AIS SIG IT Project Management Newsletter

The Association for Information Systems (AIS) Special Interest Group for IT Project Management (SIGITProjMgmt) will globally promote and facilitate the creation, presentation and publication of research examining all facets of IT project management, including pedagogical issues. SIGITProjMgmt will also strive to be the global leader in linking and integrating IT project management research and practice.

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Letter From the President

In our last newsletter, I challenged you to consider how you will get involved in the SIG this coming year. Thank you to those that offered to review, those that submitted your research, those serving as associate editors and mini-track chairs for conference tracks, and those that have participated in our activities. This SIG is only successful through the efforts of our members, and I thank you for being engaged. If you still haven’t found your way to get engaged in the SIG, please contact me to find out how you may get involved.

We had a great meeting in Shanghai, China for our Sixth International Research Workshop on IT Project Management. It was great to see familiar faces and new ones at the workshop. This year featured a new developmental track as well as nine completed research papers and one research-in-progress paper. We hope to see even more of you in Orlando, Florida next year.

Congratulations are in order for Michael Cuellar, who was elected as our SIG’s Secretary and to Cecil Chua, who was elected as the Membership and Community Relations Chair at our annual business meeting.

There are many opportunities to share your research and learn from others this year. At the European Conference on Information Systems (ECIS 2012) in Barcelona, Spain will be a track on IT Project Management. There is also a track on IT Project Management at the Americas Conference on Information Systems (AMCIS 2012) in Seattle, in which there are seven mini-tracks to submit your research.

Many of you also teach IT project management courses. We do have a working group to discuss pedagogy issues. We also have a wiki page on the AIS pedagogy wiki to share syllabi and resources for teaching IT project management. Please consider sharing your syllabi, assignments, textbooks, or other ideas on the wiki. It only takes a few minutes to add your content, and it is a great opportunity for us to share resources and get ideas for our courses. If you want to join the working group, please contact Michael Cuellar who is coordinating this effort (mcuellar@nccu.edu).

I hope your 2012 is off to a great start, and I look forward to seeing you at a conference or workshop soon!

Stacie Petter (spetter@mail.unomaha.edu)
SIGITProjMgmt President
University of Nebraska at Omaha

SIG IT Project Management: http://www.sigitprojmgmt.org/
**SIG ITProjMgmt Updates**

**Summary of the 6th Annual IRWITPM**

The 6th International Research Workshop on IT Project Management (IRWITPM) included nine completed research papers, one research-in-progress paper, and three developmental papers. This year, we introduced a developmental session in which three authors presented their research and received feedback from a discussant to help the authors develop their work. This workshop was held December 4th, 2011 in Shanghai, China. Select papers from the workshop were fast tracked for consideration in a special issue of the *International Journal of Information Technology & Decision Making*.

Visit the IRWITPM archive website to review the Workshop Program, the Workshop Proceedings, and photos from the event ([http://sites.google.com/site/irwitpm/](http://sites.google.com/site/irwitpm/)).

**Election News from the Membership and Community Relations Chair**

This year, two leadership posts were up for election: Secretary and Member and Community Relations Chair. Voting took place this past December at the preICIS workshop on IT project management. The following SIG members were unanimously elected:

- **Secretary**: Michael Cuellar, North Carolina Central University
- **Member and Community Relations Chair**: Cecil Chua, The University of Auckland

**Bylaw Updates**

The Association for Information Systems (AIS) is asking all SIGs to amend their bylaws to comply with a new template provided by AIS. We developed and approved our bylaws two years ago, but we do need to make some changes to comply with AIS guidelines. We’ll share the updated bylaws with the membership and hold a vote this Spring to approve the amended bylaws. We hope you will participate in this important process.

**Special Issue of Scandinavian Journal of Information Systems**

SIGITProjMgmt sponsored a special issue on IT project management in the Scandinavian Journal of Information Systems. The following peer-reviewed papers will appear in this special issue.

"Examining Customer Focus in IT Project Management: Findings from Irish and Norwegian Case Studies," Garry Lohan, National University of Ireland; Kieran Conboy, National University of Ireland and University of New South Wales, Australia; Michael Lang, National University of Ireland

While an acute, continuous focus on customer needs is often cited as a key benefit of agile approaches, very little research has examined the customer focus construct in an agile project environment, or looked at the implications or recommendations for project managers. We draw on contemporary theories on customer focus to develop a framework for understanding customer focus in an agile project management context. This framework is applied to cases in Ireland and Norway and the results suggest that while agile approaches appear to increase customer focus, this is by no means guaranteed.

In fact there may be significant challenges and problems for project managers to overcome. For example, new communication issues with customer proxies may impair understanding of customer needs and requirements. The project manager needs to consider the identity, location, perceived personality of the customer, and the team’s prior
experience with the customer, all of which this research shows can affect the customer focus of the agile team. From this research, a new, empirically validated agile development customer focus framework is presented, providing project managers with a set of factors to be considered in becoming a truly customer focused agile IT project team.

"Knowledge-based Practices for Managing the Outsourced Project," Jill Owen, University of New South Wales; Henry Linger, Monash University

The management of outsourced information systems development (ISD) projects is both complex and problematic due to the type of outsourcing arrangement, the nature of the work that is outsourced, and the relationship between the vendor and client. Moreover, outsourced projects are conducted in an unstructured environment with divergent organizational expectations. Existing project management techniques and methodologies may not be sufficient to resolve such complexity, and project management needs to encompass knowledge-based aspects of management. Knowledge-based practices (KBPs) are directed at exploring, understanding and making sense of complex situations, sharing that understanding and using that understanding to inform actions to resolve that complexity. These KBPs need to be explicitly included in an expanded repertoire of project management techniques. In this paper we explore how KBPs facilitate the conduct execution of an outsourced ISD projects through a case study in a large Australian federal government department. Our study shows how KBPs operationalize and formalize a knowledge-based approach to project management for the successful delivery and management of outsourced projects. Significantly our study shows that KBPs are not only used within the project boundary but are also applied outside of the project boundaries boundary to address project complexity at a broader, strategic organizational level.

"Mindful Management Practices in Global Multivendor ISD Outsourcing Projects," Roman Beck, Goethe University Frankfurt; Katharina Schott, Goethe University Frankfurt; Robert W. Gregory, University of Goettingen

Research on global multivendor information systems development (ISD) outsourcing projects has uncovered several management challenges, resulting mainly from the complexity of coordinating multiple vendors across geographical locations. However, a gap persists regarding effective management practices in this context. This study employs an exploratory, single-case study design with grounded theory techniques to generate new, empirically grounded theory regarding mindful management practices. In particular, (1) relational knowledge should be viewed as an enabler but not as a standard recipe for interfirm cooperation, (2) cross-organizational trial-and-error learning processes should be leveraged early in the project, (3) intervendor power relations should be determined on the basis of expertise, and (4) multichannel communication should be structured around the context. These four practices are supported by theoretical insights drawn from organizational mindfulness theory: commitment to resilience, preoccupation with failure, under-specification of structures, and sensitivity to operations. Therefore, the papers main theoretical contribution is the introduction and extension of organizational mindfulness to the domain of global multivendor sourcing, marking an important first step for extending prior theory to the context of interorganizational exchange relationships and networks, with key implications for research and practice.

"Using Agile Practices to Influence Motivation within IT Project Teams," Orla McHugh, National University of Ireland; Kieran Conboy, National University of Ireland and University of New South Wales; Michael Lang, National University of Ireland

This exploratory study of IT project teams in Sweden and Ireland investigates how three agile practices, namely daily stand-ups, iteration planning, and iteration retrospectives, contribute to motivation or de-motivation in an agile team. Several studies recognize that motivating staff is critically important
for a project manager and have identified factors that motivate IT project staff in particular. Yet relatively little is known about motivation in an agile context and in particular how an IT project manager may use agile practices to improve team motivation. Seventeen individuals across two teams were interviewed, including both project managers and their staff. The results from both cases indicate that agile practices can contribute to team motivation and de-motivation. This study makes an important contribution in the area of motivation and agile project management by identifying factors that contribute to and inhibit motivation in agile IT project teams. It also makes a contribution to the existing literature by identifying additional factors that motivate and de-motivate IT developers, namely increased visibility and transparency on the progression of tasks, an increase in the number of meetings, lengthy meetings, use of agile practices on long-term projects and use of agile practices for complex or fragmented tasks.

**Reviewer Thanks**

A special thank you to those of you that have reviewed papers for the 6th International Research Workshop on IT Project Management and the European Conference on Information Systems (ECIS 2012). We also appreciate those helping as track chairs and special editors for ECIS 2012. We cannot offer so many opportunities to publish and share research on IT Project Management without the help of reviewers.

- Jani Antikainen, University of Jyväskylä
- Elizabeth Baker, Wake Forest University
- Roman Beck, Goethe University Frankfurt
- Wai Fong Boh, Nanyang Technological University
- William Brink, University of South Carolina
- Cecil Chua, University of Auckland
- Kieran Conboy, National University of Ireland and University of New South Wales
- Gabriel Costello, Galway-Mayo Institute of Technology
- Sharon Coyle, National University of Ireland Galway
- Jeff Crawford, University of Tulsa
- Albert Cubeles, La Salle, Universitat Ramon LLull
- Mike Cuellar, North Carolina Central University
- Joshua Davis, College of Charleston
- Xeufei Deng, University of Hawaii at Manoa
- Meghann Drury, Fordham University
- John DuBard, Florida State University
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- Ferran Giones, La Salle, Universitat Ramon LLull
- Kim Huat Goh, Nanyang Technological University
- Leysyan Gubaydullina, University of Jyväskylä
- Kerem Gurses, La Salle, Universitat Ramon LLull
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- Sarah Khan, University of North Carolina Charlotte
- Deepak Khazanchi, University of Nebraska at Omaha
- Timo Kääkölä, University of Jyväskylä
- Michael Lane, National University of Galway
- Matthias Lange, Humboldt-University Berlin
- Carl Lawrence, University of Oulu
- Lorraine Lee, University of North Carolina Wilmington
- Andrea Leitner, Graz University of Technology
- Yuzhu Li, University of Massachusetts Dartmouth
- Wee Kiat Lim, University of Colorado
- Garry Lohan, National University of Ireland
- Yikun Lu, University of Jyväskylä
- Orla McHugh, National University of Ireland, Galway
- Oliver Marschollek, Goethe University Frankfurt
- Brad McKenna, University of Auckland
- Francesc Miralles, La Salle, Universitat Ramon LLull
- Harekrishna Mishra, Institute of Rural Management
- Alanah Mitchell, Appalachian State University
- Laurentiu Neamtu, La Salle, Universitat Ramon LLull
- Björn Niehaves, University of Münster
- Jacob Nørbjerg, Copenhagen Business School
- Dawn Owens, Bellevue University
- Immanuel Pahlke, Goethe University Frankfurt
Upcoming Events

SIGITProjMgmt will be sponsoring a track on IT Project Management (ITProjMgmt) at ECIS 2012 in Barcelona, Spain. For more details about the conference and the track visit the ECIS website: http://www.ecis2012.eu/tracks/information-technology-it-project-management.html. If you have any questions, please email: Stacie Petter, University of Nebraska at Omaha, spetter@unomaha.edu

AMCIS 2012 Track on IT Project Management

SIGITProjMgmt is sponsoring a mini-track on IT Project Management (ITProjMgmt) at AMCIS 2012 in Seattle, WA. There are seven mini-tracks under the umbrella of IT Project Management. You can find more details about the conference, the track, and the mini-tracks at the AMCIS website: http://amcis2012.aisnet.org/index.php/program/track/it-project-management

Pedagogy Working Group Update

The SIG’s pedagogy working group has begun with an initial group of six people. The object of this working group is to encourage the spread of good pedagogical practices and materials throughout the SIG. Hopefully, this will be a self-organizing group, but Mike Cuellar, Secretary of the SIG (mcuellar@nccu.edu), is acting as the coordinator pro tem.

An outline for a wiki on the aisnet.org site has been created and interested members have begun posting syllabi, textbook reviews, articles etc. For others interested in joining, the link is as follows: http://education.aisnet.org/pedagogy/index.php?title=Project_Management_Course_Resources_Page

You will need to be an AIS member to access it. We encourage all members of the SIG to contribute to this page. To do so, follow the instructions on registering as an editor and make your changes in the best open source manner. We look forward to your contributions!
cks-and-minitracks. The deadline for paper submissions is March 1, 2012.

If you have any questions, please email one of the track chairs: Alanah Mitchell, Appalachian State University, mitchellaj@appstate.edu or Lorraine Lee, University of North Carolina Wilmington, Leel@uncw.edu.

CALL FOR PAPERS: SPECIAL ISSUE ON IT PROJECT MANAGEMENT FOR THE INTERNATIONAL JOURNAL OF INFORMATION TECHNOLOGY & DECISION MAKING

IT project management research has evolved from engineering disciplines. Certain aspects of managing information technology projects present challenges that are different from other types of projects undertaken by an organization. Furthermore, given the large expense taken by organizations to implement both hardware and software within the firm, organizations want better techniques and knowledge about how to manage these projects. This special issue solicits research in IT project management that focuses on problems that cover a large range of topics that cut across many IT areas. In addition to this open solicitation, selected completed research papers accepted for the AIS SIGITProjMgmt’s International Research Workshop on IT Project Management (IRWIPM 2011) will be included.

Themes that could be explored, but are not restricted to, include:

- virtual project management
- agile project management
- knowledge networks
- project management methodologies
- distributed project management
- project leadership
- project quality metrics
- project management standards
- best practices in project management
- project success

Special Issue Editors

Submissions to the special issue should be sent to both of the Special Issue Editors:

Deepak Khazanchi, University of Nebraska at Omaha, khazanchi@unomaha.edu
Stacie Petter, University of Nebraska at Omaha, spetter@unomaha.edu

Important Dates

- January 31, 2012: Submission deadline
- March 30, 2012: First round of decisions based on SJIS reviewer recommendations
- May 31, 2012: Revisions due
- July 31, 2012: Second round decisions based on SJIS reviewer recommendations
- September 30, 2012: Second round revisions due
- October 31, 2012: Camera-ready version submitted
- December 2012: Special issue publication date

IJITDM Format Requirements

Authors must submit original manuscripts in M$ Word format, double spaced. Submissions should not exceed 10,000 words, including abstract, references and appendices. References should be complete with all necessary bibliographic data. In-line citations should be in author-year format (Author Year). Upon acceptance of the manuscript, detailed guidelines for preparing a camera ready version of the manuscript will be sent to the authors.

Additional IJITDM information and previously published papers can be obtained at http://www.worldscinet.com/ijitdm/mkt/guidelines.shtml.

7TH ANNUAL INTERNATIONAL RESEARCH WORKSHOP ON IT PROJECT MANAGEMENT

We are holding our 7th International Research Workshop on IT Project Management (IRWITPM) (in
coordination with ICIS 2012) in December 2012 in Orlando, FL. Completed research, research-in-progress, and panels may be submitted to the workshop.

The deadline for submissions is September 15th, 2012 and should be submitted via email to UNOIRWITPM@unomaha.edu.

Questions about the workshop or submissions can be directed to Workshop Program Chair, Stacie Petter (spetter@unomaha.edu) or the Workshop Proceedings Chair, Alanah Mitchell (mitchellaj@appstate.edu).

For more information about this workshop, visit our IRWITPM website (http://sites.google.com/site/irwitpm/) or the SIG website (http://www.sigitprojmgmt.org).

**CALL FOR NEWSLETTER ARTICLES**

SIG ITProJMgmt members are all invited to offer items to the upcoming issue of the AIS SIGProJMgmt newsletter (Volume 4, Issue 1), to be published in September 2012. If you are interested, please send your submissions to Alanah Mitchell, mitchellaj@appstate.edu, by August 2012. Possible topics include, but are not limited to, the following:

1. Short essay/opinion/research study (800 – 1700 words).
2. IT Project Management book review (800 – 1700 words).
3. Teaching Project Management (up to 1700 words), teaching ideas or cases, sample syllabus, etc.
4. Industry voice (800 – 1700 words), we welcome PM related essays from industry professionals.
5. Brief introduction of Project Management research tools (up to 300 words).
6. Brief introduction of interesting IT Project Management journals and/or special issues, including citation information, brief description, table of content (for special issues), etc.
7. CFP for IT Project Management related journals or conferences.

To view previous newsletters, please visit http://ais.affiniscape.com/displaycommon.cfm?an=1 &subarticlenbr=801

**SPONSORS**

We would like to extend a thank you to the sponsors this year, including:
**SIG ITProjMgmt Networking**

SIG information is posted on our website as well as our IRWITPM website:

[http://www.sigitprojmgmt.org](http://www.sigitprojmgmt.org)
[http://sites.google.com/site/irwitpm/](http://sites.google.com/site/irwitpm/)

AIS has put together a listserve for all of the Special Interest Groups, including ours. To sign up for our mailing list please visit the following website: [http://www.aisnet.org/AIS_Lists](http://www.aisnet.org/AIS_Lists)

Additionally, we have established a LinkedIn group for increased networking among our SIG members. Therefore, with your LinkedIn accounts you can now join the Group/Association titled: AIS SIG IT Project Management: [http://www.linkedin.com/groups?mostPopular=&gid=2475042](http://www.linkedin.com/groups?mostPopular=&gid=2475042).

We hope to stay connected through these various networking opportunities!

**Officers**

*Founder:* Deepak Khazanchi, University of Nebraska at Omaha, [khazanchi@unomaha.edu](mailto:khazanchi@unomaha.edu)

*President:* Stacie Petter, University of Nebraska at Omaha, [spetter@unomaha.edu](mailto:spetter@unomaha.edu)

*Secretary:* Michael Cuellar, North Carolina Central University, [mcuellar@nccu.edu](mailto:mcuellar@nccu.edu)

*Treasurer:* Lorraine Lee, University of North Carolina Wilmington, [leel@uncw.edu](mailto:leel@uncw.edu)

*Membership and Community Relations Chair:* Cecil Chua, The University of Auckland, [aeh.chua@auckland.ac.nz](mailto:aeh.chua@auckland.ac.nz)

*Communications and Publicities Chair:* Alanah Mitchell, Appalachian State University, [mitchellaj@appstate.edu](mailto:mitchellaj@appstate.edu)

**SIG ITProjMgmt Information**

We hope that you will consider participating in the activities of this group. When you apply or renew your AIS membership, select SIGITProjMgmt from the list of special interest groups when prompted. You can also add SIGITProjMgmt to your current membership at any time. The following websites provide additional information.

*AIS website*
[http://home.aisnet.org](http://home.aisnet.org)

*SIGITProjMgmt website*