Collaborative Discussion 1: Project Failures Study

1. **What do you believe are the three most common reasons for project failure?**

The study by Lehtinen et al. (2014) significantly contributes to our understanding of project failures, particularly in the software domain. It reveals that these failures are not the result of a single factor but a complex interplay of multiple factors across various process areas. This understanding is crucial as it guides us towards feasible targets for process improvement, which could significantly reduce the occurrence of project failures.

According to MacNeil (2022), project failure can occur for various reasons, such as not meeting objectives, delayed work, or not getting the desired deliverable. Some of the reasons for project failures are:

a) **Unclear objectives**
b) **Scope creep**
c) **Poor communication**

Simplilearn (2022) highlights practical strategies to avert project failures. These encompass devising a concrete plan, setting achievable goals, implementing effective risk management, ensuring optimal resource allocation, harnessing technology for seamless project management, vigilantly monitoring progress, and fostering streamlined communication and automation.

2. **Give two examples of failures that support your choices (there are several examples in the lecturecast).**

- Inexperienced staff can precipitate skills and competency failures, culminating in subpar solution design, implementation, and testing. The Ariane 5 rocket disaster is a stark reminder of this type of failure, triggered by a seemingly innocuous software error that evaded detection during testing (My-course, 2021).
- Communication and engagement failures in projects can manifest during team management, stakeholder management, and expectation management. The

EDS-BSkyB CRM project is a poignant example of shortcomings in the initial bid phases (My-course, 2021).

References:

- Lehtinen, T. O. A., Mäntylä, M. V., Vanhanen, J., Itkonen, J. & Lassenius, C. (2014). *Shibboleth Authentication Request.* [online] Available at: https://www-sciencedirect-com.uniessexlib.idm.oclc.org/science/article/pii/S0950584914000263?via%3Dihub [Accessed 15 Mar. 2024].
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- Simplilearn (2022). *10 Major Causes of Project Failure | Simplilearn.* [online] Available at: https://www.simplilearn.com/causes-of-project-failure-article.
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