10th Pre-ICIS International Research Workshop on Information Technology Project Management (IRWITPM 2015)

Workshop Program

12/12/2015
AIS Special Interest Group on Information Technology Project Management
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**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/](http://www.SIGITProjMgmt.org/).
Workshop Welcome
Howdy and welcome y’all to Ft. Worth, Texas for the 10th International Research Workshop on IT Project Management (IRWITPM 2015) sponsored by the AIS Special Interest Group for Information Technology Project Management. We have reached a milestone this year in that we have had ten consecutive years in which this workshop promoted and encouraged research in the domain of IT project management.

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). Without these individuals, our tenth 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, Drake University, SIGITProjMgmt President

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

Stacie Petter, Baylor University (Workshop Program Co-Chair)

SIG ITProjMgmt Officers
Alanah Mitchell, Drake 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 12, 2015</td>
<td><strong>Workshop Registration and Breakfast</strong></td>
</tr>
<tr>
<td>8:30 – 9:00 AM</td>
<td>Assortment of danishes and muffins served with butter and jams, yogurts, and granola. Served with an assortment of coffee, tea, and juice.</td>
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<tr>
<td>9:00 – 9:15 AM</td>
<td><strong>Opening Remarks and Workshop Logistics</strong></td>
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<tr>
<td>9:15 – 10:30 AM</td>
<td><strong>Completed Research: Session 1</strong> (Session Chair: Mohammad Moeini-Aghkariz, University of Sussex)</td>
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<tr>
<td></td>
<td>Locus of Fluctuations: An Examination of Project Disruptions</td>
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<td></td>
<td>Kurt Schmitz, Georgia State University; Radha Mahapatra, University of Texas at Arlington; Sridhar Nerur, University of Texas at Arlington</td>
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<td>Investigating Antecedents to Social Loafing in IT Project Teams:</td>
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<td></td>
<td>Applying the Collective Effort Model</td>
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<td></td>
<td>Elizabeth White Baker, University of North Carolina-Wilmington;</td>
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<td>Patricia Swafford, High Point University</td>
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<td></td>
<td>Sensing High Performance Enablers in the Collective Action of Successful IS Project Teams</td>
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<td>Gerard De Leoz, Baylor University; Stacie Petter, Baylor University</td>
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<tr>
<td>10:30 – 10:50 AM</td>
<td><strong>Coffee Break</strong></td>
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<td></td>
<td>Build your own trail mix; assorted seasonal whole fruits; bottled natural juices</td>
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<tr>
<td>10:50 – 11:50 AM</td>
<td><strong>Research in Progress: Session 1</strong> (Session Chair: Dawn Owens, University of North Texas)</td>
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<td></td>
<td>Beyond Projects: Coordination Process in IT Enabled Programmes</td>
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<td></td>
<td>Muhammad Rasheed Khan, University of New South Wales; Walter D. Fernández, University of New South Wales; James J. Jiang, National Taiwan University</td>
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<td>Reviewing the Past for a Better Future: Reevaluating the IT Project Retrospective</td>
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<td>Richard Skinner, University of Houston; Lesley Land, The University of New South Wales; Wynne W. Chin, University of Houston; R. Ryan Nelson, University of Virginia</td>
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<td></td>
<td>The Impacts of Goal Structure Design among Projects within an IT Program on the Resources Monitoring</td>
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<td></td>
<td>Jamie Y. T. Chang, Tunghai University; James J. Jiang, National Taiwan University; Jacob C.A. Tsai, National Taiwan University</td>
</tr>
<tr>
<td>Date and Time</td>
<td>Activity</td>
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<tr>
<td>11:50 – 12:00 PM</td>
<td><strong>Business Meeting</strong></td>
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<tr>
<td>12:00 – 1:00 PM</td>
<td><strong>Lunch</strong> Smoked Turkey Breast and Longhorn Cheddar Cheese on Rustic Bread with Potato Salad, Whole Fruit, Chips, Jumbo Cookie, and Bottled Water</td>
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<tr>
<td>1:00 – 1:40 PM</td>
<td><strong>Research in Progress: Session 2</strong> (Session Chair: Gary Klein, University of Colorado at Colorado Springs)</td>
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|                    | Context and Timing in Bad News Reporting: An Exploratory Study in IS Projects  
|                    | Sumantra Sarkar, SUNY, Binghamton; Mark Keil, Georgia State University; Hyung Koo Lee, HEC Montreal  
|                    | The Role of Liminality in Transitioning and Learning from Project Failures  
|                    | Stacie Petter, Baylor University; Lorraine Lee, University of North Carolina at Wilmington  |
| 1:40 – 2:40 PM     | **Panel: Technical Skills, Behavioral Competence, and Strategic Awareness: An Undergraduate Project Management Curriculum**  
|                    | Vijay Kanabar, Boston University; Carla Messikomer, Project Management Institute  |
| 2:40 – 3:00 PM     | **Coffee Break** Pimento cheese and ham pinwheel with sundried tomato tortillas; apple wedges, celery, carrot sticks, nutella, caramel, ranch dips; crust-less peanut butter, banana and honey sandwiches; chocolate dipped pretzel sticks; Twinkies®; Ding Dongs®; fresh lemonade, fruit punch  |
| 3:00 – 3:50 PM     | **Completed Research: Session 2** (Session Chair: Lorraine Lee, University of North Carolina at Wilmington)  
|                    | Envisioning the Future of Portfolio, Program, and Project Management (P3M): An Ontology  
|                    | Arkalgud Ramaprasad, University of Illinois at Chicago; Nagesh Rammurthy, CBRE South Asia Pvt. Ltd.; Thant Syn, Texas A&M International University  
|                    | Influence of Communication on Client Satisfaction in Information System Projects – A Quantitative Field Study  
<p>|                    | Phil Diegmann, University of Cologne; Dirk Basten, University of Cologne, Oleg Pankratz, University of Cologne  |</p>
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<th>Date and Time</th>
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<tr>
<td>6:00 PM – ???</td>
<td><strong>Networking Dinner</strong></td>
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Enjoy an evening with your fellow IRWITPM participants at Ft. Worth’s Little Red Wasp Restaurant.

808 Main St, Fort Worth, TX 76102

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**PMI® Academic Resources:**
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Paper Abstracts

Completed Research Papers

Envisioning the Future of Portfolio, Program, and Project Management (P3M): An Ontology

Arkalgud Ramaprasad, University of Illinois at Chicago; Nagesh Rammurthy, CBRE South Asia Pvt. Ltd.; Thant Syn, Texas A&M International University

The vision of Portfolio, Program, and Project Management’s (P3M) future has to be visible in all its sagacity, complexity, and granularity to be effective. It has to be visible and meaningful to all stakeholders – to align them, to avoid dysfunctional conflicts among them, and for them to shape the future collaboratively, systematically, and systematically. Such visibility will help: (a) translate the vision into reality without distortion, (b) provide a coherent framework to manage uncertainty and change, (c) create a culture leading to excellence, (d) serve as a constant reference for assessment, feedback and learning throughout the P3M lifecycle, and (e) sustain the viability of P3M. We present an ontology to make the vision of P3M’s future visible. The ontology encapsulates the logic of the vision – its many dimensions, layers of elements, and innumerable components. It is parsimonious and can elucidate the vision’s complexity at different levels of granularity.

Investigating Antecedents to Social Loafing in IT Project Teams: Applying the Collective Effort Model

Elizabeth White Baker, University of North Carolina-Wilmington; Patricia Swafford, High Point University

Even with several decades of IT project management research and practice, there are still issues with keeping projects on time and within budget, with the final product adding value to the project organization. With the overwhelming majority of IT projects involving teams of workers, it is important to take advantage of insights drawn from work within the referent discipline of organizational behavior, and more specifically from work that focuses on teams and team member behaviors. This research focuses on antecedents impacting social loafing that would fall under the category of informal controls. Specifically, our research question is do antecedents identified as important in the Collective Effort Model in team projects have an impact on social loafing? These findings provide a contribution to the theoretical basis for social loafing and potentially lead to a better understanding of how IT project leaders can most effectively influence project processes and outcomes.

Locus of Fluctuations: An Examination of Project Disruptions

Kurt Schmitz, Georgia State University; Radha Mahapatra, University of Texas at Arlington; Sridhar Nerur, University of Texas at Arlington

Project deviations of different types are used to examine the theorized role of Locus of Control on two types of project outcomes: process performance and developer satisfaction. A survey of 315 professional project managers is analyzed with PLS-SEM to quantify the direct effects of requirements fluctuations, staff fluctuations and technology fluctuations as well as the contingent effects from External Locus of Flux. We demonstrate the consequences of deviation events that complicate efforts to maintain situational control. Implications for research and practice are discussed.
Influence of Communication on Client Satisfaction in Information System Projects – A Quantitative Field Study
Phil Diegmann, University of Cologne; Dirk Basten, University of Cologne, Oleg Pankratz, University of Cologne

Divergences between perception and measurement of information system (IS) project success are phenomena known as successful failures or failed successes. Such projects either satisfy stakeholder expectations or are completed according to their plans, but do not succeed in both terms. Based on expectation-confirmation theory, we advance the understanding of project success by observing the role of client-vendor communication regarding the interaction of client expectations, perceptions, and satisfaction. By means of a quantitative field study with managers of IS projects on the client side, we show that perceptions of product performance are more relevant than perceptions of process performance for meeting client expectations in IS projects. Expectations towards the process (i.e., budget and schedule) are revealed to be considerably less relevant, which is a likely consequence of many projects failing to meet such expectations. An avenue for future research resulting from our study is the investigation of differences concerning communication mediums by contrasting agile and non-agile development projects.

Sensing High Performance Enablers in the Collective Action of Successful IS Project Teams
Gerard De Leoz, Baylor University; Stacie Petter, Baylor University

A disconcerting truth about IS projects persists – project failure and challenged rates remain high. Research has revealed that project failures are attributed more to the social factors than the technical factors. Yet, while there are teams who struggle with poor teamwork and coordination, there are project teams who produce exceptional results and ensure successful project implementations. Employing a phenomenological research inquiry, this study explores the concept of high performance within the collective action of IS project teams. We analyzed data from experiences of project managers whose teams have successfully delivered IS projects across a variety of development methodologies. Our results parallel expectations from collective action theory, a multi-disciplinary theory that informs about interactions in groups. Collective action theory offers insights that explain how patterns of interactions within IS project teams transpire into enablers of high performance activities towards delivering IS projects successfully.


Research in Progress Papers

Beyond Projects: Coordination Process in IT Enabled Programmes
Muhammad Rasheed Khan, University of New South Wales; Walter D. Fernández, University of New South Wales; James J. Jiang, National Taiwan University

Programme management is increasingly employed by governments and industry leaders as a mechanism for achieving strategic changes of significant complexity. Yet, research on programme management in general, and information technology (IT) enabled programmes specifically, is scarce. A common justification of programme management approach is its ability to coordinate across multiple projects and operational activities which are interrelated or interdependent, thus making coordination a central concept in programme management. Despite its importance, the process of coordination in programme management has remained unexplored. Based on a review of IS literature on coordination, a research study has been designed which aims to develop a process model of coordination in IT enabled programmes. This study will make research contribution to the understudied area of programme management and to programme management practice by explaining how coordination concretely occurs in IT enabled programmes. By taking the neglected whole-of-process approach, this study will also contribute to coordination research.

Context and Timing in Bad News Reporting: An Exploratory Study in IS Projects
Sumantra Sarkar, SUNY, Binghamton; Mark Keil, Georgia State University; Hyung Koo Lee, HEC Montreal

Failure to report bad news at the right time has been one of the major contributors to IS project failures. While prior studies have identified many factors that can affect bad news reporting, there is a dearth of research on how context and timing affect the perception and reporting of bad news. Furthermore, little is known about how individuals perceive and process different types of bad news that can emerge during a project’s lifecycle. In this study, we employ a multiple case study approach to address these important theoretical gaps that exist within the bad news reporting literature. Our aim to shed light on how context and timing affect bad news reporting in IS projects.

The Impacts of Goal Structure Design among Projects within an IT Program on the Resources Monitoring
Jamie Y. T. Chang, Tunghai University; James J. Jiang, National Taiwan University; Jacob C.A. Tsai, National Taiwan University

Within an IT program, a key source of conflict has been the competition among project managers over scarce resources necessary for the completion of their own individual projects. To succeed in the overall implementation of their program, however, program managers must consider methods for effectively monitoring resources when designing projects. The shared cognition theory suggests that a shared understanding of tasks among all program members would serve as a solid foundation for the effective monitoring of resources. However, would a shared understanding alone be sufficient to achieve the needed level of resources monitoring among individual teams? Drawing from the social interdependence theory, we propose that goal interdependence is a critical condition for integrating multiple projects into a program. We argue that shared goal understanding leads to heightened levels of resources monitoring which in turn leads to greater efficiency in the implementation of the IT program. However, this relationship may be moderated by the goal interdependence among projects within the program. To empirically test the model, an instrument has been developed while data collection nears completion.
Reviewing the Past for a Better Future: Reevaluating the IT Project Retrospective

Richard Skinner, University of Houston; Lesley Land, The University of New South Wales; Wynne W. Chin, University of Houston; R. Ryan Nelson, University of Virginia

This paper provides a commentary on previous research to inform our understanding of IT project retrospectives. The literature surrounding project retrospective outcomes, measurement and processes are discussed, and critical factors necessary for project retrospective success are considered. Consequently, semi-structured interviews are undertaken with experienced project managers to determine levels of agreement between research and practitioner disciplines. Outcome findings include multiple project retrospective definitions being used, differing project retrospective outcomes being desired, thirteen project retrospective processes being advocated, and no project retrospective measurements given to confirm whether these outcomes have been successfully achieved. Subsequently, project retrospective processes are presented such that each process has the capability to deliver on any outcome irrespective of its nature. Further research is suggested necessary to pursue a more rigorous and relevant conceptual understanding of the IT project retrospective construct.

The Role of Liminality in Transitioning and Learning from Project Failures

Stacie Petter, Baylor University; Lorraine Lee, University of North Carolina at Wilmington

In the information technology project management literature, much has been written about the types of project failures and reasons for project failure. However, less research has focused on how project managers cope when a project in which they have been managing is considered a failure. In this study, we examine how project managers transition and learn from project failures that are due to termination of the project before it was completed, or due to a project that was completed but had a disappointing result. Specifically, we focus on the concept of liminality that occurs due to project failure, which is a state of ambiguity during a time of transition. The results of this study will be useful in understanding how project managers effectively (or ineffectively) transition to new projects and learn from failure.

Panel

Technical Skills, Behavioral Competence, and Strategic Awareness: An Undergraduate Project Management Curriculum

Vijay Kanabar, Boston University; Carla Messikomer, Project Management Institute

In this paper we discuss selected dimensions of the 2015 Project Management Curriculum Guidelines project including: the development process; key characteristics; categories of knowledge contained in it, and options for use. The Curriculum Guidelines and Resources project was designed and vetted by an international group of scholars. Accompanying the curriculum guidelines is an exemplar foundational course fully adapted for teaching IT Project Management. A unique aspect of the curriculum guidelines is the faculty contributed resources component. In our presentation we will elaborate upon a significant aspect of the curriculum framework—mapping course objectives, learning outcomes, and assessment of learning to program goals.
Upcoming SIGITProjMgmt Events

PACIS 2016
SIGITProjMgmt will sponsor a track on IT Project Management and Outsourcing (ITProjMgmt) at PACIS 2016 in Chiayi, Taiwan. For more information visit the PACIS 2016 website: http://www.pacis2016.org/. If you have any questions about the track, please email one of the track chairs: Shirish Srivastava, HEC Paris (srivastava@hec.fr); Alanah Mitchell, Drake University (alanah.mitchell@drake.edu); or Cecil Chua, University of Auckland (aeh.chua@auckland.ac.nz).

AMCIS 2016
SIGITProjMgmt is sponsoring the track on IT Project Management (ITProjMgmt) at AMCIS 2016 in San Deigo. For more information visit the AMCIS 2016 website: http://amcis2016.aisnet.org/ There will be minitracks on Agile Project Management, IT Project Success, Project Management Education, and General Topics in IT Project Management. If you have questions about the track, please email one of the track chairs: Lorraine Lee, University of North Carolina Wilmington (llel@uncw.edu) or Stacie Petter, Baylor University (stacie_petter@baylor.edu).

IRWITPM 2016
Our 11th International Research Workshop on IT Project Management (IRWITPM) will be held next year, December 2016, in coordination with ICIS 2016 in Dublin, Ireland. Submissions will begin in August 2016. If you have questions about the workshop, please contact the workshop chairs: (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:

- **Dirk Basten**, University of Cologne
- **Simon Bourdeau**, Université du Québec à Montréal
- **Marcirio Chaves**, Universidade Nove de Julho – UNINOVE
- **Simon Cleveland**, Nova Southeastern University
- **Lior Fink**, Ben-Gurion University of the Negev
- **Shane Givens**, Georgia State University
- **Gary Hackbart**, Valdosta State University
- **Robert Haughton**, Walden University
- **Sarah Shafiq Khan**, National University of Sciences & Technology
- **Melinda Korzaan**, Middle Tennessee State University
- **Bernard Lichvar**, iConsult4U.com
- **Michael Martel**, OnBase
- **Mohammad Moeini-Aghkariz**, University of Sussex
- **Jacob Nørbjerch**, Copenhagen Business School
- **Dawn Owens**, University of Texas at Dallas
- **Jignya Patel**, Florida Institute of Technology
- **Christoph Rosenkranz**, University of Cologne
- **Kurt Schmitz**, Georgia State University
- **Martha (Marti) Snyder**, Nova Southeastern University
- **Diane Strode**, Whitireia Polytechnic
- **Roger Sweetman**, NUI Galway
- **Daniel Tan**, Acer, Inc.
- **Radu Vlas**, University of Houston at Clear Lake
- **Joseph Walls**, University of Michigan
- **Benjamin Williams**, Florida State University
- **Paul Witman**, California Lutheran University