

Research's Name:	Jasmin Schmid	Conference:	ERMAC 2021	Type:	Handout of Research Proposal		
<b>Working title</b>	Effects of agile project management on customer outcome and financial performance: A case study in the manufacturing industry						
<b>Research question</b>	What effects does the usage of agile practices in project management have on customer outcome and financial performance in the IT department in manufacturing organizations?						
<b>Key papers</b>	<p>Conforto, E. C., &amp; Amaral, D. C. (2010). Evaluating an agile method for planning and controlling innovative projects. <i>Project Management Journal</i>, 41(2), 73-80.</p> <p>Lee, G., &amp; Xia, W. (2010). Toward agile: an integrated analysis of quantitative and qualitative field data on software development agility. <i>MIS quarterly</i>, 34(1), 87-114.</p> <p>Malmi, T., &amp; Brown, D. A. (2008). Management control systems as a package—Opportunities, challenges and research directions. <i>Management accounting research</i>, 19(4), 287-300.</p>						
<b>Motivation</b>	APM uses agile practices to coordinate projects and ensures target achievement in an uncertain environment. Agile practices enable fast sensing and responding to evolving changes in the project progress to satisfy customers. Prior scholars investigated the target-specific usage of software-specific agile practices among unilateral performance dimensions in the software industry; however, those findings hardly count for other industries, using APM. Until now, there is a lacking understanding regarding the effects of individual agile management practices on multiple performance dimensions, which limits the target-specific usage and controllability of those practices in project management in the manufacturing industry.						
<b>Idea</b>	The core idea of the research project is to use agile practices as a kind of MC practice (action planning and action control practices) to coordinate projects towards an intended project target. MC practices aim to steer operational actions, behavior, and resources to achieve corporate targets. Therefore, transparency regarding the effects of the practice on actions and goals needs to be present. As a result, projects can be coordinated and controlled based on the agile practice effect on a project goal.						
<b>Research design</b>	<p>Inductive theory building through within-firm embedded case study design:</p> <ul style="list-style-type: none"> <li>5 cases representing agile and hybrid projects</li> <li>Data collection <ul style="list-style-type: none"> <li>Primary data: semi-structured interviews</li> <li>Secondary data: project documents</li> </ul> </li> <li>Data evaluation: three-stage coding approach</li> </ul>		Case A	Case B	Case C	Case D	Case E
		Interview (total 18)	1 TM 2 MM	1 TM 2 MM	1 TM 2 MM	1 TM 2 MM	1 TM 2 MM
		Document (total 5)	x	x	x	x	x
<b>Outlook of findings</b>			<ul style="list-style-type: none"> <li>Demonstrating the effect of individual agile practice on multiple performance dimensions</li> <li>Describing underlying logic of an effect (why is the effect present / how does the effect become noticeable)</li> <li>Assigning practices based on their effectiveness and applicability into (1) planning, (2) developing, and (3) reflection phases (control and maintain regarding actions)</li> </ul>				
<b>What's new?</b>	Demonstrating the effects of individual agile management practices (e.g., product vision) on various project targets (e.g., product quality) in the manufacturing industry. Hence, the APM configuration of each project can be controlled and maintained according to the intended project target, assuming to increase the project success. Finally, shedding light on the usability and effectiveness of APM in the manufacturing industry.						
<b>Contribution</b>	<p>(1) Contributing to the MC literature by extending action planning and action control practices through agile practices (coordination and steering mechanism for projects).</p> <p>(2) Amplify the APM literature by identifying and describing the effects of individual agile practices on multiple performance dimensions in the manufacturing industry.</p> <p>(3) Providing prescriptive recommendations to practitioners in the manufacturing industry for the target-specific usage of agile practices to coordinate and control projects (e.g., activities or behavior) towards an intended project objective (e.g., customer satisfaction or process performance).</p>						