

# **Managing Projects Successfully: Causes of Failure in IT Projects and How to Overcome Them**

## **Abstract**

The assumption that IT projects fail due to technical reasons is a misconception. Most failures are due to non-technical causes, such as inadequate organisational environment or poor planning (Janssen and Cresswell, 2005). One of the major reasons is lack of proper understanding of the requirements of the project by its stakeholders. Understanding and articulation of clear goals and objectives along with a strong emphasis on good management support and proper resource allocation form important success factors for IT projects, particularly in small to medium sized enterprises (Murphy and Ledwith, 2007).

This paper analyses an e-services project in the public sector with emphasis on potential problems contributing to failure. Factors included incomplete project management activities, missing stakeholder plan, lack of clarity and agreement in objectives and the absence of a change management system to control scope changes. was the responsibility of the IT department in the organisation who were tasked with the successful implementation of the project to meet the strategic objectives of the organisation.

The paper has a practical focus, analysing problems and suggesting solutions which can be used for similar future projects. Recommendations include the use of project management techniques such as Earned Value Management and implementation of Key Performance Indicators (KPI) that can help track the status of the project and enable Project Managers to identify places that require intervention.

Keywords

IT Projects

Project Management

Critical Success Factors

Earned Value Management

Key Performance Indicators