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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 second number of the seventh volume of IJISPM. In this issue readers will find important contributions on project governance, project performance, Kanban, and IT governance.

The first article, "Governance, governmentality and project performance: the role of sovereignty", is authored by Ralf Müller. Considerable confusion prevails in the mutual positioning and relationship of concepts like management, leadership, governance and governmentality in projects. This article first develops a framework to distinguish these terms conceptually by use of Archer's structure and human agency philosophy. This provides for clearer conceptualization and lesser redundancy in the use of terms. Then the interaction between governance and governmentality in the context of projects is assessed, using a contingency theory perspective. This addresses long-standing questions about the nature of the impact of governance and governmentality on each other and on project and organizational performance. The results show that higher levels of project sovereignty (as a measure of governance), are associated with lower levels of authoritarian, but higher levels of neo-liberal governmentality, as well as higher levels of project and organizational performance. The article continues with a discussion of the theoretical implications from different perspectives of causality, which provides for different approaches to improve project performance through deliberate fine-tuning of governance and governmentality.

The title of the second article is "Performance measurement of complex project: framework and means supporting management of project-based organizations", which is authored by Eryk Głodziński. As the author states, performance management and measurement enable to improve strategy implementation and increase organizational competitiveness. The main objectives of the article are to propose a framework of project performance measurement and a set of measures that could be applied in project-based organizations. The framework considers performance assessment of the project and its context, including benefits occurring outside the project – on the program, project portfolio, and project-based organization levels – but being the result of project execution. The framework incorporates in project performance assessment the simultaneous and supplementary utilization of quantitative and qualitative measures, financial and non-financial measures that describe various fields of evaluation: finance, production, procurement, product quality, social, marketing of a product, legal, natural environment, client, and other stakeholders' satisfaction.

The third article, authored by Daniel Smits and Jos van Hillegersberg, is entitled "Evaluation of the usability of a new ITG instrument to measure hard and soft governance maturity". IT governance (ITG) has stayed a challenging matter for years. Research suggests the existence of a gap between theoretical frameworks and practice. Although current ITG research is largely focused on hard governance (structure, processes), soft governance (behavior, collaboration) is equally important and might be crucial to close the gap. The goal of this article is to evaluate the usability of a new ITG maturity instrument that covers hard and soft ITG in detail. The authors have conducted ten case studies and evaluated the instrument positively on usability. It is demonstrated that combining the instrument with structured interviews results in an enhanced and usable instrument to determine an organization's current level of hard and soft ITG.

"Using a coach to improve team performance when the team uses a Kanban process methodology" is the fourth article and is authored by Ivan Shamshurin and Jeffrey S. Salt. Teams are increasing their use of the Kanban process methodology across a range of information system projects, including software development and data science projects. While the use of Kanban is growing, little has been done to explore how to improve team performance for teams that use Kanban. One possibility is to introduce a Kanban Coach (KC). This article reports on exploring the use of a Kanban

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Coach, with respect to both how the coach could interact with the team as well as how the use of a coach impacts team results. Specifically, the article reports on an experiment where teams either had, or did not have, a Kanban Coach. A quantitative and qualitative analysis of the data collected during the experiment found that introducing KC led to significant improvement of team performance. Coordination Theory and Shared Mental Models were then employed to provide an explanation as to why a KC leads to better project results. While this experiment was done within a data science project context, the results are likely applicable across a range of information system projects.

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 *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 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 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 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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