


Reference

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Appendix A- Questionnaire

Questionnaire on the Use of Best Practices in Project Management

in Sri Lankan Non-IT Organizations

Dear Sir/Madam,

I am a student of University of Moratuwa, conducting a research under the supervision of Dr. 'Buddhinath Jayatilleke', University of Moratuwa, as partial fulfilment of MBA in Information Technology programme.

This research is mainly focusing on Organisation which their core product is not in the software development or services portfolio (Here after referred to as a Non-IT Organisation) and the research is on the use of best practices in project management for software development.

As part of this research, this questionnaire has been designed to identify the usage and adaptability of some project management principals in these non IT organizations which have been proven in many other software development organisations as best practices in managing software development projects. Thus, I really appreciate your valued response to identify the required information.



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Your survey response will be strictly confidential and data from this research will be reported only in the aggregate. Further, this study is entirely for academic purposes and your responses to the questions will only be used for the purpose of this study.

Thank you for your cooperation.

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Section I

These questions are to identify your demographic information. Please tick options relevant to you (Double click on the box and select 'Checked' or 'Not checked').

1. Your Age (Years)

Less than 25	<input type="checkbox"/>	26-35	<input type="checkbox"/>	36-45	<input type="checkbox"/>	Above 45	<input type="checkbox"/>
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2. Gender

Male	<input type="checkbox"/>	Female	<input type="checkbox"/>
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3. Highest educational qualification

Post Graduates/Masters	<input type="checkbox"/>
Graduate	<input type="checkbox"/>
Diploma	<input type="checkbox"/>
Industry Certification	<input type="checkbox"/>
Other	<input type="checkbox"/>



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4. What best describes your position in your organization?

Managing Director / CEO / GM	<input type="checkbox"/>	Head of Division / Director	<input type="checkbox"/>
Senior Manager	<input type="checkbox"/>	Middle Manager	<input type="checkbox"/>
Line Manager	<input type="checkbox"/>	Team Lead / Executive	<input type="checkbox"/>
Other	<input type="checkbox"/>		

5. What is the industry/sector which your organization belongs to?

Software Development & Services	<input type="checkbox"/>
Telecommunications	<input type="checkbox"/>
Financial Services, Insurance & Banking	<input type="checkbox"/>
Wholesale & Retail Trade	<input type="checkbox"/>

Apparel & Textile	<input type="checkbox"/>
Manufacturing	<input type="checkbox"/>
Transport (<i>Public Transport, Cargo Handling, Ports, Civil Aviation etc</i>)	<input type="checkbox"/>
Hotels & Restaurants	<input type="checkbox"/>
Government/Semi Government	<input type="checkbox"/>
Diversified Group of Companies	<input type="checkbox"/>
Other (Please Specify)	<input type="checkbox"/>

6. No of employees in your organization

Less than 50	<input type="checkbox"/>
50-249	<input type="checkbox"/>
250-499	<input type="checkbox"/>
500-999	<input type="checkbox"/>
1000 and above	<input type="checkbox"/>



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7. Do you have any decision making authority on Managing Software Development Projects?

Yes	<input type="checkbox"/>
No	<input type="checkbox"/>

8. If YES to Q7, which best describes your role in Software Development Project Management? Please tick all that apply.

Final decision maker	<input type="checkbox"/>
Can influence the final decision	<input type="checkbox"/>

9. How many years of work experience do you have in the main role mentioned in Q4?

Below 1 Yr	<input type="checkbox"/>
1 – 3 Yrs	<input type="checkbox"/>
3 – 5 Yrs	<input type="checkbox"/>

Above 5 Yrs

Section II

This section is to finding out factors affecting software project failures in Non-IT organizations

10. Please rate the following factors as how they are related to a project failure based on your experience in managing software projects and rank them based on their importance.

	<u>Statement</u>	1	2	3	4	5
	(1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree)					
1	Poor communication within a development/ project teams and stakeholders lead to a Project failure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Incomplete requirements and specifications lead to a project failure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Poor Scope management lead to a project failure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Inadequate testing of the software lead to a project failure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Poor Integration of different software components (modules) lead to a project failure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Poor Change Management (e.g.: Training, Briefings, etc) leads to a project failure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Lack of User Involvement lead to a project failure.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section III

11. This section is to identify whether any of the following are practicing in your

	Statement (1=Practicing, 2=Partially Practicing, 3= Neutral, 4=Not Practicing, 5=Willing to Practice)	1	2	3	4	5
1	Highest priority is to satisfy the customer through early and continuous delivery of valuable software	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Welcome changing requirements, even late in development.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Business people and developers must work together daily throughout the project.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Working software is the primary measure of progress.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	The sponsors, developers, and users should be able to maintain a constant pace indefinitely.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	Continuous attention to technical excellence and good design enhances agility.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10	Simplicity--the art of maximizing the amount of work not done--is essential.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11	The best architectures, requirements, and designs emerge from self-organizing teams.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12	At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section IV

These questions are to identify the factors effecting bringing “Agility” to a project.


Working Definition of Agility: *A set of engineering best practices that allow for rapid delivery of high-quality software, and a business approach that aligns development with customer needs and company goals*

Please rate 1 to 5

	<u>Statement</u>	1	2	3	4	5
	(1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree)					
1	Do you think people should identify the complete requirements first, then design the system, and only after that start coding?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Do you think the scope should be finalized first and should not entertain changes during the project	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Do you think the position power or office politics should require managing project team?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Do you think the members of the team should empower to take accountability of what they are doing?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Do you think that you have to choose from a limited set of options and that there is no scope of selecting a middle path?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Do you believe that you can bring “Agility” to your project?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7	Do you believe that you can cope-up with “Agility” with in the project?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	Do you believe that you should have specialized skills in one or more areas as well as basic understanding of the technical and business aspects of software development?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	Does your organization allow you to attend for training courses, seminars, technology forums, etc?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10	If the answer to the 9 is “Yes”, then do take that opportunity frequently to improve your skill sets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11	Do you believe developing effective software as being based on producing comprehensive and detailed requirement and design documents?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

12. Do you prepare following documents during the project? (Documentation heavy mind set)

 Change Management Strategy	<input type="checkbox"/>	Organizational Design and Blueprint	<input type="checkbox"/>
Solution Design	<input type="checkbox"/>	Stakeholder Analysis	<input type="checkbox"/>
Infrastructure Design	<input type="checkbox"/>	Stakeholder Plan	<input type="checkbox"/>
Deployment Strategy	<input type="checkbox"/>	Test Plan	<input type="checkbox"/>
Test Strategy	<input type="checkbox"/>	Test Execution Sign off	<input type="checkbox"/>
Training Needs Analysis	<input type="checkbox"/>	Post Go Live Support Strategy	<input type="checkbox"/>
Training & Documentation Plan	<input type="checkbox"/>	Training Material and End User Documentation	<input type="checkbox"/>
Stakeholder & Business Engagement Plan	<input type="checkbox"/>	Hand Over to support	<input type="checkbox"/>
People Transition Plan	<input type="checkbox"/>	Training Evaluation Report	<input type="checkbox"/>
Communications Plan	<input type="checkbox"/>	Change Management Post Go Live Support Strategy	<input type="checkbox"/>
People Impact Assessment	<input type="checkbox"/>	Close out Report	<input type="checkbox"/>


Section V


These questions are to identify your team structure and nature of projects you do in your organization.

13. Your Project Team consists of;

Project Sponsor(s)	<input type="checkbox"/>
Project Manager	<input type="checkbox"/>
Stream Lead(s)	<input type="checkbox"/>
Consultant(s)	<input type="checkbox"/>
Developers / Technical Team	<input type="checkbox"/>
Team members of the Supplier(s)	<input type="checkbox"/>

14. What is the approximate team size of your projects

 Less than 10 <input type="checkbox"/>	At least 10 and less than 20 <input type="checkbox"/>	More than 20 <input type="checkbox"/>
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15. Which best classifies the size of the projects that your organization regularly undergoes?

Scale 1 (Less than \$75k) <input type="checkbox"/>	Scale 2 (At least \$75K and less than \$150k) <input type="checkbox"/>	Scale 3 (At least \$150k and above) <input type="checkbox"/>
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16. Which best describes the nature of the projects that your organization regularly undergoes?

Short Term (Less than 6 months) <input type="checkbox"/>	Medium Term (Between 6 to 12 months) <input type="checkbox"/>	long Term (More than 12 months) <input type="checkbox"/>
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17. Which best describes the nature of the projects that your organization regularly undergoes?

Strategic Criticality	<input type="checkbox"/>	Business Risk	<input type="checkbox"/>	Technical Risk	<input type="checkbox"/>
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18. Does your organization develop core systems in-house or your organization outsources the development to a 3rd party supplier.

In-house	<input type="checkbox"/>	Outsource	<input type="checkbox"/>
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19. Have you heard about Agile Project Management before in answering this Questionnaire?

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
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End of the questionnaire.

I sincerely appreciate your time and cooperation. Please check to make sure that you have not skipped any questions inadvertently, and then kindly e-mail your response to ruvendra@gmail.com.
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Thank you!



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