9th Pre-ICIS International Research Workshop on Information Technology Project Management (IRWITPM 2014)
Workshop Program

12/13/2014
AIS Special Interest Group on Information Technology Project Management

SIGITProjMgmt
Table of Contents
About the AIS Special Interest Group on IT Project Management .................................................. 1
Workshop Welcome .......................................................................................................................... 2
Workshop Committee .................................................................................................................... 2
SIG ITProjMgmt Officers ............................................................................................................. 2
Workshop Schedule ...................................................................................................................... 3
Best Paper and Reviewer Awards ................................................................................................. 4
  Best Paper Award .......................................................................................................................... 4
  Best Reviewer Awards .................................................................................................................. 4
Paper Abstracts ............................................................................................................................. 5
Completed Research Papers .......................................................................................................... 5
Research in Progress Papers ......................................................................................................... 6
Panel ............................................................................................................................................. 7
Upcoming SIGITProjMgmt Events ................................................................................................. 7
  PACIS 2015 .................................................................................................................................. 7
  AMCIS 2015 ................................................................................................................................. 7
  IRWITPM 2015 ............................................................................................................................ 7
Reviewer Thanks ............................................................................................................................ 8

About the AIS Special Interest Group on IT Project Management
This Special Interest Group (SIG) of the Association for Information Systems is comprised of a passionate group of individuals that are interested in IT project management. We sponsor tracks at various AIS conferences as well as host our own pre-ICIS workshop devoted to IT project management.

The mission of SIGITProjMgmt is to promote the vital role that project management brings to IT and creates an educational and rewarding experience for researchers, students, and practitioners interested in this field of study. For more information, visit our website at: http://www.SIGITProjMgmt.org/.
Workshop Welcome
Welcome to Auckland for the 9th International Research Workshop on IT Project Management (IRWITPM 2014) sponsored by the AIS Special Interest Group for Information Technology Project Management. This year’s workshop includes two completed research papers, three research-in-progress papers, and one panel.

It is my sincere hope that this year’s workshop will continue to facilitate the exchange of ideas between IT project management researchers, educators, and practitioners from around the world and provide an opportunity for us to renew and extend our network of IT project management colleagues.

I would also like to take this opportunity to thank the workshop authors, reviewers, participants, organizers, and sponsors (Project Management Institute and the University of Nebraska at Omaha). Without these individuals, our ninth annual meeting would not have been possible. Thank you again for engaging with this AIS SIG, and I hope you continue to participate in its activities.

Alanah Mitchell, Appalachian State University, SIGITProjMgmt President

Workshop Committee
Alanah Mitchell, Appalachian State University (Workshop Program Co-Chair)

Stacie Petter, University of Nebraska at Omaha (Workshop Program Co-Chair)

SIG ITProjMgmt Officers
Alanah Mitchell, Appalachian State University (President)

Michael Cuellar, Georgia Southern University (Secretary)

Radu Vlas, University of Houston – Clear Lake (Treasurer)

John Tripp, Baylor University (Communications and Publicity Chair)

Cecil Chua, University of Auckland (Membership and Community Relations Chair)

Deepak Khazanchi, University of Nebraska at Omaha (Founder)
# Workshop Schedule

<table>
<thead>
<tr>
<th>Date and Time</th>
<th>Activity</th>
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<tbody>
<tr>
<td>December 13, 2014</td>
<td><strong>Workshop Registration, Networking Lunch, and Opening Remarks</strong></td>
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<tr>
<td>12:30 – 1:15 PM</td>
<td>We will begin our workshop with a lunch to encourage networking.</td>
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<tr>
<td></td>
<td>Gourmet Sandwich with choice of 1) Roast Chicken &amp; Avocado Bloomer with</td>
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<td></td>
<td>Ploughmans bread, roasted chicken, Avocado, Tomato, Lettuce, Plum Sauce</td>
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<td></td>
<td>and Garlic Aioli; 2) Corned Beef Bloomer with Ploughmans bread, corned</td>
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<td></td>
<td>beef, pickle, swiss cheese, lettuce, tomato, mayonnaise, butter; or 3)</td>
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<td></td>
<td>Vegetarian Pide with Turkish Pide bread, roasted butternut pumpkin with</td>
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<td></td>
<td>allspice, cumin, and cinnamon, feta, caramelized onion jam, wild rocquette,</td>
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<tr>
<td></td>
<td>toasted pine nuts, and a chili yogurt dressing. Also includes a salad,</td>
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<td></td>
<td>fruit, cake, and orange juice.</td>
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<tr>
<td>1:15 – 1:30 PM</td>
<td><strong>Welcome and Opening Remarks</strong></td>
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<td></td>
<td>Stacie Petter, University of Nebraska at Omaha</td>
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<tr>
<td>1:30 – 2:15 PM</td>
<td><strong>Research in Progress: Session 1</strong></td>
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<tr>
<td></td>
<td>Session Chair: Mohammad Moeini-Aghkariz, HEC Montreal</td>
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<tr>
<td></td>
<td><strong>A Complex Adaptive Systems Perspective on Self-Organization in IS</strong></td>
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<td></td>
<td>Project Portfolios</td>
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<tr>
<td></td>
<td>Roger Sweetman, National University of Ireland, Galway;</td>
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<td></td>
<td>Orla O’Dwyer, National University of Ireland, Galway;</td>
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<td></td>
<td>Kieran Conboy, National University of Ireland, Galway</td>
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<td></td>
<td><strong>Measuring Coordination in Agile Software Development</strong></td>
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<td></td>
<td>Diane Strode, Whitireia Polytechnic</td>
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<td></td>
<td><strong>Software Development in Multiteam Systems: A Longitudinal Study on</strong></td>
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<td></td>
<td><strong>the Effects of Structural Incongruences on Coordination Effectiveness</strong></td>
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<td></td>
<td>Saskia Bick, University of Mannheim; Alexander Scheerer, University of</td>
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<td></td>
<td>Mannheim; Kai Spohrer, University of Mannheim; Thomas Kude, University</td>
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<td></td>
<td>of Mannheim; Armin Heinzl, University of Mannheim</td>
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<td>2:15 – 3:15 PM</td>
<td><strong>Engaging the IT Scholar in Project Management: PMI’s Research</strong></td>
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<td></td>
<td>and Education Resources</td>
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<td>Gary Klein, University of Colorado at Colorado Springs; Fred Niederman,</td>
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<td>St. Louis University</td>
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<td>3:15 – 3:30 PM</td>
<td><strong>Business Meeting</strong></td>
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<td>3:30 – 3:45 PM</td>
<td><strong>Coffee Break and Networking</strong></td>
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<td>An assortment of teas, coffee, and water served with montana pork,</td>
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<td></td>
<td>fennel sausage roll, and chef’s selection of cake &amp; slice.</td>
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<tr>
<td>Date and Time</td>
<td>Activity</td>
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| 3:45 – 4:45 PM | Completed Research  
Session Chair: Gary Klein, University of Colorado at Colorado Springs  
*Increasing Customer Satisfaction – How to Manage Expectations in the Process of Developing Information Systems*  
Georgios Stavrou, University of Cologne; Oleg Pankratz, University of Cologne; Dirk Basten, University of Cologne  
*Examining the Impact of Prior Work History in Software Projects*  
Stacie Petter, University of Nebraska at Omaha; Michelle Carter, University of Washington |
| 7:30 PM | Networking Dinner  
Enjoy an evening with your fellow IRWITPM participants at Auckland’s Harbourside Restaurant.  
First Floor, The Ferry Building, 99 Quay Street |

*Best Paper Award*

**Best Paper and Reviewer Awards**

**Best Paper Award**

*Increasing Customer Satisfaction – How to Manage Expectations in the Process of Developing Information Systems*  
Georgios Stavrou, University of Cologne; Oleg Pankratz, University of Cologne; Dirk Basten, University of Cologne

**Best Reviewer Awards**

Mohammad Moeini-Aghkariz, HEC Montréal  
Daniel Tan, Acer, Inc.  
Paul Witman, California Lutheran University
Paper Abstracts

Completed Research Papers

*Exploring Prior Work History within Software Project Teams*

Stacie Petter, University of Nebraska at Omaha; Michelle Carter, University of Washington

Software project management is challenging not only due to the technical requirements associated with creating software, but also in dealing with interpersonal issues that arise during the course of a project. One interpersonal dynamic within software project teams that is rarely discussed is the interaction among the team members themselves. Using social identity theory as a lens, this research explores how subgroups based on individuals’ prior work history could impact the project team. These prior working relationships could be a benefit to the team, or alternatively, could create favoritism among some members of the team. We explore the phenomenon of how prior work history affects the project team’s dynamic in the context of a massive multiplayer online role playing game (MMORPG). Using the results, we offer suggestions for future research and practice to consider the impact of social identity within software project teams.

*Increasing Customer Satisfaction – How to Manage Expectations in the Process of Developing Information Systems*

Georgios Stavrou, University of Cologne; Oleg Pankratz, University of Cologne; Dirk Basten, University of Cologne

Considering success of information system development (ISD) projects a matter of perspective, stakeholder satisfaction is often seen as an important success criterion. When evaluating satisfaction, expectations are essential – in case of ISD projects expectations concerning both process and product. While previous research focuses on the management of expectations concerning the product, lack of research exists concerning the process of ISD projects. To close this gap, we explore the approaches that can be applied to manage expectations and guide customer satisfaction with the process in ISD projects. By means of qualitative expert interviews, we focus on both types of situations – those in which the experts were successful and less successful in managing customer expectations concerning the ISD process. Our results from twelve interviews yield both concrete customer expectations (e.g., being involved by the contractor) and approaches to manage those expectations (e.g., creating transparency). Researchers can use our results to further investigate concrete expectations and expectations management approaches. Practitioners are provided with means to manage customer expectations, thus increasing customer satisfaction and the likelihood of project success.
Research in Progress Papers

A Complex Adaptive Systems Perspective on Self-Organization in IS Project Portfolios
Roger Sweetman, National University of Ireland, Galway; Orla O’Dwyer, National University of Ireland, Galway; Kieran Conboy, National University of Ireland, Galway

Portfolio management practices and theory continue to remain focused on a centralized “command and control” perspective. Even though many organizations promote and encourage self-organization, particularly within their software development teams, little is known about how or if IS project portfolios self-organize. Previous studies have explored self-organization at organizational, team, or project level, but do not explore self-organization at portfolio level. Self-organization facilitates the acceptance of innovative ideas and enables autonomous teams to respond to changes in requirements or in the environment without management intervention. This research-in-progress paper aims to firstly contribute to research by using the theory of complex adaptive systems to explain how one aspect of control, namely self-organization, can occur in portfolios of IS projects. Secondly, this study will, through the use of exploratory case studies, contribute to practice by determining the implications and challenges for managers of self-organizing IS portfolios.

Measuring Coordination in Agile Software Development
Diane Strode, Whitireia Polytechnic

Coordination has long been recognized as contributing to successful IT projects. Agile software development provides many practices for achieving project coordination in small co-located projects. Given the importance of coordination to successful software development projects and the increasing popularity of agile software development, investigating coordination in this context is timely and potentially useful. This paper takes an existing theory of coordination in co-located agile software development projects developed from case study research and proposes a field test of that theory. The question addressed is what is the effect of an agile coordination strategy on coordination effectiveness in co-located software development projects? This paper describes the initial theory of coordination and a research design for field-testing that theory.

Software Development in Multiteam Systems: A Longitudinal Study on the Effects of Structural Incongruences on Coordination Effectiveness
Saskia Bick, University of Mannheim; Alexander Scheerer, University of Mannheim; Kai Spohrer, University of Mannheim; Thomas Kude, University of Mannheim; Armin Heinzl, University of Mannheim

This study examines structural incongruences between organizational and product domains and their implications for coordination effectiveness in large-scale software development. We use the ongoing shift from on-premise to cloud-based software solutions to examine longitudinal effects of structural incongruences, i.e. the mismatch between organizational structures, including knowledge and task dependencies, and product structures, including technical dependencies, and how they resolve. We integrate extant literature in this field with literature on multiteam systems (MTS) and team composition to guide our longitudinal case study of one particular MTS within a large software organization. First insights from an initial case study of three development teams of different MTSs show how high level structural incongruences emerge on a team-level, providing a foundation for our subsequent study. By exploring the effects of structural incongruences over time, we expect to contribute to existing literature on organizational and product structure alignment as well as on MTS coordination effectiveness research.
Panel

*Engaging the IT Scholar in Project Management: PMI's Research and Education Resources*

*Gary Klein*, University of Colorado; *Fred Niederman*, St. Louis University; *Blaize Reich*, Simon Fraser University

As an interdisciplinary field of study, project management draws the interest of scholars in a variety of fields. Research and teaching in project management by IT/IS scholars is critical to the education and continuing learning of project management practitioners. Since more than a third of Project Management Institute’s membership identify themselves as IT professionals, PMI wants to engage with IT scholars who are educating the next generation of IT project managers. This session will address the research and education programs and events offered by PMI’s Academic Resources Department. Highlights will include undergraduate curriculum and resources; sponsored research program; teaching case competition; research and education conference; and research-informed standards. The restructuring of the Project Management Journal will also be addressed, outlining the focus of the four major departments and its mission and approach to encourage quality in project management scholarship. Both panelists are associate editors of the Project Management Journal.

**Upcoming SIGITProjMgmt Events**

**PACIS 2015**

SIGITProjMgmt will sponsor a track on IT Project Management and Outsourcing (ITProjMgmt) at PACIS 2015 in Singapore. For more information visit the PACIS 2015 website: [http://pacis2015.comp.nus.edu.sg/](http://pacis2015.comp.nus.edu.sg/) If you have any questions about the track, please email one of the track chairs: Shirish Srivastava, HEC Paris ([mailto:srivastava@hec.fr](mailto:srivastava@hec.fr)); Alanah Mitchell, Appalachian State University ([mitchellaj@appstate.edu](mailto:mitchellaj@appstate.edu)); or Cecil Chua, University of Auckland ([ae.chua@auckland.ac.nz](mailto:ae.chua@auckland.ac.nz)).

**AMCIS 2015**

SIGITProjMgmt will sponsor the track on IT Project Management (ITProjMgmt) at AMCIS 2015 in Puerto Rico. For more information visit the AMCIS 2015 website: [http://amcis2015.aisnet.org/](http://amcis2015.aisnet.org/) If you have questions about the track, please email one of the track chairs: Lorraine Lee, University of North Carolina Wilmington ([leel@uncw.edu](mailto:leel@uncw.edu)); Alanah Mitchell, Appalachian State University ([mitchellaj@appstate.edu](mailto:mitchellaj@appstate.edu)); or Stacie Petter, University of Nebraska at Omaha ([spetter@unomaha.edu](mailto:spetter@unomaha.edu)).

**IRWITPM 2015**

Our 10th International Research Workshop on IT Project Management (IRWITPM) will be held next year, December 2015, in coordination with ICIS 2015 in Ft. Worth, Texas, USA. Submissions will begin in August 2015. If you have questions about the workshop, please contact the workshop chairs: ([UNOIRWITPM@mail.unomaha.edu](mailto:UNOIRWITPM@mail.unomaha.edu)).
Reviewer Thanks

We would like to give a special thank you to our reviewers this year whose developmental reviews are critical to the success of this workshop. These reviewers include:

- Simon Bourdeau, HEC Montréal
- Marcirio Silveira Chaves, Universidade Nove de Julho – UNINOVE
- Simon Cleveland, Nova Southeastern University
- Gerard de Loez, University of Nebraska at Omaha
- John DuBard, Florida State University
- Lior Fink, Ben-Gurion University of the Negev
- Arpan Jani, University of Wisconsin, River Falls
- Sarah Shafiq Khan, National University of Sciences & Technology
- Melinda Korzaan, Middle Tennessee State University
- Yuzhu Li, University of Massachusetts Dartmouth
- Bernard Lichvar, iConsult4U.com
- Francesc Miralles Torner, La Salle, Universitat Ramon Llull
- Harekrishna Mishra, Institute of Rural Management
- Mohammad Moeini-Aghkariz, HEC Montréal
- Jacob Nørbjerg, Copenhagen Business School
- Dawn Owens, University of Texas at Dallas
- Christina Outlay, University of Wisconsin, Whitewater
- Sandy Schaeffer, University of Memphis
- Diane Strode, Whitireia Polytechnic
- Gladys Simpson, Florida International University
- Daniel Tan, Acer, Inc.
- John Tripp, Baylor University
- Benjamin Williams, Florida State University
- Paul Witman, California Lutheran University
- Raymond Young, University of Canberra