**Peer responses in the first collaborative discussion on software engineering projects failures**

**First peer response**

Hi <STUDENT\_NAME>,

Thank you for your insightful post and the relevant examples you provided.

I agree that the reasons you listed are very common in industry, especially exacerbated for innovative projects leveraging cutting-edge technologies, wherein leadership teams may not have enough hands-on experience themselves, thus leading to ill-defined and highly variable requirements, as well as unrealistic deadlines considering the resources available (Goralski & Tan, 2020). One of the underlying root causes is the tacit and incorrect acceptance that the traditional management and agile methodology may be suitable for innovative software development projects that use cutting-edge technologies leading to non-deterministic outcomes, such as Artificial Intelligence (AI) (Jurney, 2017). Instead, more modern, flexible frameworks, such as the ‘Agile Data Science’ methodology, should be adopted (Jurney, 2017) and the leadership team should be educated to be able to manage AI-related projects with non-deterministic outcomes (Goralski & Tan, 2020), iterating more frequently than fortnightly sprints in traditional agile (Jurney, 2017).

I hope this helps.

Best wishes,

Marianne

**References**

Goralski, M. A., & Tan, T. K. (2020) Artificial intelligence and sustainable development. *The International Journal of Management Education* 18(1): 100330.

Jurney, R. (2017) *Agile data science 2.0: Building full-stack data analytics applications with Spark*. O'Reilly Media, Inc..

**Second peer response**

Hi <STUDENT\_NAME>,

Thank you for your informative post and the relevant examples you provided.

I agree that the reasons you listed are very common in industry, especially the project complexity and software testing being underestimated in innovative projects leveraging cutting-edge technologies, wherein project and product managers may not have enough hands-on experience themselves, thus leading to ill-defined and highly variable requirements, as well as unrealistic deadlines considering the resources available, thus impacting the quality of the deliverables (Goralski & Tan, 2020). One of the underlying root causes is the tacit and incorrect acceptance that the traditional management and agile methodology may be suitable for innovative software development projects that use cutting-edge technologies leading to non-deterministic outcomes, such as Artificial Intelligence (AI) (Jurney, 2017). Instead, more modern, flexible frameworks, such as the ‘Agile Data Science’ methodology, should be adopted (Jurney, 2017) and the leadership team should be educated to be able to manage AI-related projects with non-deterministic outcomes (Goralski & Tan, 2020), iterating more frequently than fortnightly sprints in traditional agile (Jurney, 2017).

I hope this helps.

Best wishes,

Marianne

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Jurney, R. (2017) *Agile data science 2.0: Building full-stack data analytics applications with Spark*. O'Reilly Media, Inc..

**Third peer response**

Hi <STUDENT\_NAME>,

Thank you for your focused and useful comments.

I agree that smart procurement and, potentially, more standardised methodologies to guide it can help in mitigating those risks. Whilst different types of contracts could also be useful, it is worth noting that large-scale multinational companies are also quite experienced in leveraging loopholes to avoid facing some consequences, as in the case of the failure of the software development project “NHS Connecting for Health” in the UK (Avison & Young, 2007).

Best wishes,

Marianne

**Reference**

Avison, D., & Young, T. (2007) Time to rethink health care and ICT?. *Communications of the ACM* 50(6): 69-74.