



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 tenth volume of *IJISPM*. In this issue, readers will find important contributions on agile projects, portfolio management, hybrid project management, and IS development risks.

The first article, “Tensions and ambidexterity: a case study of an agile project at a government agency”, is authored by Carin Lindskog. According to the author, today’s dynamic business environment must continuously adapt its software development methods to changing technologies and new requirements on the part of customers. Therefore, agile methods are being used more and more because they emphasize both flexibility and the ability to change. However, at the same time, the business-driven need for predictability and control remains. The purpose of this case study is to explore and theorize on paradoxical tensions and ambidexterity during an agile software development project at a government agency. The study empirically examines how tensions and the ambidextrous responses to these tensions are related to agile values. Data was collected by conducting interviews and studying internal project documents. Four categories of tensions (learning, organizing, performing, and belonging) were used for analytical purposes. The findings suggest that most of the tensions perceived were in the categories of learning and performing. There are, furthermore, several connections between the ambidextrous responses to these tensions and agile principles. A deeper understanding of agile values and principles is required in order to make projects successful. The contribution made by the study, therefore, is of great importance because agile methods are for leading projects, not only in agile software development but also in other industries and sectors.

The title of the second article is “Can product modularization approaches help address challenges in technical project portfolio management? – Laying the foundations for a methodology transfer”, which is authored by Thorsten Lammers, Matthias Guertler, and Henning Skirde. Formalized Project Portfolio Management (PPM) models struggle to provide comprehensive solutions to project selection, resource allocation and adaptability to dynamic technology project environments. In this article, the authors introduce a vision for a novel Modular Project Portfolio Management (MPPM) approach by drawing on well-established engineering methods for designing modular product architectures. The authors show how systems theory can be used to enable a transfer of methods from the area of engineering design and manufacturing to the area of PPM and how the concept of product modularity could help address the challenges of existing PPM approaches. This lays the groundwork for the possible development of MPPM as a new and innovative methodology for managing complex technology and engineering project landscapes.

The third article, authored by Janine Reiff and Dennis Schlegel, is entitled “Hybrid project management – a systematic literature review”. Hybrid project management is an approach that combines traditional and agile project management techniques. The goal is to benefit from the strengths of each approach, and, at the same time avoid the weaknesses. However, due to the variety of hybrid methodologies that have been presented in the meantime, it is not easy to understand the differences or similarities of the methodologies, as well as the advantages or disadvantages of the hybrid approach in general. Additionally, there is only fragmented knowledge about prerequisites and success factors for successfully implementing hybrid project management in organizations. Hence, the aim of this study is to provide a structured overview of the current state of research regarding the topic. To address this aim, the authors have conducted a systematic literature review focusing on a set of specific research questions. As a result, four different hybrid methodologies are discussed, as well as the definition, benefits, challenges, suitability, and prerequisites of hybrid project management. The study contributes to knowledge by synthesizing and structuring prior work in this growing area of research, which serves as a basis for purposeful and targeted research in the future.



“Risks associated with the development process of in-house information system projects” is the fourth article and is authored by Chia-Ping Yu and Wan-Ying Lin. To provide a risk management perspective for managers responsible for in-house project development, the authors investigated how the risks associated with an in-house information system project evolve during the software development process. They conducted interviews and content analysis to examine the risks that affect project delivery quality. Three companies participated in this research. The results of this study indicate that risks related to organizational structure persist throughout the software development process. Content analysis indicated that in the conducted interviews, sentences regarding task- and actor-related risks characterized the first two phases of this process, and sentences regarding technology-related risks characterized the last two (third and fourth) phases. The results also suggest that different types of risks exert pressure on in-house project teams to reassess the weaknesses and resource allocation in a project and the possible solutions to any potential problems. This research explains risk dynamics throughout the life cycle of in-house information systems development. Moreover, the findings of this study can help project managers identify the risks associated with the project development process that directly affect 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,

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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 ProjMAN – International Conference on Project MANagement.