Towards a conceptualisation of quality in information technology projects

Quality has been extensively studied in repetitive operations, but it remains under-researched in projects. The uncertainty and dynamics of projects challenge the principles of quality developed for repetitive operations, and call for project-tailored solutions. This article explores the attributes of quality in projects, based on interviews conducted within a large IT-services company. An adapted repertory grid was used to investigate the understanding of quality by comparing concrete examples of projects considered as high or low quality. Eight attributes of quality were identified, which indicate a tension between a mechanistic standpoint of quality, and the need to incorporate less tangible aspects. © 2010 Elsevier Ltd. and IPMA. All rights reserved.

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