**Article 1:**

As glass mentioned in “Practical Programmer” it requires more accurate , honest estimates and detail understanding of the complexity of the scope and more experts help for a successful project. without the knowing the scope we cannot estimate the projects efforts. understanding the estimation improves the complexity. We can only estimate once the project is finished.

**Article 2:**

The reason behind failure of software projects are due to management factors, technical factors and business decisions. Management factors like bad planning, lack of understanding the requirement, poor cost and resource estimation was high on the list of failure factors, lack of experts . Technical factors like choice of technology. Billion dollars are wasting each year on failed software projects. The project managers and development team must deal with many pressures from project stakeholders during the development process .These pressures impact both cost and quality of the software produced. After a detailed research with developers and project managers we understood that there are many other reasons like political climate is one reason for a lack of postmortem

**Article 3 :**

Some of the top reasons for project failure are **poor alignment**, if the project will deliver value to the customer and users, though stakeholder supports and ownership should be strong. **Bad planning**, project managers have to identify the risks, dependencies, stakeholders and communication and quality needs. **Lack of executive support, incomplete requirements,scope creep**

**Standish group statistics :**

31% of corporate software development projects were cancelled before completion.

53% were challenged and cost.

180% were above their estimation.

**Glass reports on 16 project disasters. What are the main reasons that these projects failed?**

He found failed projects he reviewed were mostly huge and their failure factors were not just management factors but also included technical factors.

**90 practioners:**

The survey contains 88 questions. We note that all projects did not suffer from just one failure factor, they all had multiple problems and many of the factors are related to each other causing an escalation of problems.

**differences between in-house and outsourced projects:**

The in-house projects fail because:

1. project was underestimated,

3. delivery date decision was made

without appropriate requirements

information, and

4. staff had an unpleasant experience

working on the project.

5. fifty-one percent of the in-house

projects had all top 4 in-house failure

factors.

On the other hand, the top 4 failure

factors for outsourced projects are:

1. delivery date impacted the development

process,

2. change control was neither monitored

nor dealt with effectively

3. risks were not incorporated into

project plan, and

4. risks were not re-assessed, controlled,

or managed through the

project.

**What were the most frequent factors for in-house and outsourced :**

overall the most frequent factors are:

1. delivery date impacted the development process,

2. project was underestimated,

3. risks were not re-assessed, controlled, or managed through the project, and

4. staff were not rewarded for working long hours.

**What were some of the lessons learned from their survey?**

Our results show that projects do not fail for one single reason alone; they fail for multiple reasons.

**Do many companies conduct post mortem reviews? What would be the benefit from a post mortem review?**

We believe that political climate is one reason for a lack of post mortem reviews. post mortem reviews helps reveals the failure factors.