IJISPM Editorial Vol. 7 No. 4

Sam Takavarasha Jr
University of Fort Hare

Carl Adams
University of Portsmouth

Liezel Cilliers
University of Fort Hare

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 fourth number of the seventh volume of IJISPM, which is a special issue addressing the theme "Revisiting Information Systems Project Management Success in the Contemporary Era". In this issue readers will find important contributions on the role of top managers in ERP business value creation, effects of investment assessment methods on IS/IT project success, design of citizen centric e-government projects, and megaproject complexity attributes and competences.

The first article, "An interpretive study on the role of top managers in Enterprise Resource Planning (ERP) business value creation", is authored by José Fernando López-Muñoz and Alejandro Escribá-Esteve. This paper contributes to the body of literature on ERP business value by investigating organizational ERP development in view of the active involvement, vision, and direction of top management teams (TMTs). A top-down approach to ERP adoption and implementation was adopted with socio-material and social construction assumptions about the mechanisms that generate ERP business value. A single ERP case study was analyzed in an industrial setting by interpretive means, thus providing theoretically based, detailed and interesting insights. The research suggests that ERP benefits emerge during the TMT's encounters with the ERP system through pragmatic action and situated improvisations. The findings suggest that ERP adoption is strongly influenced by TMT characteristics and social processes, while complementary process-change needs are perceived by the executive participation during implementation. The authors also suggest that when the ERP system goes live, a synergistic relationship termed TMT- information technology (IT) imbrication will create the technological infrastructure perceived as ERP value. At this post-implementation stage, various TMT characteristics and processes are proposed that greatly influence top managers' patterns of imbrication behavior. Several propositions are developed and summarized in a framework to enhance the current understanding of managerial agency in achieving business benefits from ERP systems. The paper concludes with implications for top managers and future research directions.

The title of the second article is "An empirical analysis on the effects of investment assessment methods on IS/IT project success", which is authored by Meltem Özturan, Furkan Gürsoy and Burç Çeken. As organizations' investments on information systems (IS) increase, the assessment methods used during IS/IT investment decision-making process holds more and more importance. Since successful IS/IT projects are key to the sustainability of an organization, identifying the factors which have effects on project success carries useful insights. In this study, 18 assessment methods are identified based on the literature. A novel classification method is proposed and assessment methods are classified into financial, strategic, and organizational categories. A novel rule-based method for determining the size of IS/IT projects is also proposed. Detailed information on project characteristics, employed IS/IT assessment methods, and project success is collected for 110 real-world IS/IT projects. The collected data is utilized in ANOVA and Regression tests to examine the factors which affect project success. Use of organization-related assessment methods, which is proposed in this study, is found to increase the success rate of the projects. Obligation towards the project and use of multi-criteria methodology have significant relationships with project success whereas project size, use of gut feeling during evaluation, and employed system development methodology do not have statistically significant impacts on project success.

The third article, authored by Stephen Kyakulumbye, Shaun Pather and Mmaki Jantjies, is entitled "Towards design of citizen centric e-government projects in developing country context: the design-reality gap in Uganda". E-government projects should be at the heart of service delivery in developing countries if the lives of citizens, especially the socially and economically marginalized, are to be improved. However, quite often in developing country contexts, citizens have been treated as recipients of technology projects through a top-down approach from central governments. Such a paradigm of implementation usually results in the non-use of the deployed technologies and their associated e-services. A consequence of non-use of e-services results in a wastage of the public fiscus. The extant literature points to a number of underlying causes of the problem. One such problem which has been highlighted is called the "Design-Reality gap". This paper investigates the nature of the gap. It presents findings from policy analysis and in-depth face-to-face interviews with e-government policy makers and implementers. In addition, it reports on findings from focus group discussions with potential e-government users in a health sector setting. The results which are based on a participatory action research methodology, reveal that there exists a glaring design-reality gap between e-government policy planners and citizens' aspirations. The authors argue that co-creation could be a feasible approach for the design of e-government application services towards efforts to bridge the design-reality gap.

"Megaproject complexity attributes and competences: lessons from IT and construction projects" is the fourth article and is authored by Maxwell Nyarirangwe and Oluwayomi. K. Babatunde. Megaprojects have been associated with persistent underperformance technically, financially, socially and environmentally. This underperformance has been attributed to the inherent complexity attributes and the gaps in the form of the mismatch in the project management competences and processes used by the project management teams to deal with the complexity attributes. This study seeks to investigate the performance implications of these complexity attributes to recommend suitable management competences for the successful delivery of megaprojects. This conceptual study used an integrative literature review to analyze and synthesize findings from existing scientific articles related to the complexity constructs based on a comparative assessment of Information Technology (IT) and construction megaprojects. The Complex Adaptive Systems (CAS) Theory was also used to highlight some of the factors that influence megaproject performance towards identifying suitable management processes and competences, which are required to deal with megaprojects complexity. The key findings include a nomenclature of the main complexity attributes, their implications on the performance of IT and construction megaprojects, and, lastly, the management competences and processes that are required to deal with the complexity attributes for improved megaproject performance.

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 special issue editors,

Sam Takavarasha Jr, *University of Fort Hare, South Africa*

Carl Adams, *University of Portsmouth, United Kingdom*

Liezel Cilliers, *University of Fort Hare, South Africa*