Paradoxes in IT projects

1. Work atmosphere during the project

Dear Sir or Madam,
we are conducting a survey on paradoxes in IT project management. In order to better understand it, we would like you to answer a series of questions about a specific past project.

Please refer to this project when answering the following questions. This survey will take you about 30 minutes to complete this survey. Your answers will be completely anonymous. Respondents will receive a summary of the results of this study by July 2018.

Thank you in advance for your contribution.

The team members felt great pressure from company executives to launch this product/service successfully.

1 = Strongly disagree	2	3	4	5 = Strongly agree
○	○	○	○	○

The team members felt their jobs could be in jeopardy if this project failed.

1 = Strongly disagree	2	3	4	5 = Strongly agree
○	○	○	○	○

Overall, team members felt great pressure to succeed on this project.

1 = Strongly disagree	2	3	4	5 = Strongly agree
○	○	○	○	○

The team members felt great pressure from the environment to launch this product/service successfully.

1 = Strongly disagree	2	3	4	5 = Strongly agree
○	○	○	○	○

The team members felt great pressure from customers to develop this product/service.

1 = Strongly disagree	2	3	4	5 = Strongly agree
○	○	○	○	○

Thinking of the past project, how much of the time has your job made you feel each of the following:

(1 never, 5 all of the time)

relaxed

1 = Never	2	3	4	5 = all of the time
○	○	○	○	○

worried

1 = never	2	3	4	5 = all of the time
○	○	○	○	○

depressed

1 = never	2	3	4	5 = all of the time
○	○	○	○	○

calm

1 = never	2	3	4	5 = all of the time
○	○	○	○	○

contented

1 = never	2	3	4	5 = all of the time
○	○	○	○	○

gloomy

1 = never	2	3	4	5 = all of the time
○	○	○	○	○

optimistic

1 = never	2	3	4	5 = all of the time
○	○	○	○	○

tense

1 = never	2	3	4	5 = all of the time
○	○	○	○	○

enthusiastic

1 = never	2	3	4	5 = all of the time
○	○	○	○	○

cheerful

1 = never	2	3	4	5 = all of the time
○	○	○	○	○

miserable

1 = never	2	3	4	5 = all of the time
◯	◯	◯	◯	◯

uneasy

1 = never	2	3	4	5 = all of the time
◯	◯	◯	◯	◯

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2. Socialisation, collaboration

During the project process, departments of the project team (Business Analyst, Business Process Analyst…) shared communications frequently.

1 = Strongly disagree	2	3	4	5 = Strongly agree
◯	◯	◯	◯	◯

During the project process, departments of the project team (Business Analyst, Business Process Analyst…) frequently discussed common problems.

1 = Strongly disagree	2	3	4	5 = Strongly agree
◯	◯	◯	◯	◯

During the project process, departments of the project team (Business Analyst, Business Process Analyst…) shared close ties.

1 = Strongly disagree	2	3	4	5 = Strongly agree
◯	◯	◯	◯	◯

During the project process, project team's relationship (between Business Analyst, Business Process Analyst…) was mutually gratifying and highly cohesive.

1 = Strongly disagree	2	3	4	5 = Strongly agree
◯	◯	◯	◯	◯

The project team expect that the strong interdepartmental social relationship will exist far into the future.

1 = Strongly disagree	2	3	4	5 = Strongly agree
◯	◯	◯	◯	◯

There was little informal interaction among project team members from different departments.

1 = Strongly disagree	2	3	4	5 = Strongly agree
○	○	○	○	○

During the project process, departments of the project team (Business Analyst, Business Process Analyst…) regularly competed for the limited resources.

1 = Strongly disagree	2	3	4	5 = Strongly agree
○	○	○	○	○

When project team members of several departments talked about distribution of resources (i.e., capital, personnel) across departments, tensions frequently ran high

1 = Strongly disagree	2	3	4	5 = Strongly agree
○	○	○	○	○

Functional areas regularly competed with each other for more mental attention and time from top executives.

1 = Strongly disagree	2	3	4	5 = Strongly agree
○	○	○	○	○

To get more resources for their department, other departments of the project team oftentimes had to make sacrifices.

1 = Strongly disagree	2	3	4	5 = Strongly agree
○	○	○	○	○

Many departments tried to obtain more time and attention from senior managers even at the costs of other functions of the project team.

1 = Strongly disagree	2	3	4	5 = Strongly agree
○	○	○	○	○

Each department was constantly compared and benchmarked with other departments to improve efficiency in the project process.

1 = Strongly disagree	2	3	4	5 = Strongly agree
○	○	○	○	○

During the project process, departments of the project team (Business Analyst, Business Process Analyst…) tried to gain more strategic importance and power.

1 = Strongly disagree	2	3	4	5 = Strongly agree
○	○	○	○	○

The objectives pursued by the departments were incompatible with those of other departments (e.g., manufacturing, IT [information technology], operations).

1 = Strongly disagree	2	3	4	5 = Strongly agree
◯	◯	◯	◯	◯

Protecting one's departmental turf was considered to be a way of life during the project process.

1 = Strongly disagree	2	3	4	5 = Strongly agree
◯	◯	◯	◯	◯

During the project process, departments of the project team (Business Analyst, Business Process Analyst…) tended to outperform others for a better department charter.

1 = Strongly disagree	2	3	4	5 = Strongly agree
◯	◯	◯	◯	◯

People from different departments felt that the goals of their respective departments were in harmony with each other.

1 = Strongly disagree	2	3	4	5 = Strongly agree
◯	◯	◯	◯	◯

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3. Project coordination

Rules and procedures enabled the project team members to work together.

1 = Strongly disagree	2	3	4	5 = Strongly agree
◯	◯	◯	◯	◯

Rules and procedures were defined to deal with most problems that arose on this project.

1 = Strongly disagree	2	3	4	5 = Strongly agree
◯	◯	◯	◯	◯

Rules and procedures determined the tasks that the project team members performed with (or for) other team members .

1 = Strongly disagree	2	3	4	5 = Strongly agree
◯	◯	◯	◯	◯

The project team's performance was evaluated according to predetermined rules and procedures .

1 = Strongly disagree	2	3	4	5 = Strongly agree
○	○	○	○	○

Team members adapted their working style to complement the team.

1 = Strongly disagree	2	3	4	5 = Strongly agree
○	○	○	○	○

Team members adjusted their approach(es) to overcome obstacles.

1 = Strongly disagree	2	3	4	5 = Strongly agree
○	○	○	○	○

Team members changed the way they perform a task when necessary.

1 = Strongly disagree	2	3	4	5 = Strongly agree
○	○	○	○	○

Team members easily handled a variety of tasks.

1 = Strongly disagree	2	3	4	5 = Strongly agree
○	○	○	○	○

The team frequently experimented with alternative ways we might accomplish our work.

1 = Strongly disagree	2	3	4	5 = Strongly agree
○	○	○	○	○

The team was highly imaginative in thinking about new or better ways to complete our task(s).

1 = Strongly disagree	2	3	4	5 = Strongly agree
○	○	○	○	○

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4. Knowledge

During the project process, the project team...

was successful in learning new things.

1 = Strongly disagree	2	3	4	5 = Strongly agree
○	○	○	○	○

was effective in developing new knowledge or insights that have the potential to influence product/service development.

1 = Strongly disagree	2	3	4	5 = Strongly agree
○	○	○	○	○

was able to identify and acquire internal (e.g., within the team) and external (e.g., market) knowledge.

1 = Strongly disagree	2	3	4	5 = Strongly agree
○	○	○	○	○

had effective routines to identify, value, and import new information and knowledge from channel partners.

1 = Strongly disagree	2	3	4	5 = Strongly agree
○	○	○	○	○

had adequate routines to analyze the information and knowledge obtained.

1 = Strongly disagree	2	3	4	5 = Strongly agree
○	○	○	○	○

had adequate routines to assimilate new information and knowledge.

1 = Strongly disagree	2	3	4	5 = Strongly agree
○	○	○	○	○

successfully integrated its existing knowledge with the new information and knowledge acquired.

1 = Strongly disagree	2	3	4	5 = Strongly agree
○	○	○	○	○

was effective in transforming existing information into new knowledge.

1 = Strongly disagree	2	3	4	5 = Strongly agree
○	○	○	○	○

successfully grasped the opportunities for our firm from new external knowledge.

1 = Strongly disagree	2	3	4	5 = Strongly agree
○	○	○	○	○

successfully exploited the new integrated information and knowledge into concrete applications.

1 = Strongly disagree	2	3	4	5 = Strongly agree
◯	◯	◯	◯	◯

was effective in utilizing knowledge into the project product or service.

1 = Strongly disagree	2	3	4	5 = Strongly agree
◯	◯	◯	◯	◯

constantly considered better ways to exploit knowledge.

1 = Strongly disagree	2	3	4	5 = Strongly agree
◯	◯	◯	◯	◯

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5. Project performance

In relation to other comparable projects you have served or observed, how does the studied project rates on each of the following:

Ability to meet project goals.

1 = Poor	2	3	4	5 = Excellent
◯	◯	◯	◯	◯

Amount of work produced.

1 = Poor	2	3	4	5 = Excellent
◯	◯	◯	◯	◯

Quality of work produced.

1 = Poor	2	3	4	5 = Excellent
◯	◯	◯	◯	◯

Adherence to schedules.

1 = Poor	2	3	4	5 = Excellent
◯	◯	◯	◯	◯

Efficiency of operations.

1 = Poor	2	3	4	5 = Excellent
○	○	○	○	○

Speed of operations.

1 = Poor	2	3	4	5 = Excellent
○	○	○	○	○

Adherence to budgets.

1 = Poor	2	3	4	5 = Excellent
○	○	○	○	○

The level of newness (novelty) of the project’s product/service.

1 = Poor				5 = Superior
○	○	○	○	○

The use of latest technological innovations in the product/service developed.

1 = Poor	2	3	4	5 = Superior
○	○	○	○	○

The speed of our project development.

1 = Poor	2	3	4	5 = Excellent
○	○	○	○	○

The number of new products/services introduced to the market at the end of the project.

1 = Few	2	3	4	5 = A lot
○	○	○	○	○

The number of new products/services resulting from the project that are first-to-market (early market entrants).

1 = Few	2	3	4	5 = A lot
○	○	○	○	○

The technological competitiveness of the project.

1 = Poor	2	3	4	5 = Excellent
○	○	○	○	○

The speed with which we adopt the latest technological innovations in our processes.

1 = Poor	2	3	4	5 = Excellent
○	○	○	○	○

The updatedness or novelty of the technology used in the project's processes.

1 = Poor	2	3	4	5 = Excellent
○	○	○	○	○

The rate of change in the project's processes, techniques and technology.

1 = Poor	2	3	4	5 = Excellent
○	○	○	○	○

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6. Project characteristics

What was the project size?

2–5 members	○
6–10 members	○
11–15 members	○
16–20 members	○
more than 20 members	○

What was the project duration?

less than 1 year	2-3 years	4-5 years	6-9	more than 10 years
○	○	○	○	○

What was your job function during the project?

1 = Project director	○
2 = Project manager	○
3 = Actor of the project	○

Project team members worked with team members from different national cultures.

1 = Strongly disagree	2	3	4	5 = Strongly agree
○	○	○	○	○

Project team members worked with team members from different national cultures.

1 = Strongly disagree	2	3	4	5 = Strongly agree
○	○	○	○	○

A majority of the project team work was undertaken at different geographical sites.

1 = Strongly disagree	2	3	4	5 = Strongly agree
○	○	○	○	○

During the project, team members worked with other team members that they never met facetoface.

1 = Strongly disagree	2	3	4	5 = Strongly agree
○	○	○	○	○

Project team members were located in different time zones.

1 = Strongly disagree	2	3	4	5 = Strongly agree
○	○	○	○	○

If you wish to receive a summary of the results of this study bu July 2018, please fulfill the following information:
Name, Surname, Email, Phone number