

# International Journal of Information Systems and Project Management

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Volume 4 | Number 2

Article 1

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2016

## IJISPM Editorial Vol. 4 No. 2

João Varajão  
*University of Minho*

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### Recommended Citation

Varajão, João (2016) "IJISPM Editorial Vol. 4 No. 2," *International Journal of Information Systems and Project Management*. Vol. 4 : No. 2 , Article 1.

Available at: <https://aisel.aisnet.org/ijispm/vol4/iss2/1>

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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 fourth volume of IJISPM. In this issue readers will find important contributions on intercultural competency in global IT projects, post tender negotiation procedure, Enterprise Collaboration Systems usage, and success criteria in agile software projects.

The first article, “Improving intercultural competency in global IT projects through recognition of culture-based behaviors”, is authored by Richard Amster and Christina Böhm. The success of global IT projects is highly influenced by culture-based behaviors. Issues between individuals arise when behaviors are (mis-)perceived, (mis-)interpreted, and (mis-)judged by using the perceiver’s expectations, beliefs, and values. Misperception results when the behavior is not anticipated because it would not occur in ones’ own culture. The article presents a study that analyzed cultural behavioral differences between Indian project managers and their counterparts in other countries. The conducted qualitative, semi-structured interviews revealed insights into cross-cultural challenges and shed light on the complex ways that culture-based behaviors impact IT projects. The study identified 127 behaviors that significantly affected project success and cross-cultural cooperation between Indian managers and managers from all over the world. These behaviors were grouped into 19 behavior clusters. Based on the study’s results, the article suggests four important components that should be added to cross-cultural training programs for international project managers.

As Peter Frimpong Manso and Athanasios Nikas state in the second article “The application of post tender negotiation procedure: a public sector procurement perspective in UK”, Post Tender Negotiation (PTN) procedure is part of the tendering process in procurement of goods and services. The procedure could be triggered if the initial tendering activity does not result in the selection of a supplier. This could be due to a lack of clear Value for Money (VfM) bidder. The PTN procedure is sparingly applied in the UK public sector procurement and the reasons adduced for this are based on ethical considerations. The UK Office of Government Procurement (OGP), formerly known as the Office for Government Commerce (OGC) and the European Union (EU) are the chief proponents of restricting the use of PTN to exceptional cases. The premise of their argument is that the buyer could unethically tilt her/his actions in the process of applying the PTN procedure to favor certain suppliers. It is the argument of this article that buyers from the public sector in UK are being deprived of the procedure’s benefit and therefore, the restrictions should be relaxed. Evidence from this study suggests that the procedure could offer the opportunity for further clarifications of supplier’s bid. The study also identifies that, for PTN to be successful, factors ensuring success in negotiations including cooperation should be present.

In the third article, “Use Cases and Collaboration Scenarios: how employees use socially-enabled Enterprise Collaboration Systems (ECS)”, Petra Schubert and Johannes H. Glitsch state that in recent years we have seen the emergence of a new type of collaboration software, the so-called “Enterprise Social Software”. The “social features” of this software type have stimulated a renewed interest in Enterprise Collaboration Systems (ECS). In this article the authors present findings from a longitudinal research project on the introduction and use of ECS in companies. They argue that ERP Systems and ECS are inherently different and that the process-paradigm that is common to ERP cannot be applied identically to ECS. To address this issue, are suggested two concepts (*use case and collaboration scenario*) for the analysis and description of collaboration activity in companies. From the literature and 26 case studies were identified typical use cases and collaboration scenarios that can serve as blueprints for ECS introduction projects. The longitudinal objective of the research is to assist companies with their ECS initiatives and to provide them with a catalogue of existing use cases and collaboration scenarios from various industry settings.



## International Journal of Information Systems and Project Management

ISSN (print):2182-7796, ISSN (online):2182-7788, ISSN (cd-rom):2182-780X

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Available online at [www.sciencesphere.org/ijispm](http://www.sciencesphere.org/ijispm)

The article “A qualitative study of success criteria in Norwegian agile software projects from suppliers’ perspective”, authored by Lubna Siddique and Bassam A. Hussein, provides practical insights into the success criteria in agile projects in the Norwegian software industry. The authors conducted 32 interviews with practitioners working with agile projects. The findings revealed two fundamental differences that distinguish the perception of success in agile projects from that in projects that are based on the waterfall approach. Firstly, the evaluation is carried out on a regular basis after each increment. This regular and continuous measurement of success contributes several advantages, including greater commitment and involvement from the customer and a higher level of mutual trust between the supplier and the customer, and thus leads to better knowledge sharing and reduced task uncertainty. Secondly, there is a stronger emphasis on customer satisfaction. The continuous assessment of success at the end of each iteration also has a significant, positive impact on the customer’s evaluation of the project outcome.

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 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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