

**AN EMPIRICAL STUDY OF FACTORS  
AFFECTING SOFTWARE PROJECT  
SCOPE CREEP IN SRI LANKA**

**MASTER OF BUSINESS ADMINISTRATION  
IN  
INFORMATION TECHNOLOGY**

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## **An Empirical Study of Factors Affecting Software Project Scope Creep in Sri Lanka**

### **ABSTRACT**

Software development projects are considered as a unique venture. Due to the distinct nature and attributes associated with it, Software project scope creep has been identified as a major risk in software development through various surveys conducted. Project scope management is considered to be the first phase in terms of project management. The scope states what the objectives of the project are and what work will be done to accomplish the project. The scope describes the parameters of what is included in a project and what is excluded from a project. Failing to manage the project scope affects all the other subsequent stages. This survey-based study focuses on identifying the factors that affect software project scope creep in Sri Lankan software development companies.

Factors affecting project scope creep were identified and were tested to ascertain their validity, importance and the causes in terms of the Sri Lankan context using an interview based questionnaire. Thirty two software development companies that belong to the software export association were chosen and forty two project managers from these organizations were selected for data collection.

Using a statistical tool, the data gathered was analyzed to ascertain the significance to the research objectives. The factors in software project scope creep were identified and presented in the descending order according to the factor rank. The lack of change management user participation and management commitment from the customers' part are considered as most prominent reasons for the software project scope creep.

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## DECLARATION

I hereby declare that the dissertation titled “An Empirical Study of Factors Affecting Software Project Scope Creep in Sri Lanka” is my own work and effort and in part or whole has not been submitted for any other academic qualification at any institute. Where other sources of information are used, they have been acknowledged as appropriate.

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### List of Abbreviations and Nominal Definitions

ACM	Association For Computer Machinery
BOI	Board Of Investment
Causes	A phenomenon which directly causes the factor of software project scope creep.
Change Management	Lack of change management practices.
Changing Requirements	The tendency of the customer to change requirements.
Development team	Team work related to software implementation.
Communication among team members of the development team	Communication mechanism that exists inside the software development team
et al	And Others
Inadequate testing	Check whether the software works properly as expected
Employee turn over	Employee turnover of the software team
Insufficient budget	Budget allocated to every software project
Incorrect or conflicting requirements	Development team getting contradictory or invalid requirements from the customer
Insufficient research	Background work on the project technology and the business domain.
IT	Information Technology
SEA	Software Export Association
SLICTA	Sri Lanka Information Communication Technology
SLASI	Sri Lanka Association for the Software Industry
WBS	Work Breakdown Structure