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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 ninth volume of IJISPM. In this issue, readers will find important contributions on the paradoxical tensions of project management, junior project management professionals' skills, Project Management Information Systems, and violations and sanctions of the General Data Protection Regulation (GDPR).

The first article, "A framework for paradoxical tensions of project management," is authored by Juhani Iivari. According to the author, research into organizations has concluded that organizational effectiveness is paradoxical, i.e., effective organizations have attributes that are simultaneously contradictory, even mutually exclusive. Although projects are temporary organizations, the paradox lens has largely been omitted in their context. This paper is an attempt to rectify the situation. It introduces a framework of eleven paradoxical tensions concerning priority, structure, and execution of projects, wishing to encourage future research on paradoxical tensions of project management.

The title of the second article is "An analysis of violations and sanctions following the GDPR," which is authored by Wanda Presthus and Kaja Felix Sønslien. This article investigates the violations and sanctions that have occurred following the implementation of the GDPR. The GDPR came into effect in May 2018 with the aim of strengthening the information privacy of European Union/European Economic Area citizens. Based on existing taxonomies of (i) potential consequences of violating the GDPR (including surveillance, discrimination), (ii) an analysis of 277 sanctions, and (iii) interviews with experts, the authors offer a mapping of the violations and sanctions almost two years after the regulation was implemented. The most typical complaints were: unlawful processing and disclosure of personal information, failure to act on and secure subject rights and personal information, and insufficient cooperation with supervising authorities. The authors' analysis also indicates an increasing number of fines over time. Regarding size, the fines range from 90 euros to 50,000,000 euros. While research on GDPR violations and sanctions is somewhat scarce, this study confirms GDPR complexity. However, the study provides insight into some of the challenges. The contribution is mainly practical and aimed at managers in any organization whose goal is to protect information privacy and to learn from the mistakes made by other companies.

The third article, authored by William E. Hefley and Mário Bottion, is entitled "Skills of junior project management professionals and project success achieved by them." New graduates are often placed into project management roles but may face challenges. This study surveyed managers from Brazilian organizations and gathered information on the environment, practices, and results of new graduates in project management roles. In-depth interviews were executed with a set of managers to collect further insights into new graduates' performance in project management. This article examines the preparation and performance of new graduates in project management roles. It addresses specific project management skills and competencies that are involved in delivering successful projects and how these relate to project success or failure. It concludes that new graduates are often not fully prepared for project management roles and fail to conduct comprehensive project preparations, often missing risk management; their soft skills are not fully developed, creating further challenges; and the corporate environment towards project management may not lead to developing well-prepared project managers.

"Smart Project Management Information Systems (SPMIS) for Engineering Projects – Project Performance Monitoring & Reporting" is the fourth article and is authored by John van Besouw and Taryn Bond-Barnard. Engineering projects are becoming increasingly complex as projects get larger and as technology improves. Greater competition worldwide

has meant that projects are delivered quicker and cheaper. This requires sophisticated Project Management Information System (PMIS) technologies to be adopted to improve efficiency and quality on projects. PMIS data and reports can be used to understand better the risk exposure, resource utilization, profitability, and scheduling of a project. It also informs strategic project decisions and performance monitoring and reporting. Unfortunately, project data is often fragmented and embedded in different systems. This article investigates several commercially available PMIS to compare the functionality of these systems. A qualitative study using semi-structured interviews was conducted with purposively selected project systems experts at twelve project-based organizations. Thematic analysis revealed what functions PMIS fulfills, how these systems are integrated, and how they facilitate project monitoring and reporting. Moreover, a novel model for the basic architecture of a "Smart" Project Management Information System (SPMIS) is proposed.

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.