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Editorial

The mission of the *IJISPM - International Journal of Information Systems and Project Management* is the dissemination of new scientific knowledge on information systems management and project management, encouraging further progress in theory and practice.

It is our great pleasure to bring you the first number of the eighth volume of IJISPM. In this issue readers will find important contributions on enterprise resource planning (ERP) systems, information technologies (IT) project success, design decisions in engineering projects, and engineering projects, and risk management.

The first article, "Moving enterprise resource planning (ERP) systems to the cloud: the challenge of infrastructural embeddedness", is authored by Eli Hustad, Vegard Sørheller, Emeli Jørgensen and Polyxeni Vassilakopoulou. Cloud enterprise resource planning (ERP) solutions allow organizations to support and coordinate key business processes by leveraging virtualization. Nevertheless, moving ERPs to the cloud is not straightforward, and organizational cloud ERP initiatives raise multiple concerns. The authors conducted an in-depth systematic review of relevant research literature and identified six key concerns related to cloud ERP implementation: a) the introduction of new ERP work arrangements, b) the migration of legacy data, c) the assurance of compliance with extant rules and regulations for security, d) the continuous alignment between ERP functionality and business processes, e) the ongoing integration between ERPs and the rest of the organization's application portfolio, and f) the establishment of adequate reliability levels. The identified concerns are associated with both transition management and operations supported by cloud ERPs. All the identified concerns are also related to the need to achieve infrastructural embeddedness. This need sets ERPs apart from other types of cloud-based applications, such as office automation solutions that do not have as many dependencies and exchanges with other systems and repositories within an organization's information infrastructure.

The title of the second article is "The pivotal factors of IT projects' success – Insights for the case of organizations from the Federation of Bosnia and Herzegovina", which is authored by Muamer Bezdrob, Sabina Brkić and Manfred Gram. This research aims to investigate the circumstances and possible reasons for a very high and rather unexpected success rate of IT projects implemented in the Federation of Bosnia and Herzegovina. For that purpose, the existing literature was reviewed thoroughly, and an appropriate research design was formulated. In order to answer the research questions posed, a questionnaire was developed and a multivariate analysis of variance (MANOVA) was employed. The obtained results show that keeping the project size small significantly increases the odds for achieving IT project success, regardless of the organizational maturity level in project management. In addition, the higher the organizational maturity level in project management the higher IT projects success ratio. Results also revealed that the differences between IT projects' success ratio of different groups of organizations are primarily induced by the time and costs project constraints, but not with project scope.

The third article, authored by Tara Kinneging, Robin de Graaf, Sander Siebelink and Tim van Dijck is entitled "The documentation of design decisions in engineering projects: A study in infrastructure development". In most design projects, the documentation of design decisions is considered important. Among others, documentation of design decisions contributes to the traceability of decisions that shape a project's development process, helps deal with changes in the project and prevents the recurrence of old discussions. Yet, little attention is given to documenting design decisions in engineering literature. In this study, a theoretical framework for the key elements of this documentation process was developed. Four infrastructure projects were studied and compared to this framework by means of pattern matching. The findings demonstrate that accessibility of documentation for all involved project parties and division of documentation tasks are in accordance with literature. However, the documentation of design decisions and their rationale is not done as completely as is recommended in theory. Literature states that the documentation of interrelations and context of decisions should be described thoroughly, but that is barely done in practice. In addition,

the findings show that neither immediate documentation, nor periodical monitoring of documentation is applied. Based on these findings, this research proposes a strategy for improving the documentation of design decisions.

"W4RM: A prescriptive framework based on a wiki to support collaborative risk management in information technology projects" is the fourth article and is authored by Rogério Soares, Marcirio Chaves and Cristiane Pedron. Despite the positive influence of risk management in IT project results, many project managers are not managing risks or are managing them partially. To enhance risk management, collaborative project management has gained attention in recent years with the introduction of Web 2.0 tools. Project managers have used such tools to facilitate open communication and distribution of activities. This research introduces a prescriptive framework (W4RM – Wiki for Risk Management) based on a wiki to support collaborative risk management in IT projects. An exploratory focus group was set up and a series of interviews with practitioners was conducted to explore how a wiki can support risk management in IT projects. Findings show that project managers are facing difficulties managing risks and are the only ones responsible for identifying, registering and monitoring risks. By implementing a collaborative tool, managers can disseminate a collaboration culture and participate in risk management processes.

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 a professor of information systems and project management at the *University of Minho*. He is also a researcher at the *ALGORITMI Research Center* 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 related to Information Systems and Information Systems Project Management success. 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 100 Masters and Doctoral dissertations in the Information Systems field. He has published over 300 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 on numerous committees of international conferences and workshops. He is the co-founder of CENTERIS – Conference on ENTERprise Information Systems and of ProjMAN – International Conference on Project MANagement.

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