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Editorial

It is our great pleasure to bring you the fourth number of the third volume of IJISPM - International Journal of Information Systems and Project Management. The mission of the IJISPM is the dissemination of new scientific knowledge on information systems management and project management, encouraging further progress in theory and practice.

In this issue readers will find important contributions on information systems conflicts, performance management in software development, and recruitment of IS/IT project managers.

The first article, "Information system conflicts: causes and types", is authored by Albert Boonstra and Jan de Vries. Conflicts are an inherent part of organizational life and managers deal with confrontations and conflicts on an almost daily basis. Information Systems implementations are a type of change that often leads to open or hidden conflicts. Managers and others involved can only deal with such conflicts effectively if they understand its nature and causes. To contribute to such an understanding, this article focuses on the analysis of IS conflicts, aiming to identify various types of IS conflicts and to develop a framework that can be helpful in assessing these conflicts. To this end, the authors have conducted a meta-ethnographic study. It is proposed a two-dimensional framework of IS conflicts that leads to a categorization involving four IS conflict types: task; implementation process; structure; and value conflicts. Based on the conflicts that were studied, the paper also reveals that, in reality, many IS conflicts have a hybrid form and develop from one type to another over time.

In the second article, "Towards holistic goal centered performance management in software development: lessons from a best practice analysis", Thomas Murphy and Kathryn Cormican, state that there are strong motivating factors for more effective performance measurement practices in software development. Astute practices in this domain are lauded to improve efficiency and effectiveness. However previous studies have shown that measurement in software is intricate, complex and fraught with challenges. Consequently it is poorly managed in practice. The authors' research seeks to better understand performance management in a real world software development setting in order to identify the challenges and generate a roadmap for improvement. The paper presents findings from an inductive analysis of a radical measurement program in a global software organization. The study investigates the level at which non-compliance with best practice can explain the company's disappointing results. The authors found that a narrow focus on projects, rather than on organizational goals, has seriously hindered its success. They also found that the rate of change in the organization as a whole was impinging on the effective implementation of its measurement program. An analysis of the results demonstrates just how challenging software measurement is. The findings provide an evaluation of best practice relative to the literature that is informed by real industry experience.

Leif Marcusson and Siw Lundqvist, in their article "Why advertise the obvious? Learning outcomes from analyzing advertisements for recruitment of Swedish IS/IT project managers", claim that when Swedish employers advertise for IS/IT project managers they tend to list almost obvious qualification requirements instead of describing those that are unique for their companies' competitiveness or, more precisely, instead of expressing those that really matters. The findings point to an inadequate ability to understand and/or express the requirements that should be decisive for the appointment in order to grasp the essence of what the job actually involves, which brings on problems for both the applicants and the employers. The practical implications of the study pursue a need for employers to stop advertising mostly general requirements for the benefit of more specified ones, that take the sector's, the organization's and the project's requirements into consideration. By doing so, the prospect applicants will have a better opportunity to understand what a certain job entails and the employers will have a better chance to appoint the right individual. The research implications point to a need for acknowledging, and set about solving, problems concerning qualification requirements in advertisements for IS/IT project managers.



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We would like to take this opportunity to express our gratitude to the distinguished members of the Editorial Board, for their commitment and for sharing their knowledge and experience in supporting the IJISPM.

Finally, we would like to express our gratitude to all the authors who submitted their work, for their insightful visions and valuable contributions.

We hope that you, the readers, find the International Journal of Information Systems and Project Management an interesting and valuable source of information for your continued work.

The Editor-in-Chief,

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João Varajão is currently professor of information systems and project management at the *University of Minho*. He is also a researcher of the *Centro Algoritmi* at the *University of Minho*. Born and raised in Portugal, he attended the *University of Minho*, earning his Undergraduate (1995), Masters (1997) and Doctorate (2003) degrees in Technologies and Information Systems. In 2012, he received his Habilitation degree from the *University of Trás-os-Montes e Alto Douro*. His current main research interests are in Information Systems Management and Information Systems Project Management. Before joining academia, he worked as an IT/IS consultant, project manager, information systems analyst and software developer, for private companies and public institutions. He has supervised more than 50 Masters and Doctoral dissertations in the Information Systems field. He has published over 250 works, including refereed publications, authored books, edited books, as well as book chapters and communications at international conferences. He serves as editor-in-chief, associate editor and member of the editorial board for international journals and has served in numerous committees of international conferences and workshops. He is co-founder of CENTERIS – Conference on ENTERprise Information Systems and of ProjMAN – International Conference on Project MANAGEMENT.

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