

## Chapter 7

# Conclusion

This book was written to provide a comprehensive text on the subject of IS project success and failure taking account of some of the actualities of project and change management. The key areas of the available literature have been analyzed and discussed where relevant. There are numerous studies exploring this subject, with many attempting to provide frameworks and models to aid our understanding of the key concepts and underlying causes. However, studies have shown that organizations are still more likely to fail to deliver large IS projects than succeed and that smaller projects although not subject to the high failure rates of large ones still have an unacceptable failure rate. Many studies have addressed these issues by attempting to highlight the main causes of failure and by defining the key CSFs that projects need to align with. The acceptance within the industry of the role of stakeholders in project delivery has resulted in a drive for a greater appreciation of their needs and an understanding of their fears of change. The net effect of this has been a rise in the significance of change management as a discipline in its own right and a key component in successful delivery. However, the actuality perspective of how the two disciplines work together has not been widely researched and current practice may leave them both competing for resource and justifying their optimum start point in the project lifecycle. Advocating the closer integration of change and project management has been the theoretical proposition of a small number of studies, but to date the practical real-world perspective on how this is to be actioned has not featured in the literature. The development of an integrated approach that can reduce subjectivity and confusion from managers while delivering a consistent approach; needs to be progressed and formalized to better assure the successful delivery of benefits and to guarantee greater levels of adoption.