

**THE IMPACT OF CONTEMPORARY INNOVATION  
MANAGEMENT TRENDS TOWARDS THE  
ORGANIZATION OF IT PROJECTS**

Tasha Binthari Ibrahim

(149056J)

Degree of Master of Business Administration in Information Technology

Department of Computer Science & Engineering

University of Moratuwa

Sri Lanka

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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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Supervisor – Dr. Chandana Gamage

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## Abstract

Innovation failures when properly understood will support to improve the understanding of innovation success. When the root causes for the failures are analysed, managers can intervene to reduce the occurrences of such failures. The objective of this study is to explore the efficiency in the organizing of innovative IT projects in the Sri Lankan context.

For this qualitative research study, data was collected through open-ended questions to interview corporate informants to gather data to analyse perceptions of the participants with regard to innovation management in IT projects. MAXQDA, a software that supports the analysis of qualitative data was used to electronically store, document and structure all interview transcripts.

The ordering of aspects of innovation management that influence the organisation of IT projects was Reward Structure, Recruitment, Training and Development, Gamification and Employee Empowerment, where Reward Structure had the highest code frequency per document and number of documents per code. For different innovation management methods, the ordering of the factors which influence the organisation of IT projects is elaborated upon. In the observation of 11 organisations, it was found that there were no two identical innovation management implementations and each organisation provided a different experience.

Data sources for the interviews were limited because the preliminary review of opportunities to study innovation management in the Sri Lankan context revealed that only a selected set of organisations would be relevant to the research. Only a small fraction of the existing literature attempted to establish any relationships between the variables Trend and Project Organisation. In order to introduce or improve innovation management in an organisation, the budget, needs of the organisation, how to introduce the implementation and investment evaluations need to be considered.

**Keywords** Innovation Management, IT Project Organisation, Grounded Theory, Qualitative Data Analysis, MAXQDA

*Dedicated to My Ever Loving Parents*

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## **LIST OF ABBREVIATIONS**

<b>Abbreviation</b>	<b>Description</b>
EAM	Enterprise Asset Management
EMEA	Europe, Middle East, and Africa
ERP	Enterprise Resource Planning
ESM	Enterprise Service Management
HR	Human Resources
IFS	Industrial and Financial Systems
ISV	Independent Software Vendor
NBQSA	National Best Quality ICT Awards
ROI	Return On Investment