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Unit 1 - Reading

**Course:** MSc Computer Science

**Module:** Software Engineering Project Management

**Assignment:** Collaborative Discussion 1 (Project Failures Study) - Initial Post

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**Student ID:** 126853

## Post:

Effective project management is a vital resource needed when a business embarks on a new project containing time and budget constraints (Association for Project Management, n.d.). According to Schmidt et al. (2001), some of the common reasons attributed to overall project failure are the lack of upper management commitment to the project and misunderstanding the requirements. Upon reading the documents produced by Lehtinen et al. (2014) and Schmidt et al. (2001), I would broadly consider the three below reasons as those commonly responsible for project failure.

## People:

People are a valuable resource in project management, from both a customer perspective and a development perspective. However, to successfully deliver a project, you need adequate involvement ('buy in') from all key project stakeholders, maintaining regular two-way communication (Schmidt et al., 2001).

## Tasks:

In order to ensure that a project is successful, it is vital to compile a list of milestones, requirements, and due dates. According to Kappleman et al. (2006), the lack of documented milestones and tasks is the 6th highest ranked early warning sign leading to project failure.

## Environment:

The working environment of an organisation is a key factor to consider when working on a project, in particular, the organisational and project culture. A project can be regarded as much more likely to hit failure if you implement a business that is largely resistant to change. Investigations conducted by Shore (2008) show that organisational culture was a commonly seen contributory factor leading to project failure.

Although the service is live, one key example of project failure linked back to the tasks attribute is the Gov.UK verify service. The UK's National Audit Office (2019a) investigated the project, concluding that there was an overall lack of clear objectives and that there was not sufficient justification to warrant continuation. Linking back to the people attribute, we have the project failure linked to the UK's rollout of an enhancement to the Emergency Services Network (ESN), which the UK's National Audit Office (2019b) attributed to poor management within the Home Office.

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# Screenshot: