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**INTEGRATING HYBRID PROJECT  
MANAGEMENT PRACTICES TO OPTIMIZE THE  
AGILE SOFTWARE DEVELOPMENT PROCESS  
IN THE IT SECTOR**

**MASTER OF BUSINESS ADMINISTRATION IN  
MANAGEMENT OF TECHNOLOGY**

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Sri Lanka

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IN THE IT SECTOR**

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## DECLARATION

I declare that this is my own work and this dissertation does not incorporate without acknowledgement any material previously submitted for a degree or diploma in any other University or Institute of higher learning and to the best of my knowledge and belief it does not contain any material previously published or written by another person except where the acknowledgement is made in the text. I retain the right to use this content in whole or part in future works (such as articles or books).

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Date: 28<sup>th</sup> July2024

The above candidate has carried out research for the Masters dissertation under my supervision. I confirm that the declaration made above by the student is true and correct.

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Signature of the Supervisor:

Date: 29/07/2024

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## ABSTRACT

Sri Lanka's Information Technology industry is a key export earner, influencing various industries and directly impacting the nation's economy. To ensure a project's success, firms must select Project Management approaches that are appropriate for the project. Agile is a popular and widely used methodology in the IT sector due to the countless benefits it provides, while it offers precedence in terms of flexibility, there are also definite drawbacks as well.

This study examines on enhancing the agile software development process by incorporating traditional methodology factors, coming together in a hybrid manner to overcome the issues faced in agile resulting in project effectiveness. A comprehensive analysis of theoretical models and empirical results in the literature review has led to identifying of six key constructs. Namely delivery strategy, software development techniques, team capability of agile and requirement clarity, efficient communication in traditional methodology. Later the impact of the moderator, project duration was examined to see the moderating effect of three constructs on project effectiveness. The study adopts a quantitative research methodology and a deductive approach. This study has employed convenience sampling technique, and the structured questionnaire was distributed among them. With a total of 150 responses, using primary data the analysis was conducted.

The data analysis recommends that agile constructs and traditional methodology constructs can come together as a hybrid project management methodology to resolve the identified agile issues and achieve project effectiveness based on time, cost, quality, team, and client satisfaction. The research would be significant for medium to large-scale IT companies currently using the agile since it would help to mitigate issues in agile by developing a hybrid project management approach to achieve higher project effectiveness. Future research opportunities are proposed to explore the enhancement of agile software development process while taking other success methodologies into account.

**Keywords:** Agile methodology, Traditional methodology, Hybrid project management, Project effectiveness.

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## **LIST OF ABBREVIATIONS**

<b>Abbreviation</b>	<b>Description</b>
IT	Information Technology
PM	Project Management
TPM	Traditional Project Management
HPM	Hybrid Project Management
SD	Software Development
SPSS	Statistical Package for Social Sciences
Sig.	Significance

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