



Editorial

It is our great pleasure to bring you the second number of the third volume of IJISPM - International Journal of Information Systems and Project Management. The mission of the IJISPM is the dissemination of new scientific knowledge on information systems management and project management, encouraging further progress in theory and practice.

In this issue readers will find important contributions on enterprise resource planning systems post-implementation stage, team management and conflicts management.

The first article, “The ERP post-implementation stage: a knowledge transfer challenge”, examines the knowledge transfer process in Enterprise Resource Planning systems (ERP) post-implementation projects, and specifically between the ERP project teams and the IT support team. The authors, Sylvain Goyette, Luc Cassivi, Mathieu Courchesne and Elie Elia, have conducted case studies in three large organizations and data was collected via semi-structured interviews. Descriptive and graphical representations were used to analyze knowledge transfer processes for each case and a cross-case analysis was performed. Results from this exploratory study shed light on the relation between the ERP evolution structure and the use of knowledge transfer mechanisms based on different types of knowledge (functional and technical). This article highlights the need of relying on both formal and informal knowledge transfer mechanisms to cover recurring and ad hoc exchanges between the different stakeholders responsible for the evolution of an ERP. The article also highlights the impact of the ERP integrator and its different inclusion strategies that are critical for the knowledge being shared by the ERP project stakeholders.

The second article, “Distributed team cohesion – not an oxymoron. The impact of information and communications technologies on teamness in globally distributed IT projects”, is authored by Olga Stawnicza. Globally distributed Information Technologies (IT) projects are common practice in today’s globalized world. Typically, project team members’ work on interdependent tasks, with a common goal to be achieved as one team. However, being split between multiple locations impedes communication among team members and hampers the development of trust. Information and communications media enable communication between geographically distributed project team members and help to create and maintain trust within project units. Communication and trust are particularly significant for fostering a feeling of oneness among project team members. Oneness, also referred to as “teamness”, is repeatedly mentioned as one of the challenges facing global project teams. However, prior literature on teamness is very scarce and its importance is underrepresented. This article contributes to the field in two ways. First, the theoretical study based on a systematic literature review examines available evidence of teamness in globally distributed projects. Secondly, an empirical study based on interviews conducted with global project managers fills the current gap in literature on the link between use of IT and establishing a sense of team unity. This article also draws practitioners’ attention to the importance of striving for teamness in spite of the geographical distance that exists between project team members.

José Ramón San Cristóbal is the author of the third article “The use of Game Theory to solve conflicts in the project management and construction industry”. A typical project involves a wide range of disparate professionals, in many cases geographically distributed, working together for a relatively short period of time on the design and construction of a facility. Since organizations are becoming flatter, culturally rich, geographically diverse and intensely competitive, the possibilities for conflict in such environments are greater. Negotiation is an important aspect of a project and plays an important role in resolving claims, preventing disputes, and keeping a harmonious relationship between project participants. Part of any project manager’s role as a leader is to recognize conflict, understand the sources of conflict and manage it, and to do this a project manager must be able to understand the basics of negotiation theory and have sufficient competencies to lead in such situations. To address the complex technical and human issues in negotiation, different negotiation theories and models are available which mainly include game theory, economic theory, and



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behavior theory. Since Game Theory provides, by its very nature, the appropriate tools for the analysis and eventual solution of conflicts of any kind, this article uses a model based on Game theory in order to identify the activities that are responsible for the delays in a project and divide the costs among 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 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.

www.shortbio.net/joao@varajao.com