

Determining How Team Communication and Project Outcomes Evolve in a Midwestern Healthcare Company: A Case Study Approach

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Abstract

The purpose of this convergent parallel mixed methods design study was to determine the perspective of the Business Operation team and IT team during project team communication and interaction towards an awareness of the critical business processes and systems needed to ensure project success. For companies to remain competitive, a catalyst for growth through software development projects is required. Impediments to successful software project outcomes include inefficient communication, one-sided team communication, siloed team interaction, lack of business knowledge, lack of information sharing, and insufficient training resources.

The mixed methods research study included an in-depth review of the Business Operation teams' and IT teams' perspectives concerning team communication and interaction. An Independent Sample T-test was conducted to understand the differences between the Business Operation team and IT team regarding General Communication, Team Communication, Team Interaction, and Project Outcomes. The T-test results indicated a difference in the perspective between the groups with General Communication but no difference in the perspective of Team Communication, Team Interaction, and Project Outcomes. The themes emerging from the qualitative component indicated an opportunity for training to acquire the knowledge and skills required to understand the underlying business process to facilitate a software project discussion.

Keywords

Project Management, Software Development, Requirements Phase, Business Owner, Waterfall Method, Agile Method, Stakeholder, Requirements Engineering

Biographies

Gregory J. Ash, Ph.D., is a Research Advisor at CVS Health. He holds an MBA, MACC, and MS in Technology from Purdue University Northwest. Gregory completed his doctoral studies in May 2021 at Indiana State University, from which he holds a Ph.D. in Technology Management. His doctoral studies focused on the role of communication and team interaction in the development of software. Since 2000, he has been in several roles in Finance. The majority of his time is now spent in his role as Research Advisor at CVS Health, a large healthcare company. He works with internal business partners from various departments with the request for data and provides analysis involving financial matters. Gregory has also worked as an Adjunct Instructor teaching Personal Finance at Purdue University Northwest.

Cindy L. Crowder, Ph.D., is a Professor and former Chair of the Department of Human Resource Development & Performance Technologies at Indiana State University. She teaches courses in International and Cross-Cultural Training, Work-Life Integration, Characteristics of Human Resource Development, Career Development, and Research Methods. Prior to her career in academia, she worked in the hospitality industry for 10 years in the areas of event planning, employee development, training, and staffing. Her academic publications focus on work-life integration, teaching methods & strategies, employee discrimination, and diversity training.