

Configurational Analysis of Project Management Methodologies using fsQCA: Pathways to Project Success

Rangaswamy Narala* and Praveen Gujjar J**

JAIN (Deemed-to-be University), Bengaluru, India

Abstract: Traditional project management research often assumes a linear relationship between methodology choice and effectiveness. However, selecting the optimal approach remains challenging because the success of Agile, Waterfall, or Hybrid methods depends heavily on contextual factors such as team expertise and stakeholder involvement. This study applies fuzzy-set Qualitative Comparative Analysis to examine how combinations of methodologies and contextual conditions shape project outcomes. Using data from [number of] projects in [industry/region], the analysis identifies three successful configurations: Agile projects supported by expert teams and engaged stakeholders; moderately complex projects using Hybrid approaches with expert teams; and stable, low-complexity projects employing Waterfall methods with coordinated stakeholders. The findings advance configurational perspectives in project management and provide practical guidance for aligning methodologies with team capabilities and governance needs to improve effectiveness.

Keywords: Project Management, fsQCA, Agile, Waterfall, Hybrid Methodologies, Project Success

* Research Scholar. Email: sai.nrs@gmail.com

** Faculty of Management Studies. Email: dr.praveengujjar@cms.ac.in