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João Varajão
University of Minho

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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 third number of the sixth volume of IJISPM. In this issue, readers will find important contributions on digital transformation and enterprise architecture management, decision to switch ERP systems, inter-team coordination in large-scale agile software development, and impact of business intelligence to organizational performance.

As Kaidalova Julia, Sandkuhl Kurt and Seigerroth Ulf state in the first article “How Digital Transformation affects Enterprise Architecture Management – a case study”, Internet of Things (IoT), machine learning, cyber-physical systems and other recent technological innovations offer new opportunities for enterprises in the context of Digital Transformation but also cause new challenges for Enterprise Architecture Management (EAM), which traditionally deals with enterprise - Information Technology (IT) planning and coordination. Based on an industrial case of a power garden products manufacturer that is exploring potentials and facing challenges in Digital Transformation, this article investigates the integration of product-IT into EAM. Product-IT includes the embedded IT-systems in physical products and services, components for operations, maintenance or evaluation purposes. In this article the authors discuss product-IT and enterprise-IT integration in the context of EAM observed in the industrial practice.

The second article, “Decision-making to switch your ERP system: empirical Japanese evidence”, is authored by Tingting Huang. A considerable research gap in the ERP (Enterprise Resource Planning) decline stage remains. Not only limited empirical evidence is found to support the decline stage, but also, the existence of this stage is not acknowledged by the majority. On the other hand, because that the decline stage is short of theory and data support, organizations which are or will be at this stage might have little help to deal with might happen. This research aims at presenting a practical decision model for organizations facing ERP switching/reversion. The process model of Rasmussen’s Cognitive Control of Decision Processes was adopted as the theory lens to construct the decision model. Based on the survey results from eighteen organizations, a descriptive model - the A2O model - is proposed. This research fulfils the blank in the ERP life cycle, provides the empirical supports on exploring the critical issues, and enlightens vendors and consultants on product development and customer service.

Coordination of teams is critical when managing large programmes that involve multiple teams. In large-scale software development, work is carried out simultaneously by many developers and development teams. Results are delivered frequently and iteratively, which requires coordination on different levels, e.g., the programme, project, and team levels. Prior studies of knowledge work indicate that such work relies heavily on coordination through "personal" modes such as mutual adjustment between individuals or through scheduled or unscheduled meetings. In agile software development processes, principles and work structures emerge during the project and are not predetermined. The third article “To schedule or not to schedule? An investigation of meetings as an inter-team coordination mechanism in large-scale agile software development”, authored by Nils Brede Moe, Torgeir Dingsøy and Knut Rolland, studies how coordination through scheduled and unscheduled meetings changes over time in two large software development programmes relying on agile methods. The findings include transitions from scheduled to unscheduled meetings and from unscheduled to scheduled meetings. The transitions have been initiated both bottom-up and top-down in the programme organizations. The main implication is that programme management needs to be sensitive to the vital importance of coordination and the coordination needs as they change over time.



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Business intelligence is an approach that includes processes and systems for the transformation of the raw data into meaningful and useful information which enables effective, systematic and purposeful analysis of an organization and its competitive environment. The fourth article, “Understanding impact of business intelligence to organizational performance using cluster analysis: does culture matter?”, authored by Mirjana Pejić Bach, Jurij Jaklič and Dalia Suša Vuげc, aims to analyze the impact of the level of business intelligence maturity on the organizational performance of the company. Moreover, since there is a rising awareness among practitioners of the role of the organizational culture for the successful functioning of the company, the role of the organizational culture is taken into consideration in the research. To meet the aim of the paper, a survey has been conducted. Data has been collected through questionnaires on a sample of 177 companies and analyzed through of the cluster analysis. The analysis identified two clusters. The results of the cross-tabulation analysis of the clusters reveal statistically significant differences concerning the company turnover and dominant organizational culture between them.

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,

João Varajão

University of Minho

Portugal



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 80 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.

www.shortbio.net/joao@varajao.com