11th Pre-ICIS International Research Workshop on Information Technology Project Management (IRWITPM 2016)

Workshop Program

12/10/2016
AIS Special Interest Group on Information Technology Project Management
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: http://www.aisnet.org/group/SIGITProjMgmt.
Workshop Welcome
Welcome to Dublin, Ireland for the 11th International Research Workshop on IT Project Management (IRWITPM 2016) sponsored by the AIS Special Interest Group for Information Technology Project Management. This is our eleventh consecutive year 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 eleventh annual meeting would not have been possible. Thank you again for engaging with this AIS Special Interest Group, 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

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<tr>
<th>Date and Time</th>
<th>Activity</th>
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<tr>
<td>December 10, 2016</td>
<td><strong>Opening Remarks and Workshop Logistics</strong>&lt;br&gt;Alanah Mitchell, Drake University</td>
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<tr>
<td>8:30 – 8:45 AM</td>
<td><strong>Completed Research: Session 1</strong> (Session Chair: Mohammad Moeini, University of Sussex)</td>
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<tr>
<td>8:45 – 10:15 AM</td>
<td><em>Complexity in Information Systems Project Portfolio Management: An Emergent Properties Perspective</em>&lt;br&gt;Roger Sweetman, Lero, Maynooth University; Kieran Conboy, Lero, NUI Galway</td>
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<td><em>Accumulating Project Management Knowledge Using Process Theory</em>&lt;br&gt;Fred Niederman, Saint Louis University; Benjamin Mueller, University of Groningen; Sal March, Vanderbilt University</td>
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<td><em>The Explanatory Power of the Constructs of Transaction Cost Economics Theory</em>&lt;br&gt;Christoph Pflugler, Technical University of Munich; Manuel Wiesche, Technical University of Munich; Helmut Krcmar, Technical University of Munich</td>
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<td><em>Managing Conflicting Institutional Demands in Outsourced ISD Projects</em>&lt;br&gt;Gregory Vial, HEC Montreal; Suzanne Rivard, HEC Montreal</td>
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<tr>
<td>10:15 – 10:45 AM</td>
<td><strong>Networking Break</strong>&lt;br&gt;Tea, Coffee, Scones with Jam and Cream</td>
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<td>10:45 – 12:00 PM</td>
<td><strong>Research in Progress: Session 1</strong> (Session Chair: Roger Sweetman, Lero, Maynooth University)</td>
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<td><em>Towards a Research Agenda for Adopting Agile Project Management in Creative Industries</em>&lt;br&gt;Mike Seymour, University of Sydney; Sharon Coyle, University of Sydney</td>
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<td><em>Collective Intelligence and Diversity: How Diversity and Collective Intelligence Shape Agile Team Efficiency</em>&lt;br&gt;Phil Diegmann, University of Cologne; Christoph Rosenkranz, University of Cologne</td>
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<td><em>Agile Requirements Work in a Digital Transformation Project: Managing Diverse and Dispersed User Needs</em>&lt;br&gt;Kathrine Vestues, Norwegian University of Science and Technology; Finn Olav Bjørnson, Norwegian University of Science and Technology</td>
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<td><em>Is There Such a Thing as Agile IT Program Management?</em>&lt;br&gt;Muhammad Rasheed Khan, University of New South Wales; Walter D. Fernandez, University of New South Wales; James J. Jiang, National Taiwan University</td>
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<tr>
<td>12:00 – 12:15 PM</td>
<td><strong>Business Meeting</strong>&lt;br&gt;Alanah Mitchell, Drake University</td>
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| 12:15 – 1:30 PM | **Lunch and Learn: PMITeach.org Overview & PM-2 Course Development Workshop Update**  
Kimberly Whitby, Project Management Institute; Fred Niederman, St. Louis University  
Gibson Salad Served with Green Asparagus, Sundried Tomatoes & Walnuts; Thai Green Chicken Curry Flavoured with Coconut & Chilli Served with Basmati Rice; Morocco Style Chick Pea & Spiced Vegetable Tagine Flavoured with Tomato & Saffron (V) ; White Chocolate and Raspberry Cheese Cake |
| 1:45 – 3:00 PM  | **Research in Progress: Session 2** (Session Chair: Meghann Drury, Fordham University)  
*Finding Common Interests: Using Social Media to Boost Retention in Voluntary Professional Association*  
P. Unnikrishnan, Washington State University; J. Taylor, California State University, Sacramento; L. Aldrich, Iowa Community Action Association  
*Cultural Dynamics: The Interplay of Culture, Leadership and Performance in Information Systems Projects*  
Sharon Geeling, University of Cape Town; Irwin Brown, University of Cape Town; Peter Weimann, Beuth University of Applied Sciences, Berlin  
*Understanding the Dynamic Nature of Contribution in Virtual Project Teams*  
Mohammad Moeini, University of Sussex; Susan Newell, University of Sussex  
*Team Quotient, Resilience, and Performance of Software Development Project*  
Shih-Yu Wang, National Sun Yat-Sen University; Jack Shih-Chieh Hsu, National Sun Yat-Sen University; Yuzhu Li, University of Massachusetts Dartmouth; Kuang-Ting Cheng, National United University |
| 3:00 – 3:30 PM  | **Networking Break**  
Tea, Coffee, Classic Gibson Cookies |
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<tr>
<td>3:30 – 5:00 PM</td>
<td><strong>Completed Research: Session 2</strong> (Session Chair: <em>Manuel Wiesche</em>, Technical University of Munich)</td>
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<td><em>How Agile Methods Inspire Project Management - The Half Double Initiative</em></td>
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<td><em>Lise Tordrup Heeager</em>, Aarhus University; <em>Per Svejvig</em>, Aarhus University;</td>
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<td><em>Bjarne Rerup Schlichter</em>, Aarhus University</td>
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<td><em>Agile Cognition: Discovering the Cognitive Artifacts Used for Project Management in Agile Software Development</em></td>
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<td><em>Meghann Drury</em>, Fordham University</td>
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<td><em>Factors of Successful Management of Information Systems Development Projects</em></td>
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<td><em>Otávio Próspero Sanchez</em>, FGV Brazil; <em>Marco Alexandre Terlizzi</em>, FGV Brazil;</td>
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<td><em>Heverton Roberto Oliveira Cesar de Moraes</em>, FGV Brazil</td>
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<td><em>Investigating Organizational Self-Control: A Willpower Perspective</em></td>
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<td><em>Gloria H.W. Liu</em>, National Central University; <em>Cecil E.H. Chua</em>, The University of Auckland</td>
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<tr>
<td>6:30 PM – 8:30 PM</td>
<td><strong>Networking Dinner</strong></td>
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<td>Enjoy an evening with your fellow IRWITPM participants at The Harbormaster Bar &amp; Restaurant</td>
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<td>1 Custom House Quay, I.F.S.C., Dublin 1, Ireland</td>
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<td><a href="http://harbourmaster.ie">http://harbourmaster.ie</a></td>
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**Best Paper and Reviewer Awards**

**Best Paper Award**

*Investigating Organizational Self-Control: A Willpower Perspective*

*Gloria H.W. Liu*, National Central University; *Cecil E.H. Chua*, The University of Auckland

**Best Reviewer Awards**

*Phil Diegmann*, University of Cologne

*Jacob Nørnbjerg*, Copenhagen Business School

*Manuel Wiesche*, Technical University of Munich
**Paper Abstracts**

**Completed Research Papers**

*Accumulating Project Management Knowledge Using Process Theory*

*Fred Niederman*, Saint Louis University; *Benjamin Mueller*, University of Groningen; *Sal March*, Vanderbilt University

Process theory has become an important mechanism for the accumulation of knowledge in a number of disciplines. In contrast with variance theory, which focuses on co-variation of dependent and independent variables, process theory focuses on sequences of activities, their duration and the intervals between them, as they lead to particular outcomes. For example, rather than focusing on what properties successful projects have in common, process theory focuses on what sequences of activities lead to successful projects. Thus process theory is a powerful companion to variance theory, particularly relevant to project management knowledge accumulation. However, process theory itself and methods of developing process theories are still in a nascent stage. We present a 5-level model that specifies different formulations of process theory, explaining how it can be applied and leveraged to accumulate knowledge, specifically within project management research. We conclude by considering future possibilities and challenges for process theory in project management research.

*Agile Cognition: Discovering the Cognitive Artifacts Used for Project Management in Agile Software Development*

*Meghann Drury*, Fordham University

Using naturalistic decision making, cognitive artifacts help us understand the cognitive processes that take place on teams. For agile software development (ASD) teams, we focus on cognitive processes that take place during an iteration. We conducted four case studies of four different agile teams. Using media richness and media synchronicity theories, results suggest that ASD teams use multiple cognitive artifacts to plan and manage their iteration. The interactions with these artifacts include examples of lean and rich media, with ASD team members preferring richer media where more information is communicated accurately. Distributed cognition helps the ASD team both make sense of tasks in order to complete them on time for the client and cope with the complexity, uncertainty, and fast-paced nature of ASD. Our contribution includes a comprehensive list of cognitive artifacts and ASD team interactions categorized by media type, level of richness, information purpose, synchronicity, and usage purpose.

*Complexity in Information Systems Project Portfolio Management: An Emergent Properties Perspective*

*Roger Sweetman*, Lero, Maynooth University; *Kieran Conboy*, Lero, NUI Galway

While much research has examined project management methods and their ability to handle complexity and change, little such research exists at level of project portfolio management. This is somewhat surprising given that portfolio management must, by definition, cope with the cumulative changes and complexities of the projects contained within it. Complex adaptive systems theory (CAS) has provided useful insights into the management of unpredictable emergent system level properties in a number of disciplines. This exploratory study uses 30 expert interviews with complexity scholars and IS portfolio practitioners to identify portfolio management practices from emergent properties of real world CAS. The findings show that portfolio managers can learn from CAS how to manage and shape emergence. 15 complexity based practices are identified, along with examples how experienced practitioners achieve
them. For example, just as a bee-keeper can predict swarming, portfolio agents can be trained to identify weak signals predicting major change.

**The Explanatory Power of the Constructs of Transaction Cost Economics Theory**  
*Christoph Pflugler*, Technical University of Munich; *Manuel Wiesche*, Technical University of Munich; *Helmut Krcmar*, Technical University of Munich

This paper analyses the explanatory power of the constructs of transaction cost economics theory (environmental uncertainty, behavioral uncertainty, asset specificity and transaction frequency) in order to determine possible constructs for an endogenous theory of ITO. To analyze this, we employ a large project data set from a German IT outsourcing vendor. We find that only environmental uncertainty and transaction frequency have a high explanatory power and therefore should be considered for an endogenous theory of ITO. Behavioral uncertainty and asset specificity are only of minor relevance. The research is limited by the fact that we employed a data set from only one vendor. We contribute to theory by suggesting possible constructs for an endogenous theory of ITO and to practice by showing that the danger of opportunistic behavior is low. This paper contributes to the ongoing discussion on the applicability of transaction cost economics theory.

**Factors of Successful Management of Information Systems Development Projects**  
*Otávio Próspero Sanchez*, FGV Brazil; *Marco Alexandre Terlizzi*, FGV Brazil; *Heverton Roberto Oliveira Cesar de Moraes*, FGV Brazil

The tradition on IS research has established the so called "iron triangle", the three dimensions that characterize the project management success (PMS) if it is delivered on time, within the budget and according to specifications. However, less attention has been given to the continuum characterized by deviations from the baseline from each of these three dimensions. This paper draws on the definition of the PMS continuum and analyzes four potential factors that may influence PMS: team, project manager, project, and portfolio. We develop hypotheses and test them in a hierarchical linear regression using a sample of 899 IS projects of a leading bank, collected between January, 2014 and December, 2015. Besides proposing and discussing a new continuous PMS indicator, we identify factors that influence IS PMS positively (project size, duration, postponement, and project manager formal power) and negatively (team size and team allocation dispersion). The results suggest guidance of team members’ allocation.

**How Agile Methods Inspire Project Management - The Half Double Initiative**  
*Lise Tordrup Heeager*, Aarhus University; *Per Svejvig*, Aarhus University; *Bjarne Rerup Schlichter*, Aarhus University

Increased complexity in projects has forced new project management initiatives. In software development several agile methods have emerged and are today highly implemented in practice. Observations of general project management practice show how it has been inspired by agile software development, but very little research addresses the issue of agile project management. In order to understand and to provide suggestions for future practice on how agility can be incorporated in general project management, this paper provides an analysis which compares ten characteristics of agile software development (identified in theory) and the Half Double Methodology developed by the Danish Project Half Double initiative; a Methodology developed with practitioners and tested in seven Danish case companies. The analysis shows how the general project management to a great extent has been inspired by agile methods, but also that general project management may be able to find more inspiration from agile methods.
**Investigating Organizational Self-Control: A Willpower Perspective**  
*Gloria H.W. Liu, National Central University; Cecil E.H. Chua, The University of Auckland*

Behavioral control theory attempts to explain how controllers can ensure controlees work towards controller goals. Prior studies underinvestigate organizational self-control, and produces mixed results. This paper theorizes and elaborates on the construct of organizational self-control, and how controllers can encourage controlees’ organizational self-control. Organizational self-control differs from “personal” self-control in that organizational self-control focuses on getting another individual (e.g., employee) to exert self-control to perform a controller’s task. Consonant with the personal self-control literature, we argue organizational self-control comprises (self) goals, (self) monitoring, and willpower. We further argue organizational self-control is a mediator between external controls (formal and clan control) and controlee performance. While the literature considers external controls’ influence on one’s goal and self-monitoring, it does not consider external controls’ impact on willpower. We demonstrate through a case study in product development that how control is enacted can impact willpower positively, leading to positive control outcomes.

**Managing Conflicting Institutional Demands in Outsourced ISD Projects**  
*Gregory Vial, HEC Montreal; Suzanne Rivard, HEC Montreal*

This study examines the role of differences between parties involved in outsourced information systems (OISD) projects, focusing on 1) the mechanisms vendors use to manage those differences; and 2) the long term impacts of those mechanisms. Using data from a revelatory case study, we anchor our theorizing in institutional theory to develop three main propositions emphasizing 1) the role of instances of conflicting institutional demands in OISD projects; 2) the relevance of the logics driving the enactment of institutionalized practices to explain how vendors respond to those instances; and 3) the ability for those responses to trigger a process of institutional change. Offering a comprehensive explanation of the management of differences in OISD projects, our work has implications for research and practice.

**Research in Progress Papers**  
**Agile Requirements Work in a Digital Transformation Project: Managing Diverse and Dispersed User Needs**  
*Kathrine Vestues, Norwegian University of Science and Technology; Finn Olav Bjørnson, Norwegian University of Science and Technology*

Successful requirements engineering is vital to the success of software projects. Agile software development seeks to limit the risk of misunderstanding requirements by emphasizing evolutionary delivery and more end-user involvement. But what happens when features are not accepted because the customers cannot agree among themselves? In this paper we report on an ongoing study where a software development company is creating a software system from scratch for a complex, diverse, and dispersed customer organization. We describe our ongoing study in which we follow a feature of the software system from idea to implementation. We attempt to explain our observations through three theoretical lenses: User participation and involvement, power relations in complex organizations, and balancing of local and global needs in system development.
Collective Intelligence and Diversity: How Diversity and Collective Intelligence Shape Agile Team Efficiency

Phil Diegmann, University of Cologne; Christoph Rosenkranz, University of Cologne

Information system development is largely dependent on social interaction and team work. Team composition, team processes, and behavior among, and agile practices used by team members play an important role for the success of information system development projects. Organizational psychology research found team diversity and collective intelligence to be important factors for team performance. In this research-in-progress paper, we propose a model and research design to investigate the effects of team diversity, collective intelligence, interpersonal relationships, and cognitive styles on team efficiency in agile software development. The proposed model combines recent research in the field of organizational psychology with agile information system research to provide a better understanding of the effects of team diversity, collective intelligence, and team efficiency.

Cultural Dynamics: The Interplay of Culture, Leadership and Performance in Information Systems Projects

Sharon Geeling, University of Cape Town; Irwin Brown, University of Cape Town; Peter Weimann, Beuth University of Applied Sciences, Berlin

Despite a long interest in Information Systems (IS) development, the need to improve the success rates of IS projects remains relevant. Continuing disappointment with project performance has led to suggestions that a broadening of the project management (PM) conceptual base could bring new insights to this enduring problem. Consequently, this study acknowledges the sociological nature of IS projects and will explore the dynamic interaction of culture and leadership to expose better explanations for project performance. This interpretive study will use the Cultural Dynamics Model (CDM) as a theoretical lens, and will privilege a view of ‘data as text’ over ‘data as fact’ by accentuating reflexivity in the research. Four IS projects in two organizations will serve as cases in a multiple case study approach. This paper argues for a dynamic, reflexive study of culture and leadership and positions the CDM as an appropriate theoretical framework to support this approach.

Finding Common Interests: Using Social Media to Boost Retention in Voluntary Professional Association

P. Unnikrishnan, Washington State University; J. Taylor, California State University, Sacramento; L. Aldrich, Iowa Community Action Association

Attrition is one of the most important challenges faced by Professional Associations like the Project Management Institute (PMI). According to publicly available data, 90,000 members joined PMI in 2005. In the month of April 2006 alone, 33,751 new members were added, which leads to the logical conclusion that the PMI membership must have grown by over 115,750 during the period 2005-2006. However, records show that the growth has been by only 70,000. PMI’s reported growth of 5% would have been much higher had it not been for their attrition of 23%. Similarly, ISACA’s growth during 2014 dropped to 4% due to their attrition of 19%. In this paper, we combine the social identity theory and communication ecology theory to propose a Social Identity Theory (SITPA) for professionals. We argue that by leveraging the social media, Voluntary Professional Associations (VPAs) can provide “value” to their members, increasing their retention rates.
**Is There Such a Thing as Agile IT Program Management?**

*Muhammad Rasheed Khan, University of New South Wales; Walter D. Fernandez, University of New South Wales; James J. Jiang, National Taiwan University*

This paper presents early evidence of agile methods in IT enabled transformational programs of high strategic significance and substantial complexity in large organisations. Based on interviews of top management, and program and project managers, we discuss the key drivers that lead to agile IT enabled programs and some of the barriers encountered while managing IT enabled programs in an agile manner. In addition to the need for fast response to environmental changes, strong IT-business collaboration, and efficient resource use by minimising governance burden, we found that organisations are adopting agile practices in program management as a transitory step towards achieving enterprise agility. In doing so agile and non-agile projects co-exist within a program thus creating new coordination challenges. Programs with high degree of agile methods adoption face similar challenges in coordinating with the rest of the organisation which operates in non-agile manner. The paper aims to contribute to fostering scholarly discussion on implementation of agile practices in major projects and programs, an emerging area of research with scarce academic literature.

**Team Quotient, Resilience, and Performance of Software Development Project**

*Shih-Yu Wang, National Sun Yat-Sen University; Jack Shih-Chieh Hsu, National Sun Yat-Sen University; Yuzhu Li, University of Massachusetts Dartmouth; Kuang-Ting Cheng, National United University*

Past studies have examined actions and strategies that software project teams can take to reduce the negative impact of uncertainties, such as changing requirements. Software development project teams often have to be flexible to follow the pre-defined plans and strive to meet project goals. Sometimes uncertainty may go extreme to temporarily slow projects down and set project teams into reduced productivity. Project teams should be resilient to recover from the reduced productivity condition and move forward toward predefined goals. This study focuses on understanding the importance of team resilience for software project teams and exploring the antecedents of team resilience. Specifically, we investigate the impacts of intelligence and emotional quotient on team resilience capability, the extent to which project teams can recover from the impediment and move forward. This is a research-in-progress work. A future empirical test plan has been discussed at the end.

**Towards a Research Agenda for Adopting Agile Project Management in Creative Industries**

*Mike Seymour, University of Sydney; Sharon Coyle, University of Sydney*

Agile Project Management (APM) has gained strong acceptance in software development but its adoption in other industries has not been as swift. We look at the visual effects (VFX) component of the film industry to explore this issue. Using an abductive research approach combined with a survey of existing practices, we aim to investigate an industry whose projects are large, expensive and time critical. Our study hopes to show that VFX companies exhibit many characteristics conducive to APM adoption but it is only within their internal software development teams that they explicitly state their use of APM. We explore why these companies, who exhibit predisposed adoption characteristics use something other than Agile for their non-software related projects. In exploring this surprising position, we hope to gain insights into how other industries may adopt APM and to set a research agenda for APM in non-software development creative companies.
Understanding the Dynamic Nature of Contribution in Virtual Project Teams

Mohammad Moeini, University of Sussex; Susan Newell, University of Sussex

Two dysfunctional contribution behaviors in virtual project teams are non-contribution (e.g., social loafing, free riding, and shirking) and over-contribution (e.g., being a lone wolf or a “diligent isolate”). To prevent these behaviors or mitigate them when they occur, some coping actions (e.g., increasing contribution visibility) can be undertaken. In this research-in-progress, we report on the findings of a pilot study run to increase our understanding of the dynamic nature of such dysfunctional contribution behaviors and coping actions. We also briefly explain our plans for the main study.

Panel

PMITeach.org Overview & PM-2 Course Development Workshop Update

Kimberly Whitby, Project Management Institute; Fred Niederman, St. Louis University

PMITeach.org Overview: If you have not done so already, please visit https://pmiteach.org where you will be able to either log in with your existing PMI credentials, or register a new account on the site, and where you will find a wealth of information about the existing curriculum guidelines under the tab: “Teaching PM”. Please feel free to explore this site prior to the workshop so we can answer any questions you may have with materials listed and troubleshooting.

PM-2 Course Development Workshop Update: In addition, we will provide an update on the current development of PM-2 courses and sample teaching resources, focused on Communications and Leadership, duplicating the depth of content and the format used for the PM-1 course. PM-2 will include the development of the next set of course curricula specific to the following categories: Plan, Distribute, and Manage Project Communications; Project Team Building and Motivating; Project Leadership; Identifying and Engaging Stakeholders; Project Organization and Context; Managing Global Projects; Virtual Project Management; Ethics and Professionalism.

Upcoming SIGITProjMgmt Events

AMCIS 2017

SIGITProjMgmt is sponsoring the track on IT Project Management (ITProjMgmt) at AMCIS 2017 in Boston. For more information visit the AMCIS 2017 website: http://amcis2017.aisnet.org/. There will be minitracks on Agile Project Management, Educating IT Project Management Students, IT Project Success, Scaling IT Projects: Enabling the Next Generation of Agile Project Management, and General Topics in IT Project Management. If you have questions about the track, please email one of the track chairs: Alanah Mitchell (alanah.mitchell@drake.edu) and Dawn Owens (dawn.owens@utdallas.edu).

IRWITPM 2017

Our 12th International Research Workshop on IT Project Management (IRWITPM) will be held next year, December 2017, in coordination with ICIS 2017 in Seoul, South Korea. Submissions will begin in August 2017. If you have questions about the workshop, please contact the workshop chairs at (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:

- Siddhartha Arumugam, Swinburne University of Technology
- Vernon Bachor, Winona State University
- Dirk Basten, University of Cologne
- Maheshwar Boodraj, Georgia State University
- Simon Cleveland, Nova Southeastern University
- Michael Cuellar, Georgia Southern University
- Gerard De Leoz, Baylor University
- Phil Diegmann, University of Cologne
- Meghann L. Drury-Grogan, Fordham University
- Gary Hackbarth, Valdosta State University
- Julie Kendall, Rutgers University
- Rasheed Khan, University of New South Wales
- Lesley Land, University of New South Wales
- Gloria Liu, National Central University
- Mohammad Moeini, University of Sussex
- Jacob Nørbjerg, Copenhagen Business School
- Dawn Owens, University of Texas at Dallas
- Nipon Parinyavuttichai, Rajabhat Rajanagarindra University
- Christoph Rosenkranz, University of Cologne
- Martin Semmann, Universität Hamburg
- Gladys Simpson, Florida International University
- Martha (Marti) Snyder, Nova Southeastern University
- Daniel Tan, Acer, Inc.
- Veeresh Thummadi, Pennsylvania State University
- John Tripp, Baylor University
- Radu Vlas, University of Houston at Clear Lake
- Joseph Walls, University of Michigan
- Manuel Wiesche, Technical University of Munich
- Paul Witman, California Lutheran University
- Xiaodan Yu, University of International Business and Economics
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and Profession of Project Management

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