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
SIGITProjMgmt held its 7th International Research Workshop on IT Project Management this past December in Orlando, Florida in conjunction with ICIS 2012. During the business meeting, officer elections were held for three positions: the role of Treasurer was filled by Radu Vlas (University of Houston - Clear Lake), Communications and Publicity Chair is now John Tripp (Baylor University), and I, Alanah Mitchell (Appalachian State University), have been appointed as President.

I am very excited to have been elected President of SIGITProjMgmt. I am fortunate to be following the leadership of Stacie Petter (University of Nebraska at Omaha), SIGITProjMgmt President from 2009-2012. Under Stacie’s leadership, our SIG has established a solid foundation, including SIG bylaws, a website, newsletter, financial records, and a strong community of committed and engaged members. I certainly want to thank Stacie for her incredible leadership. With the SIGITProjMgmt foundation in place, our group can now focus on growing our membership and expanding and identifying areas where we want to focus our future efforts.

At this point, our SIG is looking forward the activities planned for 2013. So far, SIGITProjMgmt has sponsored a track and a number of mini-tracks at AMCIS 2013 in Chicago, Illinois with the deadline for submissions fast approaching. The SIG will have representation with a sponsored a track at ECIS 2013 in Utrecht. Planning has also begun for the 8th International Research Workshop on IT Project Management in coordination with ICIS 2013 in Milan, Italy.

Overall, I am looking forward to the future of SIGITProjMgmt and I hope that you will consider being a part of one or more of the upcoming activities for this exciting, international group. If you have questions, concerns, or ideas about our SIG, please do hesitate to contact me.

Alanah Mitchell (mitchellaj@appstate.edu)
SIGITProjMgmt President
Appalachian State University

LETTER FROM THE PAST PRESIDENT
Dear SIGITProjMgmt Members,

I’m very happy that Alanah Mitchell has been elected as President of SIGITProjMgmt. Alanah has been active with SIGITProjMgmt since its beginning in 2006. She has done a tremendous amount of work over the years for SIGITProjMgmt, and I know she will do a wonderful job leading the SIG.

I also want to thank Lorraine Lee for her dedicated service to our SIG as treasurer. She has been contributed much to our SIG over the past several
years as an author, reviewer, associate editor, track co-chair, in addition to her role as Treasurer. I am grateful for her service and her continued involvement in our SIG.

It is so exciting to see new officers elected this year. John Tripp and Radu Vlas are great additions as the Communications and Publicity Chair and Treasurer, respectively. Each of them has been involved in the SIG in various ways, and it is such a delight to see these SIG members step into these important leadership roles. I appreciate their willingness to step up as officers and am confident that they will be great additions to the Executive Board.

I have enjoyed watching this SIG grow and evolve since the beginning. I appreciate every individual that has submitted their research to our SIG-sponsored tracks, workshops, and special issues, reviewed IT project management research on behalf of our SIG, and stepped into leadership roles as Associate Editors and Minitrack Chairs for SIG-sponsored conference tracks. Without the continued participation and engagement of SIG members, we would not be the thriving SIG we are today.

Finally, I want to thank you as members of SIGITProjMgmt for allowing me to serve as your President for the past four years. It has been such a rewarding experience. I look forward to staying involved in the SIG in other ways and hope to see you at future SIG events.

Warm regards,
Stacie Petter
SIGITProjMgmt President 2009-2012

SIG ITProjMgmt Updates

Summary of the 7th Annual IRWITPM

The 7th International Research Workshop on IT Project Management (IRWITPM) included nine completed research papers, and six research-in-progress papers. The workshop took place on December 15th, 2012 in Orlando, Florida.

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

Election News from the Membership and Community Relations Chair

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

President: Alanah Mitchell, Appalachian State University
Treasurer: Radu Vlas, University of Houston, Clear Lake
Communications and Publicity Chair: John Tripp, Baylor University

Reviewer Thanks

A special thank you to those of you that reviewed papers for the 7th International Research Workshop on IT Project Management. Those reviewers include:

- Ruba Alfaafari, University of Nebraska at Omaha
- Vernon Bachor, St. Cloud State
- Dirk Basten, University of Cologne
- Roman Beck, Goethe University, Frankfurt
- Jamie Chang, National Central University
- Cecil Chua, University of Auckland
- Simon Cleveland, Nova Southeastern University
- Kieran Conboy, National University of Ireland, Galway
- Jeff Crawford, University of Tulsa
- Michael Cuellar, North Carolina Central University
- Gerard de Loez, University of Nebraska at Omaha
- Nancy Deng, University of Hawaii at Manoa
We also appreciate those helping as track chairs and special editors for ECIS 2013. We cannot offer so many opportunities to publish and share research on IT Project Management without the help of reviewers.

SPECIAL ISSUE OF INTERNATIONAL JOURNAL OF INFORMATION TECHNOLOGY AND DECISION MAKING

The following are summary information of three papers from the 6th International Research Workshop on IT Project Management (IRWITPM) which were published in the special issue on IT Project Management in the International Journal of Information Technology and Decision Making

Managing Dynamic Risks in Global IT Projects: Agile Risk-Management using the Principles of Service-Oriented Architecture. One-Ki (Daniel) Lee, Ph.D., University of Massachusetts Boston; Deepa Varghese Baby, University of Massachusetts Boston

Risk management in global information technology (IT) projects is becoming a critical area of concern for practitioners. Global IT projects usually span multiple locations involving various culturally diverse groups that use multiple standards and technologies. These multiplicities cause dynamic risks through interactions among internal (i.e., people, process, and technology) and external elements (i.e., business and natural environments) of global IT
projects. This study proposes an agile risk management framework for global IT project settings. By analyzing the dynamic interactions among multiplicities (e.g., multi-locations, multi-cultures, multi-groups, and multi-interests) embedded in the project elements, we identify the dynamic risks threatening the success of a global IT project. Adopting the principles of service-oriented architecture (SOA), we further propose a set of agile management strategies for mitigating the dynamic risks. The mitigation strategies are conceptually validated. The proposed framework will help practitioners understand the potential risks in their global IT projects and resolve their complex situations when certain types of dynamic risks arise.

An Investigation of the Decision-Making Process in Agile Teams. Meghann L. Drury Fordham University; Orla McHugh National University of Ireland, Galway

This paper firstly explores the decision-making process in agile teams using scrum practices and secondly identifies factors that influence the decision-making process during the Sprint Planning and Daily Scrum Meetings. We conducted 34 interviews and 18 observations across four agile teams. Our findings show that a rational decision making process is sometimes followed in the Sprint Planning and Daily Scrum Meetings and that three factors can influence the rational decision-making process: sprint duration, experience and resource availability. Additionally, decisions are not always made in a collaborative manner by team members. This research contributes to the decision-making literature and project management literature by highlighting difficulties pertinent to decision-making in agile teams.

Understanding Differences between Adopters and Non-Adopters of Information Technology Project Portfolio Management. Haya Ajjan, Elon University; Ram L. Kumar, University of North Carolina at Charlotte; Chandrasekar Subramaniam, University of North Carolina at Charlotte

With the increased interest among organizations in managing Information Technology (IT) projects as a portfolio, there has been a growing need for research on factors influencing adoption of IT Portfolio Management (ITPPM). ITPPM allows organizations to improve the alignment of IT projects with organizational strategy, by balancing the risks and returns from inter-related projects. To contribute to our understanding of ITPPM, this study examines the adoption of ITPPM through the theoretical lens of diffusion of innovation. Using the technology, organization, and environment (TOE) framework, we model ITPPM adoption and test our model using survey data from 302 project managers. Our results show that an organization’s external pressure, ITPPM costs, organizational support, quality of data on existing IT projects, number of IT projects within the organization, and business resistance are significantly related to the adoption decision. We also find interesting results in how expected benefits of ITPPM and compatibility are perceived as equally important by both adopters and nonadopters. In light of the increasingly complex IT project management environment faced by organizations, our paper helps managers to understand and focus on key enablers of ITPPM adoption and better manage ITPPM inhibitors.
UPCOMING EVENTS

ECIS 2013 TRACK ON IT PROJECT MANAGEMENT

SIGITProjMgmt is sponsoring a track on IT Project Management (ITProjMgmt) at ECIS 2013 in Utrecht, Netherlands. For more details about the conference and the track visit the ECIS website: https://sites.google.com/site/ecis2013nl/the-conference/tracks-and-keynotes/track-information-technology-project-management

AMCIS 2013 TRACK ON IT PROJECT MANAGEMENT

SIGITProjMgmt is sponsoring a Track on IT Project Management (ITProjMgmt) at AMCIS 2013 in Chicago, IL. There are five 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://amcis2013.aisnet.org/index.php?option=com_content&view=article&id=74&Itemid=58. The deadline for paper submissions is February 22nd, 2013.

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.

8TH ANNUAL INTERNATIONAL RESEARCH WORKSHOP ON IT PROJECT MANAGEMENT

We are holding our 8th International Research Workshop on IT Project Management (IRWITPM) (in coordination with ICIS 2013) in December 2013 in Milan, Italy. Completed research, research-in-progress, and panels may be submitted to the workshop.

The deadline for submissions is September 15th, 2013 and should be submitted via email to UNOIRWITPM@unomaha.edu.

For more information, visit the SIG website at www.SIGITProjMgmt.org or please contact the workshop organizers Dr. Alanah Mitchell (mitchellaj@appstate.edu) or Dr. Stacie Petter (spetter@unomaha.edu).

CALL FOR PAPERS: SPECIAL ISSUE ON IT PROGRAM MANAGEMENT FOR THE JOURNAL OF THE AIS

Interest has grown in information technology (IT) around project management in the past few decades. However, to operate in today’s complex and dynamic business environment, organizations must effectively manage a multitude of projects. A traditional functional and hierarchical structure to comprehensive management of multiple projects does not offer the best performance since changes to structures and work methods occur frequently. To meet the need of managing multiple interrelated projects, programs and program management activities directed at coordinating and controlling a number of related projects have become common vehicles for change and innovation. A program can be seen as a temporary organization in which a group of projects are managed together to deliver higher order strategic objectives not delivered by any of the projects on their own. In other words, programs are larger hierarchical units of projects, and are intended to achieve more than just the sum of their composite projects. Stakeholders involved in programs often include senior management teams, functional/divisional managers, program managers, IT managers, IT development teams, key users, and external organizations, who add depth to the more shallow expectations that characterize an IT project.

Themes that could be explored, but are not restricted to, include:
Call for Newsletter Articles

SIG IT Project Management: http://www.sigitprojmgmt.org/

What are the impacts of project interdependencies on programs?
What governance structures are appropriate and effective for managing IT programs?
How are risks elevated at the program level and how can they be controlled?
What traits in the IT environment impact the ability to effectively manage programs?
How can IT programs be connected to IT strategy?
What characteristics distinguish IT projects from IT programs?
How can IT projects best be grouped into programs?
How do you compose effective IT program teams?
What are effective reward structures for programs?
How does the management of stakeholders vary from IT projects to programs?

Special Issue Editors

Submissions to the special issue should be sent to both of the Special Issue Editors:
Gary Klein, University of Colorado gklein@uccs.edu.
James J. Jiang, The Australian National University, james.j.jiang@anu.edu.au.

Important Dates

• December 1, 2013 – Initial full paper submission due
• March, 1, 2014 – First round acceptances announced
• July 1, 2014 – Revised papers due
• October 1, 2014 – Final decision notification
• December 1, 2014 – Final papers due
• March 1, 2015 – Anticipated publication

CALL FOR NEWSLETTER ARTICLES

SIG IT Project Management members are all invited to offer items to the upcoming issue of the AIS SIGProjMgmt newsletter (Volume 5, Issue 1), to be published in September 2013. If you are interested, please send your submissions to John Tripp, john.trip@gmail.com, by August 31, 2013. All 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)
4. Industry Voice (800 – 1700 words), we welcome research tools (up to 300 words).
5. Brief introduction of aspiring IT project management journals (up to 300 words), we welcome.
6. Brief introduction of interesting IT Project Management journals and/or special issues.
7. CFP for IT Project Management related journals (up to 300 words).

Our newsletter is your platform to share your ideas, experiences, and thoughts on IT Project Management. We encourage you to take advantage of this opportunity to contribute to our community.

James J. Jiang, Australian National University, james.j.jiang@anu.edu.au.
Gary Klein, University of Colorado, gklein@uccs.edu.

To view previous newsletters, please visit http://start.aisnet.org/members/group_content_view.asp?group=89773&id=149983.
**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 listserv 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:** Alanah Mitchell, Appalachian State University, [mitchellaj@appstate.edu](mailto:mitchellaj@appstate.edu)

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

**Treasurer:** Radu Vlas, University of Houston, Clear Lake, [vlas@uhcl.edu](mailto:vlas@uhcl.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 Publicity Chair:** John Tripp, Baylor University, [john_tripp@baylor.edu](mailto:john_tripp@baylor.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** [http://www.sigitprojmgmt.org/](http://www.sigitprojmgmt.org/)