Peer Response 2

Dear Samuel,

Thank you for contribution to the collaborative discussion. You have summarised the findings from the Lehtinen et al. (2014) paper and course content well. I agree that managing complexity and ensuring a cohesive, open communication within the team are vital for the IT project to succeed. The two factors you mention, Project Complexity and Project Environment, are closely interlinked. Whitney & Daniels (2013) highlight in their paper the various types of complexity issues that may arise, such as Non-linear Behaviour within a System with respect to anomalies and unexpected patterns, and Actors in the Complex System Environment, the team members themselves who are required to adapt amid having their own viewpoints and behaviours. They find that teams who communicate openly, with a purpose and managers with high emotional intelligence who can manage team culture and interactions successfully, see better project outcomes. Thus, it could be argued that there is a causal relationship between Project Environment and its Complexity. Related to that, Komal et al. (2020) find that human-related factors such as developer's soft skills, client knowledge and stakeholder involvement is proportional to the quality of the overall delivered project, and lack of technical knowledge in clients and stakeholders may result in scope creep. To build, I would recommend exploring additional case studies outside of the given course content. Additionally, it would be valuable to further investigate team dynamics and trust among team members incl. leadership, as a contributing factor to project failures.

References:

Komal, B., Janjua, U.I., Anwar, F., Madni, T.M., Cheema, M.F., Malik, M.N. and Shahid, A.R., 2020. The impact of scope creep on project success: An empirical investigation. *IEEE Access*, *8*, pp.125755-125775.

Whitney, K.M. and Daniels, C.B., 2013. The root cause of failure in complex IT projects: Complexity itself. *Procedia Computer Science*, *20*, pp.325-330.