

Project managers in global software development teams: a study of the effects on productivity and performance

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Abstract Globalization is having a deep impact on today's world economy. One of the most affected industries is the software industry. Recently, global software development (GSD) has gained a lot of attention. This new trend of producing software is influencing all software processes, including human resource management. The aim of this study is to provide an overview of the implications of GSD for software project managers by analyzing project performance from different perspectives such as the 360-degree feedback evaluation. Results show that performance of GSD projects is lower than in-house projects, but apart from that, this study reveals that there are also negative consequences for software project managers, which need to be taken into account. For instance, the experiment revealed a lack of attention to tasks by software project managers and, as a consequence of this, performance losses. The main conclusions of this research may be valuable for software development organizations.

Keywords Global software development · Software project managers · Efficiency

1 Introduction

Project management can be defined as the implementation of a collection of tools and techniques to manage the use of diverse resources for the accomplishment of a unique and complex task, which is subject to time, cost and quality constraints, among others (Olsen 1971). The project management team is responsible for the project's outputs and, hence, must ensure that the project goal and its purposes are fulfilled. To achieve these objectives, internal measures of performance are usually implemented (Dweiri and Kablan 2006). However, within the literature, there are no universally agreed measures of project performance. Atkinson (1999) stated that assessing project processes is essential. Jiang and Klein (2000) suggested that project operations performance must be calculated in terms of costs, time and productivity.

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