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Editor's Comments

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EDITOR'S COMMENTS

During the past few months of what has been a very tough year for many members of the IS community, your *MISQE* editors have continued to play leading roles in AIS-sponsored conferences across the globe: ECIS in Verona (Italy), PACIS in Hyderabad (India), and AMCIS in San Francisco.

Prior to the AMCIS conference, *MISQE* also once again sponsored a workshop on communicating the results of practice-based research. Under the guidance of eight *MISQE* editors, thirteen authors shared their research designs and findings with other participants in a collaborative developmental setting with the joint objective of developing articles based on field research that would be useful to IS leaders in many industries and competitive environments. The research articles in this issue have all undergone a similarly rigorous peer-review process as well as multiple revisions under one or more senior editors, and their authors reflect a similar goal: to share field-based insights about persistent IT management challenges.

George Westerman of MIT CISR (“IT Risk as a Language for Alignment”) argues that the seemingly conflicting objectives of leaders focused on strategic change and those concerned with operational resilience can be bridged with a common business language of IT risk management. Based on a research program using both case study and field survey methods, the author presents a previously published hierarchical framework for managing IT risks that can be used to develop a shared understanding of the value of IT investments and improved IT-business alignment.

Steven Hawk, Weijun Zheng, and Robert Zmud (“Overcoming Knowledge-Transfer Barriers in Infrastructure Management Outsourcing”) focus on how the transfer of knowledge between outsourcing clients and vendors can be successfully achieved. Unlike most recently published articles on IT outsourcing, this study focuses on the less well known knowledge transfer challenges associated with the outsourcing of data center operations, network services, and other technology towers. Quotations from their in-depth interviews with managers in both the global client and global vendor firms are used to highlight the management insights that emerged when the speed of knowledge transfer to a lower-priced but expert labor force offshore under a global delivery

model was a key to achieving both client and vendor objectives.

In the third article, Ryan Nelson and Karen Jansen of the University of Virginia (“Mapping and Managing Momentum in IT Projects”) share their insights from a post-hoc analysis of changes in “momentum” in successful IT projects. Based on student-generated graphical mappings of 51 IT projects post-implementation, the authors argue that proactive mappings of perceptions about the momentum of a given project can be used by IT managers to increase the likelihood of project success. Specific guidelines for utilizing such a project management tool are summarized.

This *MISQE* issue also includes two reports from SIM-sponsored events. The APC forum describes recent intranet initiatives at the International Monetary Fund (IMF). In the final article, Jerry Luftman, Rajkumar Kempaiah, and Eduardo Henrique Rigoni summarize the results from the 2008 survey of the SIM membership on their most important IT management concerns and draw comparisons with both prior SIM surveys and yearend research reports by others. The SIM survey findings published in *MISQE* in prior years have been heavily referred to for benchmarking by practitioners and for the identification of research areas of high relevance and utility to the *MISQE* readership.

In the coming months Ann Majchrzak (University of Southern California) and Gerald Kane (Boston College), along with *MISQE* senior editor Blake Ives (University of Houston), will be selecting presentations on the topic of “Enterprise and Industry Applications of Web 2.0” for the 2009 SIM-sponsored academic workshop December 15th in Phoenix prior to the 30th ICIS conference. Under their editorial guidance, papers will then be reviewed for publication in the December 2010 special *MISQE* issue on this same topic.

All of us on the volunteer *MISQE* Board welcome your thoughts about how this journal can continue to share useful knowledge across academic and practitioner members of the IS community.

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