

**SUCCESS OF INFORMATION SYSTEMS
IMPLEMENTATIONS IN SRI LANKAN BUSINESS
ORGANIZATIONS**

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University of Moratuwa, Sri Lanka.

Master of Business Administration in Project Management

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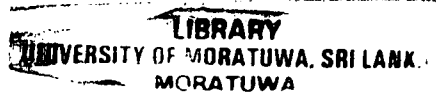
Department of Civil Engineering

University of Moratuwa

Sri Lanka

May 2011

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The Dissertation was submitted to the Department of Civil Engineering of the University of Moratuwa in partial fulfillment of the requirement for the Degree of Master of Business Administration.

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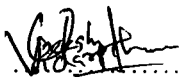
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DECLARATION

"I declare that this is my own work and this thesis 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.

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The above candidate has carried out research for the Masters under my supervision.

UOM Verified Signature

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Supervisor

Date

Prof. Asoka Perera

ABSTRACT

Success of information systems project implementation is an important goal for many organizations. The enormous dependence on information systems had engendered proper management of IT projects a critical requirement of organizational success. But shortfalls occur far more often than they should have occurred. Further the failures happen in every country; to large companies and small; in commercial, nonprofit, and governmental organizations; and without regard to status or reputation. Several commonly identified reasons have paved way to the information systems project successes/failures. Studies which carried out in this area have not covered software projects in Sri Lanka except one which mainly focused on business process re-engineering in ERP implementations.

The main goal of this research is to ascertain the overall success and effectiveness of software implementation projects in Sri Lanka and to identify factors that contribute it with the help of evidence elicited from case studies.



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The sample of this research was formed with IT project managers and the IT teams (software engineers, architects etc...), system end users and customers. Three government and private organizations were selected to collect data using interviews. Questionnaires were used as a secondary source of data gathering to confirm whatever the data gathered using interviews. Questionnaires were administered among a sample of people respondents via web as well as hard copies were distributed.

It was found that all three projects were considered successful by the users irrespective of time, cost and the scope. There were many factors that contributed to project success while many other factors contributed to their failure. Amongst them, user involvement and executive support played key roles in project successes. There were cases of user resistance in all the businesses that the new systems were installed. One of the most common challenges faced by all three projects was requirement gathering.

Limitations of this research were; the study was taken under a limited time and resource availability. The researcher had to be satisfied with only three of cases because of this constraint. Further research could be carried out to investigate financial aspect of software implementations in Sri Lanka as well as to find whether employers evaluate the benefits accrued after implementing software installations.

Keywords: Information Systems, Software Project Success



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DEDICATION

This thesis is dedicated to my little daughter Sanuki who was a great source of energy and inspiration that motivated me to complete it, and also to my husband and parents for all their encouragement, love and assistance.



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ACKNOWLEDGEMENT

This dissertation would not have been possible without the guidance and the help of several individuals who in one way or another contributed and extended their valuable assistance in the preparation and completion of this study.

First and foremost I offer my sincerest gratitude to my supervisor, Prof. Asoka Perera, for his unstinting support throughout my thesis; his patience, guidance and wisdom made my work easy and rewarding.

I wish to thank Prof. Ananda Jayawardena, Dr. Rangika Hawathura and all the other faculty members for their valuable support and advice during the course of this research.

Also I am much grateful to the course coordinators, research coordinator of the MBA program and all the staff members of Department of Civil Engineering, University of Moratuwa for their support and guidance on this project.



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Also I am thankful to everyone who helped me in data collection in People's Bank, LOLC and MAS holdings who gave their support to me to do the research on their software implementation projects.

Special thank goes to my parents and my husband for the encouragement and all the support they gave me to complete the thesis. Also I am grateful to my daughter Sanuki whose 20 minute brief naps every two hours helped me to concentrate on this work.

Last but not least I would like to thank everyone who helped me in many ways to make this research a success.

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LIST OF ABBREVIATIONS

1.	AGM	Assistant General Manager
2.	ASD	Adaptive Software Development
3.	ASP	Agile Software Process
4.	B2B	Business to Business
5.	B2C	Business to Consumer
6.	BP	Business Process
7.	CIO	Chief Information Officer
8.	DSDM	Dynamic System Development Method
9.	ERP	Enterprise Resource Planning
10.	FD	Fixed Deposit
11.	FDD	Feature Driven Development
12.	GL	General Ledger
13.	IT	Information Technology
14.	IS	Information Systems
15.	LOLC	Lanka Orix Leasing Company PLC
16.	LOFC	Lanka Orix Finance Company PLC
17.	LOIB	Lanka Orix Insurance Brokers
18.	LOFAC	Lanka Orix Factoring
19.	LOIT	Lanka Orix Information Technology
20.	LOMC	Lanka Orix Micro Finance
21.	LOPD	Lanka Orix Product Development
22.	MASHL	MAS Holdings
23.	PB	People's Bank
24.	POs	Point Of Sales
25.	RUP	Rational Unified Process
26.	SDLC	Software Development Life Cycle
27.	SAP	Systems Applications and Products
28.	UAT	User Acceptance Testing

29.	XP	Extreme Programming
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