

CHAPTER 5

Conclusion and Recommendations

5.1 Introduction

This chapter is focused on coming into a conclusion based on the studies carried out in the statistical analysis section. Last part of the chapter discusses about strategies that can be adopted for successful scope management of IT projects.

5.2 Conclusion

This research has been carried out with the intention of finding the critical success factors those affect to successful implementation of the intended scope of IT projects. Selected population for the study was the ERP implementation in the Apparel manufacturing industry and the sample population covered the total population.



Literature survey was carried to find the related studies carried out in local and international context. Availability of literature in this area is limited and there was no local studies found. Literature survey revealed that the most critical success factors those affect to successful implementation of the intended scope of the IT project are adherence to scope management processes, amount of time spent on requirement analysis and percentage crash of the phase, difficulties faced during the requirement gathering process, project manager's characteristics and level of top management support. Based on these a conceptual model and hypothesis were developed.

Questionnaire type field survey was carried out selecting apparel manufactures and software vendors and researcher has interviewed several manufactures and vendors in order to gather more knowledge on the research topic. Statistical analyses were done using linear regression methods to find the relationship of independent variables to the dependent variable.

Analysis of data displays that the all the independent variables show significant relationship to the dependent variable other than the variable X2, amount of time spent on requirement analysis and percentage crash of the phase. Hence the study strengthens the hypothesis;

There is a significant relationship between the critical success factors and the successful implementation of the total intended scope of IT projects.

The order of the importance of the critical success factors to the successful implementation of the total intended scope of IT projects can be listed as follows.

(First factor has the highest importance)

1. Project manager's characteristics
2. Level of top management support
3. Adherence to scope management processes
4. Difficulties faced during the requirement gathering process



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Success factor "Amount of time spent on requirement analysis and percentage crash of the phase" did not display a linear relationship to the dependant variable. This might be due to the limitation of the data sets as described in the section 4.5.

Research shows how crucial is to have a good project manager for an IT project. IT projects are difficult to manage in nature. The project manager should be capable to understand and manage the scope management process and requirement gathering process well.

Strong commitment of the top management towards the project is secondly important in IT projects. Lack of attention of the top management on large IT projects will have a high tendency to fail. Main reasons for such failures are due to difficulties that the project team faced in taking decisions which affects to the business. Moreover, solving issues related to resource constraints slow down due to this factor. If the project manager is selected from the senior management, there is a higher possibility

to the success of the project. Further it is very important to have a strong steering team to guide the project team.

Scope management process described in the theories of scope management comes next. Although it is considered as independent there might be inter relationship of this to the first two factors (project manager's characteristics and top management support). However it is evident that sticking to the scope management processes namely scope initiation, scope planning, scope defining, scope verification and scope change control is significantly important to the success of IT projects.

5.3 Recommendations

Strategies those needed to adopt for successful implementation of intended scope of IT projects can be formulated based on the analyses and discussions done in previous chapters.



Strategies Recommended for Successful Implementation of the Intended Scope of the IT Projects

1. Select a project manager who has proven track records in projects management. Following qualities of the project manager are extremely important.
 - a. Communication Skills
 - b. Leadership and Motivational Skills
 - c. Change Management Skills
 - d. Planning Skills
 - e. Conflict Management Skills
2. Empower the project manager with high level of authority.
 - a. Involvement of the senior management is essential in formulating prior agreements with the functional heads of the other departments for releasing required resources during the requirement gathering period.

- b. Empower the project manager with appropriate level of decision making authority and guide and support him in difficult situation without making unnecessary delays.
3. Top management has to be highly committed towards the implementation of the IT system. This can be described further as follows.
 - a. Top management has to have a strong business commitment towards the project.
 - b. Formation of a steering committee consisting of senior managers is very important.
 - c. Steering committee should actively participate in the review meetings and guide the team in achieving the goals by taking timely decisions.
4. Strict adherence to the scope management processes.
5. Select project team members & sub-team members with following capabilities.
 - a. Understand and visualize what other people say and interpret them into process flow charts.
 - b. High level of direct and indirect influencing capabilities
 - c. Good negotiation skills

Appendix I – List of Organizations Studied for Getting Feedback

1. **Bodyline Pvt Ltd**
Rathnapura Rd
Guruthota
Horana
Phone 0344-285500
2. **Unichela Pvt Ltd**
24/2 Arthur V Dias Mawatha
Panadura
Phone 0384-299100
3. **Linea Aqua Pvt Ltd**
Giridara
Kapugoda
Phone 0364-279600
4. **Linea Clothing Pvt Ltd**
Kandy Industrial Park
Pallekele
Phone 0114-520299
5. **Shadowline Pvt Ltd**
Phase II, IPZ,
Katunayake
Phone 0114-838229
6. **Slimline Pvt Ltd**
Kuliyapitiya Rd,
Pannala,



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Phone 0374-699200

7. **Kingslake Engineering System Pvt Ltd**

46/58 Level 5 Millennium House,

Colombo 02,

Phone 011 – 2300849

8. **Textured Jursey Lanka Pvt Ltd**

Bl D 08-14 Seethawaka Industrial Park,

Avissawella

Phone 0364 – 279500

9. **Sabre Technologies**

Sayuru Sewana,

Nawam Mawata,

Colombo 2

Phone 0114 – 732000



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10. **Paradigm Clothing Pvt Ltd**

107 Pallidora Rd,

Dehiwela

Phone 0114 – 525314

11. **Hirdaramani Garment Pvt Ltd**

East Tower W T C,

Colombo 01

Phone 011 – 2446135

12. **Rapier Technologies Pvt Ltd**

7, Hemas House,

Braybrooke Place

Colombo 02

Phone 114 – 714207

13. **Omegaline Pvt Ltd**
Singakkuliya Rd,
Koongahawatte,
Singakkuliya.
Phone 0114 – 698833
14. **Courtalds Clothing Pvt Ltd**
Minuwangoda.
Phone 0114 – 837837
15. **Union Apparel Pvt Ltd**
20 Lake Road
Maharagama
Phone 011 - 2850775



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Appendix II – Questionnaires

Questionnaire I

Scope Management of IT Projects in Sri Lanka, Analysis on Critical Factors for Successful IT Projects.

Questionnaire I

Target Group: Internal project team members of the project sponsor.

This questionnaire has been prepared to analyze critical factors for the success of scope management in IT projects in Sri Lanka. You are kindly requested to answer all the relevant questions. The questions are of general nature and may not entail confidential information. However, you have the choice of not responding to any question which you may consider involve confidential information. Please select an IT project that has been recently implemented at your firm in answering the questionnaire. This survey is carried out for an academic purpose. Therefore, your cooperation is solicited to make the survey a success.

CWS Goonetilleke

MBA student, University of Moratuwa.

Name of the company:

1. **Adherence of Scope Management Process** University of Moratuwa, Sri Lanka.

1.1. A detail feasibility study was done before starting the project.

Strongly agree www.lib.mrt.ac.lk

Agree

Fairly

Disagree

Strongly Disagree

1.2. Project scope is strongly aligned to the organizations strategic plan.

Strongly agree

Agree

Fairly

Disagree

Strongly Disagree

1.3. Appropriate selection criteria such as financial return or market share etc was/were done before starting the project.

Strongly agree

Agree

Fairly

Disagree

Strongly Disagree

1.4. It was advantages to go ahead with the project according to the above (1.3) analysis

Strongly agree

- Agree
- Fairly
- Disagree
- Strongly Disagree

1.5. Project charter was done at the beginning of the project.

- Strongly agree
- Agree
- Fairly
- Disagree
- Strongly Disagree

1.6. Project charter was distributed among all stake holders.

- Strongly agree
- Agree
- Fairly
- Disagree
- Strongly Disagree

1.7. A written scope statement including project justification, deliverables, objectives and other supporting information was done as the basis for future project decisions

- Strongly agree
- Agree
- Fairly
- Disagree
- Strongly Disagree



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1.8. Clear work break down structure (WBS) was used

- Strongly agree
- Agree
- Fairly
- Disagree
- Strongly Disagree

1.9. Project was formally accepted by the client

- Strongly agree
- Agree
- Fairly
- Disagree
- Strongly Disagree

1.10. There was a formal group of people responsible for approving changes to the project

- Strongly agree
- Agree
- Fairly
- Disagree

Strongly Disagree

1.11. Proper project tracking method was used to ensure that the project does not divert from its intended scope

Strongly agree

Agree

Fairly

Disagree

Strongly Disagree

2. Time Spent on Requirement Analysis & on Implementation

2.1. What is the total time spent on requirement analysis including getting requirements from users and analyzing them?

2.2. What is the total time spent on the total project?

2.3. If you had to crash the requirement analysis time to achieve final project deadline please indicate the percentage of time you crashed to the original schedule?

3. Requirement Gathering

3.1. How well do you think the project team has visualized the user requirements?

Extremely well

Very well

Well

Not satisfactorily

Extremely not satisfactorily

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3.2. How difficult was it to gain access to people for getting requirements?

Extremely easy

Very easy

Easy

Difficult

Very difficult

3.3. How well you took decisions about user requirements?

Extremely well

Very well

Well

Not satisfactorily

Extremely not satisfactorily

3.4. Your top management (project sponsor) took strong and clear decisions whenever their decision making is vital.

Strongly agree

Agree

Fairly

Disagree

Strongly Disagree

4. Project Manager's Characteristics

4.1. Please indicate (in your experience) the importance of following characteristics (4.1.1-4.1.11) of the project manager to the success of the project

4.1.1. Communication Skills

Very Important

Important

Fairly Important

Not significant

Not at all

4.1.2. Leader Ship & Motivational Skills

Very Important

Important

Fairly Important

Not significant

Not at all

4.1.3. Organizational Skills

Very Important

Important

Fairly Important

Not significant

Not at all

4.1.4. Planning Skills

Very Important

Important

Fairly Important

Not significant

Not at all

4.1.5. Team Building Skills

Very Important

Important

Fairly Important

Not significant

Not at all

4.1.6. Client Management Skills

Very Important

Important

Fairly Important

Not significant

Not at all

4.1.7. Negotiation Skills

Very Important

Important



Fairly Important

Not significant

Not at all

4.1.8. Change Management Skills

Very Important

Important

Fairly Important

Not significant

Not at all

4.1.9. Maturity

Very Important

Important

Fairly Important

Not significant

Not at all

4.1.10. Conflict Management Skills

Very Important

Important

Fairly Important

Not significant

Not at all



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4.1.11. IT knowledge

Very Important

Important

Fairly Important

Not significant

Not at all

5. Top Management Support

5.1. Top management of the company had a strong and clear business commitment towards the project?

Strongly agree

Agree

Fairly

Disagree

Strongly Disagree

5.2. There was a steering committee for the project

Strongly agree

Agree

Fairly

Disagree

Strongly Disagree



5.3. If yes, please indicate the hierarchical level of the member in the steering committee.

- Senior management
- Middle level manament
- Senior Executives
- Executives
- Non of the above

5.4. Proper project review mechanism was used to communicate the project goals to the steering committee

- Strongly agree
- Agree
- Fairly
- Disagree
- Strongly Disagree

5.5. How frequent the review has happened?

- Weekly
- Every fortnight
- Monthly
- Bi-monthly
- Lesser than bi-monthly

5.6. Steering committee members were consistently participating for the review meetings actively throughout the whole project.

- Strongly agree
- Agree
- Fairly
- Disagree
- Strongly Disagree



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6. Success of the IT Project

6.1. Which of the following statements best describes the success of the IT project with regard to the total project scope?

- 100% of the project scope is completed
- 75% of the project scope is completed
- 50% of the project scope is completed
- 25% of the project scope is completed
- Project was completely unsuccessful

THANK YOU FOR YOUR KIND COOPERATION.

Appendix III – Raw Data


Response	Variable No	Question											Maximum	Total	Tot/Max	
		1	2	3	4	5	6	7	8	9	10	11				
1	1	4	4	3	3	3	4	4	4	4	4	4	4	55	41	0.75
1	2	3	5											10	8	0.80
1	3	3	2	3	5									20	13	0.65
1	4	5	4	4	4	5	5	5	4	4	4	4	4	55	48	0.87
1	5	4	5	5	4	5	4							30	27	0.90
1	6	4												5	4	0.80
2	1	4	4	3	4	4	2	2	4	5	4	3	3	55	39	0.71
2	2	2	5											10	7	0.70
2	3	3	5	5	5									20	18	0.90
2	4	4	4	4	4	4	4	4	4	4	4	3	3	55	43	0.78
2	5	5	4	5	5	3	4							30	26	0.87
2	6	4												5	4	0.80
3	1	3	3	3	4	4	2	4	4	4	3	2	2	55	36	0.65
3	2	3	5											10	8	0.80
3	3	3	3	3	3									20	12	0.60
3	4	5	5	4	4	4	4	4	5	4	5	4	4	55	48	0.87
3	5	3	4	4	3	4	3							30	21	0.70
3	6	4												5	4	0.80
4	1	4	4	5	4	4	5	5	4	4	4	3	3	55	46	0.84
4	2	3	5											10	8	0.80
4	3	2	4	3	4									20	13	0.65
4	4	5	5	4	5	4	5	5	5	4	4	4	4	55	50	0.91
4	5	5	5	5	3	5	4							30	27	0.90
4	6	5												5	5	1.00
5	1	4	3	3	3	3	2	2	5	5	5	4	4	55	39	0.71
5	2	2	5											10	7	0.70
5	3	3	5	4	4									20	16	0.80
5	4	4	4	4	4	4	4	4	4	4	4	3	3	55	43	0.78
5	5	4	4	5	4	3	3							30	23	0.77
5	6	4												5	4	0.80
6	1	4	4	2	3	3	3	1	3	4	3	3	3	55	33	0.60
6	2	5	5											10	10	1.00
6	3	3	2	3	4									20	12	0.60
6	4	5	5	5	5	4	5	4	4	4	4	5	5	55	50	0.91
6	5	5	3	4	3	3	3							30	21	0.70
6	6	4												5	4	0.80
7	1	3	4	3	2	2	2	3	3	4	4	4	4	55	34	0.62
7	2	5	5											10	10	1.00
7	3	4	3	4	4									20	15	0.75
7	4	5	5	4	4	5	4	3	5	4	5	3	3	55	47	0.85
7	5	4	4	5	4	4	4							30	25	0.83
7	6	4												5	4	0.80
8	1	4	4	5	4	4	3	5	5	3	4	3	3	55	44	0.80
8	2	5	5											10	10	1.00
8	3	5	3	5	3									20	16	0.80
8	4	5	5	4	5	4	4	5	4	4	4	4	4	55	48	0.87
8	5	3	5	5	4	3	3							30	23	0.77

8	6	4												5	4	0.80
9	1	5	4	5	4	4	2	5	5	4	5	5		55	48	0.87
9	2	2	5											10	7	0.70
9	3	3	2	2	5									20	12	0.60
9	4	5	4	5	5	5	4	4	5	5	5	5		55	52	0.95
9	5	4	4	5	4	5	4							30	26	0.87
9	6	4												5	4	0.80
10	1	5	4	4	4	4	5	5	5	5	5	5		55	51	0.93
10	2	2	5											10	7	0.70
10	3	5	2	5	5									20	17	0.85
10	4	5	5	5	5	5	3	3	5	4	5	4		55	49	0.89
10	5	5	5	5	5	3	5							30	28	0.93
10	6	5												5	5	1.00
11	1	5	5	5	5	5	5	5	5	4	5	5		55	54	0.98
11	2	5	5											10	10	1.00
11	3	5	4	5	5									20	19	0.95
11	4	5	5	5	5	5	5	5	5	5	5	4		55	54	0.98
11	5	5	5	5	5	3	5							30	28	0.93
11	6	5												5	5	1.00
12	1	4	3	2	2	2	3	2	3	3	3	3		55	30	0.55
12	2	5	5											10	10	1.00
12	3	4	3	4	3									20	14	0.70
12	4	3	4	4	4	4	4	4	4	4	4	2		55	41	0.75
12	5	2	3	3	2	1	4							30	15	0.50
12	6	4												5	4	0.80
13	1	4	4	4	4	4	4	4	4	4	4	4		55	44	0.80
13	2	4	5											10	9	0.90
13	3	3	4	3	4									20	14	0.70
13	4	5	3	5	5	4	5	5	5	5	5	4		55	51	0.93
13	5	4	5	5	4	3	4							30	25	0.83
13	6	5												5	5	1.00
14	1	5	5	4	5	5	4	5	5	5	5	5		55	53	0.96
14	2	4	5											10	9	0.90
14	3	5	3	5	4									20	17	0.85
14	4	5	5	5	5	5	5	5	5	4	5	4		55	53	0.96
14	5	5	5	4	5	4	5							30	28	0.93
14	6	5												5	5	1.00
15	1	5	5	4	4	4	5	5	5	5	5	4		55	51	0.93
15	2	4	5											10	9	0.90
15	3	4	4	5	5									20	18	0.90
15	4	5	5	4	4	4	5	4	5	5	4	4		55	49	0.89
15	5	5	5	5	5	3	5							30	28	0.93
15	6	5												5	5	1.00
16	1	4	4	3	3	3	4	4	5	4	4	4		55	42	0.76
16	2	3	5											10	8	0.80
16	3	3	3	4	5									20	15	0.75
16	4	5	5	4	4	4	4	4	5	5	4	4		55	48	0.87
16	5	4	3	4	3	3	4							30	21	0.70
16	6	4												5	4	0.80
17	1	4	4	5	5	4	4	4	4	4	3	4		55	45	0.82
17	2	5	5											10	10	1.00
17	3	3	4	3	4									20	14	0.70

17	4	4	4	5	3	4	4	5	4	3	3	3	55	42	0.76
17	5	4	4	3	3	4	3						30	21	0.70
17	6	4											5	4	0.80
18	1	3	4	4	5	3	4	4	4	4	5	4	55	44	0.80
18	2	4	5										10	9	0.90
18	3	4	4	4	3								20	15	0.75
18	4	4	4	4	3	4	4	3	4	3	5	3	55	41	0.75
18	5	3	5	4	4	4	4						30	24	0.80
18	6	4											5	4	0.80
19	1	4	4	4	4	4	3	5	3	4	5	5	55	45	0.82
19	2	4	5										10	9	0.90
19	3	3	3	5	5								20	16	0.80
19	4	5	4	4	4	3	3	4	5	4	4	3	55	43	0.78
19	5	4	3	4	4	3	4						30	22	0.73
19	6	4											5	4	0.80
20	1	4	4	4	4	3	4	4	4	4	3	5	55	43	0.78
20	2	5	5										10	10	1.00
20	3	4	4	4	5								20	17	0.85
20	4	5	5	4	4	4	4	4	3	3	4	3	55	43	0.78
20	5	4	4	4	5	3	4						30	24	0.80
20	6	4											5	4	0.80
21	1	4	4	4	5	5	5	3	4	4	3	5	55	46	0.84
21	2	5	5										10	10	1.00
21	3	3	4	5	5								20	17	0.85
21	4	4	4	4	4	4	4	4	4	4	4	4	55	44	0.80
21	5	3	5	4	4	5	5	3	4	4	4	4	30	26	0.87
21	6	4											5	4	0.80
22	1	4	3	3	5	5	3	4	4	4	4	4	55	43	0.78
22	2	3	5										10	8	0.80
22	3	4	4	4	5								20	17	0.85
22	4	4	4	4	4	3	4	3	4	3	4	5	55	42	0.76
22	5	4	4	5	4	4	3						30	24	0.80
22	6	4											5	4	0.80
23	1	4	5	5	5	5	5	5	5	5	5	4	55	53	0.96
23	2	4	5										10	9	0.90
23	3	5	5	5	4								20	19	0.95
23	4	5	5	5	5	5	4	5	5	5	5	4	55	53	0.96
23	5	5	4	5	5	5	5						30	29	0.97
23	6	5											5	5	1.00
24	1	4	4	4	4	4	4	3	3	3	4	5	55	42	0.76
24	2	4	5										10	9	0.90
24	3	3	5	5	4								20	17	0.85
24	4	4	3	4	4	3	4	4	4	4	4	4	55	42	0.76
24	5	3	3	4	4	3	5						30	22	0.73
24	6	4											5	4	0.80
25	1	4	5	5	5	5	5	5	5	5	5	5	55	54	0.98
25	2	3	5										10	8	0.80
25	3	3	5	5	4								20	17	0.85
25	4	5	5	5	4	5	5	5	5	5	5	5	55	54	0.98
25	5	5	5	5	5	4	4						30	28	0.93
25	6	5											5	5	1.00
26	1	5	4	4	4	3	3	4	4	4	3	5	55	43	0.78

26	2	5	5												10	10	1.00
26	3	4	4	4	3										20	15	0.75
26	4	5	4	3	4	4	3	4	4	4	4	4			55	43	0.78
26	5	4	3	4	4	4	3								30	22	0.73
26	6	4													5	4	0.80
27	1	3	5	5	5	5	3	5	5	4	5	5			55	50	0.91
27	2	4	5												10	9	0.90
27	3	5	4	5	4										20	18	0.90
27	4	5	5	5	5	5	5	5	5	5	4	4			55	53	0.96
27	5	5	5	5	4	5	5								30	29	0.97
27	6	5													5	5	1.00
28	1	5	5	3	4	4	4	4	4	4	4	4	5		55	46	0.84
28	2	2	5												10	7	0.70
28	3	4	4	4	4										20	16	0.80
28	4	4	4	4	5	4	5	5	5	4	5	5			55	50	0.91
28	5	5	5	4	4	4	4								30	26	0.87
28	6	5													5	5	1.00
29	1	5	5	3	3	4	4	5	4	3	4	5			55	45	0.82
29	2	5	5												10	10	1.00
29	3	4	4	4	3										20	15	0.75
29	4	4	5	4	4	3	3	3	4	4	4	4			55	42	0.76
29	5	4	4	4	4	3	3								30	22	0.73
29	6	4													5	4	0.80
30	1	5	4	4	4	4	5	5	4	4	4	5			55	48	0.87
30	2	5	5												10	10	1.00
30	3	5	3	5	3										20	16	0.80
30	4	4	5	5	5	5	5	5	3	5	5	4			55	51	0.93
30	5	5	4	4	5	5	5								30	28	0.93
30	6	5													5	5	1.00
31	1	5	5	5	5	4	4	4	4	4	5	5			55	50	0.91
31	2	4	5												10	9	0.90
31	3	4	5	4	3										20	16	0.80
31	4	5	5	4	4	5	5	5	5	5	5	4			55	52	0.95
31	5	5	5	5	5	5	4								30	29	0.97
31	6	5													5	5	1.00
32	1	5	5	4	5	5	3	5	5	4	4	4			55	49	0.89
32	2	5	5												10	10	1.00
32	3	3	4	4	4										20	15	0.75
32	4	5	5	4	5	5	5	5	4	5	4	3			55	50	0.91
32	5	5	5	5	5	5	4								30	29	0.97
32	6	5													5	5	1.00
33	1	4	5	5	5	5	4	5	5	4	5	5			55	52	0.95
33	2	4	5												10	9	0.90
33	3	5	3	3	5										20	16	0.80
33	4	4	4	4	5	5	4	5	5	5	5	5			55	51	0.93
33	5	4	5	5	4	4	4								30	26	0.87
33	6	5													5	5	1.00

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