

“CONSTRAINT ELIMINATION THROUGH CONFLICT POSSIBILITY INDICATOR MATRIX (CPIM) IN SOFTWARE PROJECT MANAGEMENT”

MR. MIR MEHDI ALI JAFRI
ASSISTANT PROFESSOR
ALLANA INSTITUTE OF
MANAGEMENT SCIENCES, PUNE

DR. MANIK KADAM
PROFESSOR
ALLANA INSTITUTE OF
MANAGEMENT SCIENCES, PUNE

INTRODUCTION

During a software development project often situations arise, where two parties disagree. This is what we mean by conflict. Conflict can be due to tangible and intangible reasons like features of product, process, technology, money, ego and variance in opinion etc.

Average successful projects are 28.8 %, challenged projects are 52.4 %, failed project are 18.8 % [3] [4]

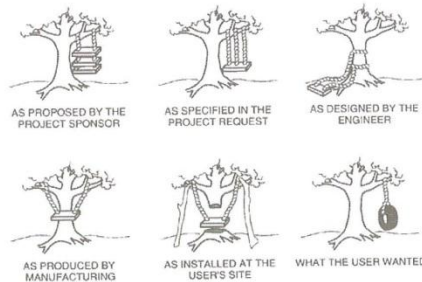
Conflicts ultimately may lead to

Delay and hence Heavy losses to the customer (proposer)

Extra and unnecessary efforts which leads to the cause of irritation for the developer

Premature Closure of project (Abortion of the project) with lots of expenses on penalties and legal actions

Here is an illustration of how 'the same idea' is misunderstood by different people involved in the same project.



Source Figure :

1, Project Management, 6th Ed., by Harold Kerzner, ITP, 1997, p. 350, A Breakdown in communication. Kerzner (2013)

Hence there is a need to critically look at the whole concept in detail and use the analysis in the process of timely conflict resolution. This paper is focused on software development projects but can be used in varied stakeholders and team members.

MYTHS ABOUT CONFLICT

Usually conflicts are considered hard time during development but several times it is good to work fast and create defined environment. Involved parties are aware that the conflict for any reason is a constraint in the progress of software project so therefore they should not become the victim of failure hence works very alertly and proactive.

Conflicts are constructively managed. That is, the behavioral differences between effective and ineffective project leaders can be studied more directly to see how they stimulate and resolve conflict. With results identifying these behaviors, managers and project leaders will be more appropriately equipped to use conflict as a constructive tool in their work in project teams[10].

TYPES OF CONFLICTS

It is the stake holders who are the ones who get affected the most. It is the stake holders again who would be interested in controlling the processes so that conflicts are at a minimum.

INTERNAL AND EXTERNAL

INTERNAL CONFLICTS

It includes members of development team (technical team), negotiating team (non-technical team), project managers and other stack holders.

EXTERNAL CONFLICTS

It includes members of development team (technical team) and client or between owner of the firm and client.

ROOT CAUSE OF CONFLICT

Due to economic loss, Due to promotion and progress, Due to internal competition, Due to personal ego, Due to limited Resources, Due to Communication gap, Personality Differences, Organizational structure[3] A Taxonomy of an IT Project Failure: Root Causes

CONFLICT TOUCH POINTS

Performance, Scope, Flow, User Friendly Look and feel, Dependency on API and other services, Time, Cost, Technology, Process, People Clarity, Legality.

Following are conflict possibility indicator where authorities, stakeholders and team members are depending on organizational structure and may vary.

- 1- Severity Indicator
- 2- Frequency Indicator

Once in a week	High	
Once in a Month	Medium	
Once in 1-10 years	Low	
Negligible	Nil	

Suggested actions (for internal conflict)

1. Punish or Reward
2. Link between episodes of conflicts and treatment on time
3. Reduce the conflict by turning the attention toward goal
4. Laws to reduce the conflicts

Suggested touch points to prevent conflicts

1. Clarity of work to everyone.
2. Audit of problem and reason of dispute.
3. Call meetings regularly.
4. Maintain Minutes of meeting (MOM).
5. Written communications or evidences of communications.
6. Motivate team members.
7. Socialize team members.
8. Ask team to suggest the solutions.
9. Keep balanced distance.
10. Maintain hierarchy of team.
11. Intervention of higher authority that has deep concern and understanding of complete scenario.

CONCLUSIONS

1. Failure rate can be reduced.
2. Reduce the frequency of conflicts
3. Healthy work culture can be developed.

4. Communication can solve many conflicts
5. Economic benefits (project gets completed on time with good quality) are ensured.

REFERENCES

- 1] Xihui Zhang, UNDERSTANDING CONFLICT BETWEEN DEVELOPERS AND TESTERS IN SOFTWARE DEVELOPMENT: SOURCES AND IMPACT, August, 2009, A Dissertation Presented for the Doctor of Philosophy Degree, The University of Memphis
- 2] Alignment between social and technical capability in software development teams an empirical study Manjari Maheshwari Faculty of Business Administration, Lake head University, Thunder Bay, Canada, and Uma Kumar and Vinod Kumar Sprot School of Business, Carleton University, Ottawa, Canada

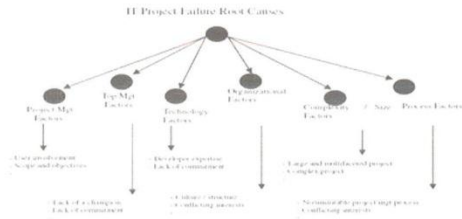
The current issue and full text archive of this journal is available at, www.emeraldinsight.com/1352-7592.htm
- 3] International Management Review Vol. 5 No. 1 2009, A Taxonomy of an IT Project Failure: Root Causes

Walid Al-Ahmad 1 , Khalid Al-Fagih 2, Khalid Khanfar 3, Khalid Alsamara 4, Saleem Abuleil 5, Hani Abu-Salem 6, New York Institute of Technology 1, Al Albait University 2, Arab Academy for Banking and Financial Sciences3, Chicago State University 4,5, University of South Carolina-Aiken 6
- 4] XihuiZhang , UNDERSTANDING CONFLICT BETWEEN DEVELOPERS AND TESTERS IN SOFTWARE DEVELOPMENT: SOURCES AND IMPACT, August 2009 , A Dissertation Presented for the Doctor of Philosophy Degree, The University of Memphis
- 5] Alignment between social and technical capability in software development teams. An empirical study Manjari Maheshwari Faculty of Business Administration, Lake head University, Thunder Bay, Canada, and Uma Kumar and Vinod Kumar Sport School of Business, Carleton University, Ottawa, Canada

The current issue and full text archive of this journal is available at www.emeraldinsight.com/1352-7592.htm
- 6] A TAXONOMY OF AN IT PROJECT FAILURE ROOT CAUSES

International Management Review Vol. 5 No. 1 2009, Walid Al-Ahmad 1 , Khalid Al-Fagih 2, Khalid Khanfar 3, Khalid Alsamara 4, Saleem Abuleil 5, Hani Abu-Salem 6, New York Institute of Technology 1, Al Albait University 2, Arab Academy for Banking and Financial Sciences3, Chicago State University 4,5, University of

South Carolina-Aiken 6



Journals, Language of publication: English, Document type: PERIODICAL, Accession number: 00783370, ProQuest document ID: 218972853, Document URL : <http://search.proquest.com/docview/218972853?accountid=89021>.

7] Standish group CHAOS Report in year 2015

<http://www.infoq.com/articles/standish-chaos-2015>

Standish Group publishes report every year since 1994 stating software development in industry, in 2015 they have studies 5000 projects around the world for small change to massive update.

MODERN RESOLUTION FOR ALL PROJECTS

	2011	2012	2013	2014	2015
SUCCESSFUL	29%	27%	31%	28%	29%
CHALLENGED	49%	50%	50%	50%	52%
FAILED	22%	23%	19%	22%	19%

The Modern Resolution (Or Done, On Budget, with a satisfactory result) of all software projects from 2011-2015 within the new CHAOS database. Please note that for the rest of this report CHAOS Resolution will refer to the Modern Resolution definition not the Traditional Resolution definition.

Average successful project: 28.8, Challenged Project: 52.4, Failed Project: 18.8

8] Early warning signs of IT project failure: The Dominant Dozen, Information system Management: fall 2006; 23,4; ABI/INFORM Global, Kappelman, Leon A; McKeeman, Robert; Zhang, Lixuan

9] Prevention of bullying and conflicts at work; Process factors influencing the implementation and effects of interventions; Eva Gemzoe Mikkelsen, CRECEA A/S, Aarhus, Denmark, Annie Høgh, Department of Psychology, University of Copenhagen, Copenhagen, Denmark, and Louise Berg Puggaard, Finsen Centre, Copenhagen University Hospital, Copenhagen, Denmark

10] Perceptions of conflict and success in information systems development projects.

Author : Robey, Daniel; Smith, Larry A; Vijayasathy, Leo R,
 Publication title: Journal of Management Information Systems,
 Volume: 10, Issue: 1, Pages: 123, Number of pages: 17, Publication year: 1993, Publication date: Summer 1993, Year: 1993,
 Publisher: M. E. Sharpe Inc., Place of publication: Armonk,
 Country of publication: United States, Publication subject: Political Science, ISSN: 07421222, Source type: Scholarly