (47.62%)

- Total valid responses: 42

**27. Do You Think the Department's Performance Management and Incentive System Can Stimulate Employees' Enthusiasm for Work? [Scale Question]**

- Average score for this question: 3.14

- Cannot stimulate: 2 responses (4.76%)

- Neutral: 8 responses (19.05%)

- Can stimulate to some extent: 14 responses (33.33%)

- Can stimulate: 18 responses (42.86%)

- Total valid responses: 42

**28. Please Score the Importance of the Following Factors Affecting Project Progress [Matrix Single Choice Question]**

| Factor | 1 | 2 | 3 | 4 | 5 |

| Communication and Coordination | 0 (0%) | 0 (0%) | 1 (2.38%) | 15 (35.71%) | 26 (61.9%) |

| Decision Quality | 0 (0%) | 0 (0%) | 2 (4.76%) | 18 (42.86%) | 22 (52.38%) |

| Process Management | 0 (0%) | 0 (0%) | 9 (21.43%) | 19 (45.24%) | 14 (33.33%) |

| Organizational Structure | 0 (0%) | 1 (2.38%) | 14 (33.33%) | 16 (38.1%) | 11 (26.19%) |

| Technical Implementation | 0 (0%) | 0 (0%) | 6 (14.29%) | 15 (35.71%) | 21 (50%) |

| Performance Incentive | 1 (2.38%) | 3 (7.14%) | 10 (23.81%) | 12 (28.57%) | 16 (38.1%) |

**29. How Do You Think the Organizational Structure Affects Communication Coordination and Decision Quality? [Matrix Single Choice Question]**

| Factor | Not Important | Slightly Important | Neutral | Important | Very Important |

| Communication Coordination | 0 (0%) | 0 (0%) | 4 (9.52%) | 19 (45.24%) | 19 (45.24%) |

| Decision Quality | 0 (0%) | 0 (0%) | 8 (19.05%) | 22 (52.38%) | 12 (28.57%) |

**30. Do You Think the Necessity of Zooming In and Out on the Organizational Modeling Diagram When Studying Organizational Issues? [Scale Question]**

- Average score for this question: 3.93

- Very unnecessary: 0 responses (0%)

- Unnecessary: 1 response (2.38%)

- Neutral: 13 responses (30.95%)

- Necessary: 16 responses (38.1%)

- Very necessary: 12 responses (28.57%)

- Total valid responses: 42

**31. Do You Think the Necessity of Modeling and Comparing the Ideal Structure with the Actual Structure When There are Changes in the Organizational Structure in Software Project Management? [Scale Question]**

- Average score for this question: 3.88

- Very unnecessary: 1 response (2.38%)

- Unnecessary: 1 response (2.38%)

- Neutral: 9 responses (21.43%)

- Necessary: 22 responses (52.38%)

- Very necessary: 9 responses (21.43%)

- Total valid responses: 42

**32. Are You Willing to Use Tools with Zoom-In, Zoom-Out, and Comparative Modeling Features During Organizational Changes to Assist in Software Project Organizational Management During the Software Project Process? [Scale Question]**

- Average score for this question: 2.29

- Not willing: 3 responses (7.14%)

- Neutral: 24 responses (57.14%)

- Willing: 15 responses (35.71%)

- Total valid responses: 42

**33. Are you willing to accept a one-on-one interview to contribute to our research? [Single Choice]**

- Willing: 7 (16.67%)

- Not willing: 35 (83.33%)

- Total valid responses: 42

**Please leave your surname and contact information [Open-ended Question]**

**34. Do you have any thoughts and suggestions on the research issues of this organization? [Open-ended Question]**

- Conway's Law is particularly accurate: it is recommended to refer to it.

- The dominant issues affecting a project are mainly human and financial factors; the causes of failure exist in every aspect, such as usual mistakes in early requirement communication and cost analysis, and issues will arise during execution and conclusion.

- The project budget description is unclear; it is suggested to set a specific time frame, such as a one-year project budget.

- I personally believe that the division of responsibilities within the organization and follow-up visits after the project goes live are also influencing factors of the project.

- The requirement communication phase requires high customer involvement and approval.

Sum of average scores for questions: 63.1