8th Pre-ICIS International Research Workshop on Information Technology Project Management (IRWITPM 2013)
Workshop Program

12/14/2013
AIS Special Interest Group on Information Technology Project Management
8th Pre-ICIS International Research Workshop on Information Technology Project Management (IRWITPM 2013)

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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 AMCIS and ECIS 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 Milan for the 8th International Research Workshop on IT Project Management (IRWITPM 2013) sponsored by the AIS Special Interest Group for Information Technology Project Management. This year’s workshop includes eleven completed research papers and four research-in-progress papers.

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. Without these individuals, our eighth 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*, North Carolina Central 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 Logistics**

All workshop events will be taking place at the Bocconi University - Sarfatti Building. The workshop room is *Room C (Ground Floor).*
Workshop Schedule

<table>
<thead>
<tr>
<th>Date and Time</th>
<th>Activity</th>
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<tbody>
<tr>
<td>December 14, 2013</td>
<td><strong>Workshop Registration and Networking</strong></td>
</tr>
<tr>
<td>8:00 – 8:30 AM</td>
<td>Please enjoy breakfast before registration. There will be no breakfast or beverages served prior to</td>
</tr>
<tr>
<td></td>
<td>the start of the workshop.</td>
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<tr>
<td>8:30 – 8:45 AM</td>
<td><strong>Welcome and Opening Remarks</strong></td>
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<tr>
<td></td>
<td>Cecil Chua, University of Auckland</td>
</tr>
<tr>
<td>8:45 – 10:00 AM</td>
<td><strong>Completed Research: Session 1</strong></td>
</tr>
<tr>
<td></td>
<td>Session Chair: Walter Fernandez, University Of New South Wales</td>
</tr>
<tr>
<td></td>
<td>The Planning Fallacy as an Explanation for Over-Requirement in Software Development*</td>
</tr>
<tr>
<td></td>
<td>Ofira Shmueli, Ben-Gurion University of the Negev; Nava Pliskin, Ben-Gurion University of the Negev;</td>
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<td></td>
<td>Lior Fink, Ben-Gurion University of the Negev</td>
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<tr>
<td></td>
<td>Co-Sourcing in Software Development Offshoring: A Case Study of Risk Perception and Alleviation</td>
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<tr>
<td></td>
<td>Bjarne Rerup Schlichter, Aarhus University; John Stouby Persson, Aalborg University</td>
</tr>
<tr>
<td></td>
<td>Lean Software Development: Evaluating Techniques for Parsimonious Feature Selection of Evolving</td>
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<tr>
<td></td>
<td>Information Systems Products</td>
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<tr>
<td></td>
<td>Adarsh Kumar Kakar, Alabama State University; Joanne E. Hale, University of Alabama; David P. Hale</td>
</tr>
<tr>
<td>10:00 – 10:30 AM</td>
<td><strong>Coffee Break and Networking</strong></td>
</tr>
<tr>
<td></td>
<td>An assortment of teas, coffee, juice, and water served with fruit and vegetables, mini-croissants,</td>
</tr>
<tr>
<td></td>
<td>and yogurt.</td>
</tr>
</tbody>
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*=Best Paper Award

Best Paper and Reviewer Awards

**Best Paper Award**

*The Planning Fallacy as an Explanation for Over-Requirement in Software Development*

Ofira Shmueli, Ben-Gurion University of the Negev; Nava Pliskin, Ben-Gurion University of the Negev; Lior Fink, Ben-Gurion University of the Negev

**Best Reviewer Awards**

Dirk Basten, University of Cologne

Orla O'Dwyer, National University of Ireland, Galway

Mohammad Moeini-Aghkariz, HEC Montréal
<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
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</table>
| 10:30 – 12:10 PM | **Completed Research: Session 2**  
Session Chair: *Jacob Nørbjerg*, Aalborg University  
*Toward a Typological Theory of Information System Project Team Management Styles*  
*Simon Bourdeau*, ESG-UQAM; *Henri Barki*, HEC Montréal  
*The Nature of Adherence to Planning: Towards a Theory of Information System Project Success*  
*Dirk Basten*, University of Cologne; *Ali Sunyaev*, University of Cologne |
|                  | **Conflict Resolution Satisfaction and IS Program Effectiveness: Constructive Controversy Theory**  
*James J. Jiang*, National Taiwan University; *Victor Chen*, National Cheng Kung University; *Sigi Goode*, The Australian National University; *Walter Fernandez*, University of New South Wales |
|                  | **Leadership, Regulatory Focus and Project Performance**  
*Chia-Yu Lai*, National Sun Yat-Sen University; *Jack Shih-Chieh Hsu*, National Sun Yat-Sen University |
| 12:10 – 12:30 PM | **Business Meeting**                                                      |
| 12:30 – 1:30 PM | **Lunch**  
Box lunches with an assortment of sandwiches including: 1) mini club sandwich with turkey, tuna cream, lettuce, and tomato; 2) mini club sandwich with marinated salmon and zucchini; 3) focaccina with mozzarella and grilled vegetables. Other items include fruits, vegetables, chestnut and hazelnut cake, crostatina with apricot marmalade, and mandarins. |
| 1:30 – 2:30 PM  | **Research in Progress**  
Session Chair: *Fred Niederman*, Saint Louis University  
*The Impact of Group Cohesiveness on Decision-Making Outcomes under Conditions of Challenging and Hindrance Time Pressure*  
*Garry Lohan*, Lero, NUI Galway; *Tom Acton*, Lero, NUI Galway; *and Kieran Conboy*, Lero, NUI Galway  
*Agile Software Development Teams: Is Empowerment Taken for Granted?*  
*Behnaz Gholami*, University of Mannheim - Germany  
*Project Management with a Purpose: Delivering Project Management Education through Service Learning*  
*Christina N. Outlay*, University of Wisconsin – Whitewater; *R. A. Mendoza*, Saint Joseph’s University |
<table>
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<tr>
<th>Time</th>
<th>Activity</th>
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<tbody>
<tr>
<td>2:30 – 3:00 PM</td>
<td><strong>Coffee Break and Networking</strong>&lt;br&gt;An assortment of teas, coffee, juice, and water served with fruit, bites of chocolate, apple, or carrot cake, assorted butter and chocolate cookies, and mini focaccia with mozzarella, tomato, and lettuce.</td>
</tr>
</tbody>
</table>
| 3:00 – 4:40 PM | **Completed Research: Session 3**<br>Session Chair: Dirk Basten, University of Cologne<br><br>*The Structures of Computation: A Distributed Cognitive Analysis of Requirements Evolution in Diverse Software Development Environments*<br>Sean Hansen, Rochester Institute of Technology; Amol Kharabe, Ohio University; Kalle Lyytinen, Case Western Reserve University<br><br>*Highlighting Communication Activities and Inefficiencies Between Agile vs. Waterfall Methods: An Agent Based Model of Knowledge Sharing*<br>Meghann L. Drury-Grogan, Fordham University; Deanna M. Kennedy, University of Washington Bothell<br><br>*Delivering IT PMO Value: Understanding Stakeholder Perceptions & Expectations*<br>Siddhartha Arumugam, Swinburne University of Technology; Judy McKay, Swinburne University of Technology; Nicholas Grainger, Swinburne University of Technology<br><br>*Understanding the Information Technology Growth Options: Effects of Gender and Experience on Option Exercise Decisions*<br>Sarah S. Khan, National University of Sciences & Technology; Ram L. Kumar, University of North Carolina; Kexin Zhao, University of North Carolina; Antonis Stylianou, University of North Carolina
Completed Research Papers

Co-Sourcing in Software Development Offshoring: A Case Study of Risk Perception and Alleviation

Bjarne Rerup Schlichter, Aarhus University; John Stouby Persson, Aalborg University

Software development projects are increasingly geographically distributed with offshoring, which introduce complex risks that can lead to project failure. Co-sourcing is a highly integrative and cohesive approach, seen successful, to software development offshoring. However, research of how co-sourcing shapes the perception and alleviation of common offshoring risks is limited. We present a case study of how a certified CMMI-level 5 Danish software supplier approaches these risks in offshore co-sourcing. The paper explains how common offshoring risks are perceived and alleviated when adopting the co-sourcing strategy in a mature (CMMI level 5) software development organization. We found that most of the common offshoring risks were perceived and alleviated in accordance with previous research, with the exception of the task distribution risk area. In this case, high task uncertainty, equivocality, and coupling across sites was perceived more as risk alleviation than risk taking. This perception of task distribution was combined with high attention to the closely interrelated structure and technology components in terms of CMMI and the actors’ cohesion and integration in terms of Scrum.

Conflict Resolution Satisfaction and IS Program Effectiveness: Constructive Controversy Theory

James J. Jiang, National Taiwan University; Victor Chen, National Cheng Kung University; Sigi Goode, The Australian National University; Walter Fernandez, University of New South Wales

Conflict occurrence during information systems (IS) development/implementation is an unavoidable phenomenon. Conflict strains interactions and trust, leads to further conflict, and has a negative effect on system implementation success. Therefore, resolving conflict that arises during the IS implementation process has been a crucial issue for decades. Unfortunately, the existing empirical evidences were not consistent with this conventional wisdom and lacking of a theoretical explanation. We argue that the integrative conflict management is an effective mechanism for conflict resolution under the multi-project system development context. We construct a model using controversy conflict theory in order to explain the effect of conflict resolution on IT projects implementation effectiveness. We test the model using data from 183 large-scale IT implementation projects. Our model and findings support our theory that integrative conflict management supports effective conflict resolution and program outcomes.

Delivering IT PMO Value: Understanding Stakeholder Perceptions & Expectations

Siddhartha Arumugam, Swinburne University of Technology; Judy McKay, Swinburne University of Technology; Nicholas Grainger, Swinburne University of Technology

IT Project Management Offices (IT PMOs) are important to the IT project management landscape. Despite being set up to ensure IT project success, many IT PMOs struggle to survive, partly as a result of tensions and challenges. One prevailing tension that IT PMO managers face is the struggle to justify their IT PMO value. Prior research has uncovered a key factor behind this tension – the fact that these IT PMOs play multiple roles and have to meet the competing demands and expectations of stakeholders.
This study examines the functions of the IT PMO and its core values with a visual framework and demonstrates its effectiveness in helping the IT PMO team understand its stakeholders’ perceptions and expectations. With this shared understanding, the IT PMO team is empowered to develop strategies to better service stakeholders, and therefore be perceived as delivering value.

Highlighting Communication Activities and Inefficiencies Between Agile vs. Waterfall Methods: An Agent Based Model of Knowledge Sharing

Meghann L. Drury-Grogan, Fordham University; Deanna M. Kennedy, University of Washington Bothell

We employed agent-based simulation techniques to create a dynamic multi-level team environment to study communication activities as knowledge sharing occurred. We examined knowledge seekers and knowledge providers who act and react to one another’s communication behavior on Waterfall versus Agile teams using rich versus lean media to answer research questions regarding inefficient use of team members. The simulation model was checked for validity against assumptions that project management method drives project schedule and communication media motivates the number of meetings. Results further indicate that (a) slightly more knowledge seekers exceed their knowledge need on Agile teams using lean versus rich media; (b) knowledge overage was reduced by utilizing a Waterfall rather than Agile method, and through the use of lean media; and (c) the maximum time wasted by team members who completed gathering knowledge to meet their initial needs was on Agile teams using lean media.

Leadership, Regulatory Focus and Project Performance

Chia-Yu Lai, National Sun Yat-Sen University; Jack Shih-Chieh Hsu, National Sun Yat-Sen University

Leadership is one critical factor of effective teamwork, such as information system (IS) projects. The mission of project leaders is to motivate followers and create an effective working environment that allows project teams to effectively meet the predefined goals. However, based on regulatory focus theory, a team may strive to the optional situation (promotion focus) or try to avoid not meeting the minimum requirements (prevention). The aim of this paper is to explore the effect of leadership styles (transformational and transactional) on the regulatory focus of one team (promotion and prevention), and investigate the relationship between regulatory focus and project team performance. Based on data collected from 154 IS professionals, we found that transformational leadership is associated with promotion focus and transactional leadership leads to prevention focus. Furthermore, while promotion focus orientated teams can perform effectively, prevention focus oriented teams are less efficient. Implications toward academia and practitioners are provided.

Lean Software Development: Evaluating Techniques for Parsimonious Feature Selection of Evolving Information Systems Products

Adarsh Kumar Kakar, Alabama State University; Joanne E. Hale, University of Alabama; David P. Hale, University of Alabama

Lean software development is a product development paradigm with focus on creating value for the customer and eliminating waste from all phases of the development life cycle. Applying lean principles, empirical studies were conducted focusing on identifying and assessing methods that parsimoniously select features from a given set of user feature requests. The results of the studies show that the Kano survey method has potential. It demonstrated efficacy in not only identifying the feature subset, from a
given set of feature requests, that maximizes value to the users but also in eliminating waste by identifying the subset of features which does not provide significant value to the users when implemented into the software product. The design and results of one study is elaborated in this article. The findings obtained in the study have useful implications for practice and opens up new avenues of research for evolving market-driven software products.

The Nature of Adherence to Planning: Towards a Theory of Information System Project Success
Dirk Basten, University of Cologne; Ali Sunyaev, University of Cologne

Derived from engineering, adherence to planning (ATP) is the central and most often used criterion for the evaluation of information system (IS) projects. Although this evaluation is questionable, as ATP does not account for all of IS projects’ particularities, a systematic evaluation of ATP’s suitability in the context of IS projects is still missing. As a first step to close this gap, we use aggregations of the project life cycle’s processes and conduct a systematic literature review to identify research dealing with these aggregations. Our results show that ATP’s suitability depends on an IS project’s context, and is not given or at least questionable in many cases. Researchers and managers should adapt the way of evaluating IS projects to avoid misleading implications.

The Planning Fallacy as an Explanation for Over-Requirement in Software Development
Ofira Shmueli, Ben-Gurion University of the Negev; Nava Pliskin, Ben-Gurion University of the Negev; Lior Fink, Ben-Gurion University of the Negev

Over-Requirement occurs in software development projects when a software product is specified beyond the actual needs. This study shows empirically that Over-Requirement happens partially due to the Planning Fallacy, i.e., the tendency of people to underestimate the time needed to complete a task. Underestimating the time needed to develop a software feature during project planning, we argue, may lead to including within the project scope more required and unrequired features than can be completed by the project deadline. To investigate this argument, we conducted an experiment in which participants were asked to estimate the time it would take to develop various software features in a software development project and then, given the project’s duration, to recommend which of the features to include within scope. The results confirmed that the Planning Fallacy occurs in the context of software development and influences the Over-Requirement phenomenon.

The Structures of Computation: A Distributed Cognitive Analysis of Requirements Evolution in Diverse Software Development Environments
Sean Hansen, Rochester Institute of Technology; Amol Kharabe, Ohio University; Kalle Lyytinen, Case Western Reserve University

Despite decades of research, effective requirements engineering (RE) remains a significant challenge for software development projects. In addition, the study of RE processes has failed to keep pace with dramatic changes in IS development practice. In this study, we frame RE as a fundamentally socio-technical computational task in which diverse social actors and artifacts collaboratively “compute” the requirements for an envisioned software system. Through the perspective of distributed cognition, we analyze the distributed RE activities of three IS development projects, representing distinct methodological approaches. We develop models of the computational structures of these projects to
support a novel analytical basis for comparison and contrast of three development methodologies - structured development, agile development, and open source software development.

**Toward a Typological Theory of Information System Project Team Management Styles**

*Simon Bourdeau, ESG-UQAM; Henri Barki, HEC Montréal*

Drawing from research in information systems (IS) and project management, the contingency perspective research stream and from empirical observations, the present paper investigates the effect of the fit between information system project team management (ISPTM) styles and four IS project risk profiles, i.e. challenging, diplomatic, technical and easy (cookie cutter), on IS project performance. Following recommended survey development approaches, distribution practices and general conduct of survey research, questionnaire data was obtained from 182 IS project managers in Canada and the United States. The results show that IS project managers adapt their ISPTM to the context specificities and that, for each IS project risk profile, there are significant differences between ISPTM styles deployed in successful and less successful IS projects.

**Understanding the Information Technology Growth Options: Effects of Gender and Experience on Option Exercise Decisions**

*Sara S. Khan, National University of Sciences & Technology; Ram L. Kumar, University of North Carolina; Kexin Zhao, University of North Carolina; Antonis Stylianou, University of North Carolina*

To account for managerial decision flexibility in risky IT investments, Real Option Valuation (ROV) has been advocated. ROV formalizes managers’ intuition, thus creating a disciplined decision making process. However, evidence suggests that ROV is usually utilized intuitively by professionals, in the form of “Real Option Thinking”, and is subject to various judgmental biases. We focus on growth options for this study. Prior research has shown that, while valuing projects with real options, managers ascribe the greatest importance to projects with growth options. Similar results hold for IT projects, where IT managers perceive a growth option as adding more value to the project. This perception of growth options might suggest their vulnerability to the IT managers’ risk preferences, through Prospect Theory. By conducting a survey-based experiment among 150 IT professionals, our results indicate that gender and experience impact biases in growth option exercise decisions significantly, depending on project size. However, we also observe some exceptions.
Research in Progress Papers

**Agile Software Development Teams: Is Empowerment Taken for Granted?**

*Behnaz Gholami*, University of Mannheim – Germany

Agile Information Systems Development (ISD) principles emphasize self-organizing teams and empowered individuals in order to build more effective architecture and design. Agile ISD puts a higher emphasis of social interactions and human aspects of software development, and self-organizing teams act as enablers of these human aspects. In agile ISD teams, members have high autonomy over choosing their tasks and the way they perform the tasks. Team members benefit from the collective decision making and shared ownership of the project. However, in the agile ISD literature the terms “self-organization”, “autonomy” and “empowerment” are using interchangeably and without clear and specific definition. Adapting an interpretive case study design in a leading enterprise software company, this research-in-progress differentiates “self-organization”, and “empowerment” and uses the team-level four-dimensional conceptualization of team psychological empowerment by Kirkman and Rosen (1999) (potency, meaningfulness, autonomy and impact), to study whether self-organization indicates empowerment in agile ISD teams.

**The Impact of Group Cohesiveness on Decision-Making Outcomes under Conditions of Challenge and Hindrance Time Pressure**

*Garry Lohan*, Lero, NUI Galway; *Tom Acton*, Lero, NUI Galway; *Kieran Conboy*, Lero, NUI Galway

Group decision making is increasingly important for the successful completion of software development projects. Group oriented development approaches such as agile methods, which emphasize a sense-and-respond approach are becoming an integral part of software development. These methods are being used by an increasing number of organizations as a means of improving the agility and quality of the development process, and within these processes groups are increasingly involved in critical decision making. Groups are required to make regular group decisions and group members work closely with each other to develop software in time-boxed iterations. However, the literature lacks a clear understanding about how varying degrees of time pressure affects the decision outcomes of the development groups. As group cohesion is viewed as the most fundamental issue facing group decision-making processes, in this research-in-progress paper we develop a research instrument to measure the impact of time pressure and group cohesion on decision-making outcomes.

**Project Management with a Purpose: Delivering Project Management Education through Service Learning**

*Christina N. Outlay*, University of Wisconsin – Whitewater; *R. A. Mendoza*, Saint Joseph’s University

This research describes the development of an introduction to project management (IPM) course taught in the business college of a Midwestern University. Due in part to an educational initiative launched by the University, the IPM was revised to follow a service-learning model. Following an overview of service-learning pedagogy, related theoretical perspectives, benefits, and practical considerations, we describe the prior learnings on implementing service-learning in project-based courses and in particular, the development of the IPM course and our intentions to develop a model of student outcomes of service-learning for project management education. We collected surveys from 85 undergraduate and graduate
students enrolled in the course to examine student attitudes toward service-learning, impacts of service-learning, and adoption of project management career skills due to participation in the service-learning project. We intend to analyze the student data in order to identify the key constructs and relationships that affect learning outcomes.

**Upcoming SIGITProjMgmt Events**

**ECIS 2014**
SIG ITProjMgmt is sponsoring a track ([http://ecis2014.eu/wp-content/uploads/2013/07/13.-IT-Project-Management1.pdf](http://ecis2014.eu/wp-content/uploads/2013/07/13.-IT-Project-Management1.pdf)) at ECIS 2014 in Tel-Aviv, Israel, June 9-11 2014 ([http://ecis2014.eu/](http://ecis2014.eu/)). Submissions have closed, but we hope you will participate as a reviewer or by attending the conference and track. If you have questions, please contact the track chairs: Charles Iacovou, Wake Forest University ([charles.iacovou@mba.wfu.edu](mailto:charles.iacovou@mba.wfu.edu)), Alanah Mitchell, Appalachian State University, ([mitchellaj@appstate.edu](mailto:mitchellaj@appstate.edu)), or Björn Niehaves, Hertie School of Governance ([niehaves@hertieschool.org](mailto:niehaves@hertieschool.org)).

**AMCIS 2014**
SIGITProjMgmt will sponsor the track on IT Project Management (ITProjMgmt) at AMCIS 2014 in Savannah, Georgia. For more information visit the AMCIS 2014 website: [http://amcis2014.aisnet.org/](http://amcis2014.aisnet.org/) If you have any 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 2014**
Our 9th International Research Workshop on IT Project Management (IRWITPM) will be held next year, December 2014, in coordination with ICIS 2014 in Auckland, New Zealand. Submissions will begin in August 2014. If you have questions about the workshop, please contact the workshop chairs: ([UNOIRWITPM@mail.unomaha.edu](mailto:UNOIRWITPM@mail.unomaha.edu)).
Special Thanks

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
- **Dirk Basten**, University of Cologne
- **Simon Bourdeau**, HEC Montréal
- **John Chapman**, Brigham Young University
- **Marcirio Silveira Chaves**, Universidade Nove de Julho – UNINOVE
- **Cecil Chua**, University of Auckland
- **Simon Cleveland**, Nova Southeastern University
- **Michael Cuellar**, Georgia Southern University
- **Gerard de Loez**, University of Nebraska at Omaha
- **Lior Fink**, Ben-Gurion University of the Negev
- **Matt Germonprez**, University of Nebraska at Omaha
- **Shane Givens**, Georgia State University
- **Behnaz Gholami**, University of Mannheim - Germany
- **Sigi Goode**, Australian National University
- **Gary Hackbarth**, Valdosta State University
- **Ray Hackney**, Brunel University London
- **Pascale Nassar Hatem**, Université Dauphine - Paris
- **Markus Hummel**, Goethe Universitäet Frankfurt am Main
- **Arpan Jani**, University of Wisconsin, River Falls
- **Amol Kharabe**, Ohio University
- **Sarah Shafiq Khan**, National University of Sciences & Technology
- **Melinda Korzaan**, Middle Tennessee State University
- **Adarsh Kumar Kakar**, Alabama State University
- **Chia-Yu Lai**, National Sun Yat-Sen University
- **Hyung Koo Lee**, Georgia State University
- **Yuzhu Li**, University of Massachusetts Dartmouth
- **Bernard Lichvar**, iConsult4U.com
- **Garry Lohan**, National University of Ireland, Galway
- **Orla O’Dwyer**, National University of Ireland, Galway
- **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
- **ChongWoo Park**, Georgia Gwinnett College
- Robin Poston, University of Memphis
- Michelle Ramim, Nova Southeastern University
- Christoph Rosencranz, Goethe Universitaet Frankfurt am Main
- Bjarne Rerup Schlichter, Aarhus University
- Gladys Simpson, Florida International University
- Jama Summers, University of Oklahoma
- Roger Sweetman, National University of Ireland, Galway
- Nargess Tahmasbi, University of Nebraska at Omaha
- John Tripp, Baylor University
- Radu Vlas, University of Houston – Clear Lake
- Joseph Walls, University of Michigan
- Paul Witman, California Lutheran University
- Raymond Young, University of Canberra

Sponsor Thanks
We would like to extend a thank you to our sponsor for their financial support.