

Perceived relative importance of risk	HIGH	Quadrant 1: Customer Mandate (#8) <ul style="list-style-type: none"> 1.1 Conflict between users 1.2 Lack of cooperation from users 1.3 Lack of top management support for the project 1.4 Lack of user participation 1.5 Lack or loss of organizational commitment to project 1.6 Users not committed to the project 1.7 Users resistant to change 1.8 Users with negative attitudes toward the project 	Quadrant 2: Scope and Requirements (#10) <ul style="list-style-type: none"> 2.1 Conflicting system requirements 2.2 Continually changing project scope/objectives 2.3 Continually changing system requirements 2.4 Difficulty in defining the inputs and outputs of the system 2.5 Ill-defined project goals 2.6 Incorrect system requirements 2.7 System requirements not adequately identified 2.8 Unclear system requirements 2.9 Undefined project success criteria 2.10 Users lack understanding of system capabilities and limitations
	MODERATE	Quadrant 4: Environment (#7) + 7 new GSD risks <ul style="list-style-type: none"> 4.1 Change in organizational management during project 4.2 Corporate politics with negative effect on project 4.3 Dependency on outside suppliers 4.4 Many external suppliers involved in the development project 4.5 Organisation undergoing restructuring during project 4.6 Resources shifted from the project due to changes in organizational priorities 4.7 Unstable organizational environment 4.8 <i>new: Country-specific regulations</i> 4.9 <i>new: Delays caused by global distance</i> 4.10 <i>new: Lack of architecture-organization alignment</i> 4.11 <i>new: Lack of face-to-face interaction inhibits knowledge sharing</i> 4.12 <i>new: Lack of process alignment</i> 4.13 <i>new: Lack of tool/infrastructure alignment</i> 4.14 <i>new: Unstable country/regional political/economic environment</i> 	Quadrant 3: Execution (#28) + 3 new GSD risks <ul style="list-style-type: none"> 3.1 Development team unfamiliar with selected development tools 3.2 Frequent conflicts among development team members 3.3 Frequent turnover within the project team 3.4 High level of technical complexity 3.5 Highly complex task being automated 3.6 Immature technology 3.7 Inadequate estimation of project budget 3.8 Inadequate estimation of project schedule 3.9 Inadequate estimation of required resources 3.10 Inadequately trained development team members 3.11 Ineffective communication 3.12 Ineffective project manager 3.13 Inexperienced project manager 3.14 Inexperienced team members 3.15 Lack of an effective project management methodology 3.16 Lack of commitment to the project among development team members 3.17 Lack of people skills in project leadership 3.18 Large number of links to other systems required 3.19 Negative attitudes by development team 3.20 One of the largest projects attempted by the organization 3.21 Poor project planning 3.22 Project affects a large number of user departments or units 3.23 Project involves the use of new technology 3.24 Project involves use of technology that has not been used in prior projects 3.25 Project milestones not clearly defined 3.26 Project progress not monitored closely enough 3.27 Team members lack specialized skills required by the project 3.28 Team members not familiar with the task(s) being automated 3.29 <i>new: Ineffective collaboration</i> 3.30 <i>new: Ineffective coordination</i> 3.31 <i>new: Lack of trust</i>
		LOW	HIGH
		Perceived Level of Control	

Fig. D1. GSD Risk Catalogue presented in Beecham et al. [4]