

Risk factors	Factor description
Customer Mandate	Lack of user participation Users resistant to change Conflict between users Users with negative attitudes toward the project Users not committed to the project Lack of cooperation from users Lack of top management support for the project Lack or loss of organizational commitment to the project
Scope and Requirements	Undefined project success criteria Conflicting system requirements Continually changing system requirements Continually changing project scope/objectives System requirements not adequately identified Unclear system requirements Incorrect system requirements Ill-defined project goals Users lack understanding of system capabilities and limitations Difficulty in defining the inputs and outputs of the system
Execution	Inadequately trained development team members Lack of commitment to the project among development team members Inexperienced team members Frequent conflicts among development team members Frequent turnover within the project team Development team unfamiliar with selected development tools Team members not familiar with the task(s) being automated Negative attitudes by development team Team members lack specialized skills required by the project Project involves the use of new technology High level of technical complexity Highly complex task being automated Project affects a large number of user departments or units One of the largest projects attempted by the organization Large number of links to other systems required Immature technology Project involves use of technology that has no been used in prior projects Lack of an effective project management methodology Inadequate estimation of project schedule Lack of people skills in project leadership Project progress not monitored closely enough Inadequate estimation of required resources Poor project planning Project milestones not clearly defined Inadequate estimation of project budget Ineffective project manager Inexperienced project manager Ineffective communication
Environment	Resources shifted from the project due to changes in organizational priorities Change in organizational management during the project Corporate politics with negative effect on project Unstable organizational environment Organization undergoing restructuring during the project Dependency on outside suppliers Many external suppliers involved in the development project