



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 third number of the 11 volume of IJISPM. In this issue readers will find important contributions on PMO, AI projects, R&D project management and DevOps.

The first article, “Using the PMO to enforce and standardize the attention of software project managers to needs of software project teams”, is authored by Robert Hans and Ernest Mnkandl. Software project teams (SPTs) are critical stakeholders. However, the empirical evidence of their importance seems to exist on paper only, as software project managers (SPMs) and scholars in the project management field ignore their individual needs, and as a result, SPTs remain the most neglected stakeholder group in the software industry. In endeavouring to address the neglect of SPTs, the authors of this study developed a model aimed at assisting SPMs to pay due consideration to the needs of this important stakeholder group. At the heart of the model’s functionality is the Project Management Office (PMO), which intends to enforce and standardize the gathering and addressing of software project team needs and interests by SPMs. The aim of the research study is to investigate how the functions of the PMO can be applied to operationalize the enforcement and standardization of the overall function of the model.

The title of the second article is “Failure factors of AI projects: results from expert interviews”, which is authored by Dennis Schlegel, Kajetan Schuler and Jens Westenberger. In the last few years, business firms have substantially invested into the artificial intelligence (AI) technology. However, according to several studies, a significant percentage of AI projects fail or do not deliver business value. Due to the specific characteristics of AI projects, the existing body of knowledge about success and failure of Information Systems (IS) projects in general may not be transferrable to the context of AI. Therefore, the objective of this article is to identify factors that can lead to AI project failure. Based on interviews with AI experts, this article identifies and discusses 12 factors that can lead to project failure. The factors can be further classified into five categories: unrealistic expectations, use case related issues, organizational constraints, lack of key resources, and, technological issues.

The third article, authored by Katharina Dieterich and Peter Ohlhausen, is entitled “CLIPS: Enriching interorganizational R&D project management by a project culture focus”. According to the authors, project managers still face management problems in interorganizational Research and Development (R&D) projects due to their limited authority. Addressing a project culture which is conducive to cooperation and innovation in interorganizational R&D project management demands commitment of individual project members and thus balances this limited authority. However, the relational collaboration level at which project culture manifests itself is not addressed by current project management approaches, or it is addressed only at a late stage. Consequently, project culture develops within a predefined framework of project organization and organized contents and thus is not actively targeted. Therefore, a focus shift towards project culture becomes necessary. This can be done by a project-culture-aware management. The goal of this paper is to demonstrate the integrability of the method CLIPS and show how it can be integrated in common project management approaches.

“Critical success factors for DevOps adoption in information systems development” is the fourth article and is authored by Vihara Jayakody and Janaka Wijayanayake. Adopting DevOps is challenging since it makes a significant paradigm shift in the Information Systems (IS) development process. DevOps is a trending approach attached to the Agile Software Development Methodology, which facilitates adaptation to the customers' rapidly-changing requirements. However, software development companies reported challenges in adopting DevOps. It is critical to control those



challenges while getting hold of the benefits by studying Critical Success Factors (CSF) for adopting DevOps. This study aimed to analyse the use of DevOps approach in IS developments by exploring CSFs of DevOps. A systematic literature review was applied to identify CSFs. These factors were confirmed by interviewing DevOps practitioners while identifying more frequent CSFs in the software development industry. The authors present a conceptual model for CSFs of DevOps, which is a guide to reap the DevOps benefits while reducing the hurdles for enhancing the success of IS. The conceptual model presents CSFs of DevOps, grouping them into four areas: collaborative culture, DevOps practices, proficient DevOps team, and Metrics & Measurement.

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.

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Dulce Domingos received the BSc in "Informática" from Faculdade de Ciências da Universidade de Lisboa, Portugal, in 1993, the MSc degree in "Engenharia Electrotécnica e de Computadores" from Instituto Superior Técnico da Universidade Técnica de Lisboa, Portugal, in 1997, and the PhD degree in "Informática" from Faculdade de Ciências da Universidade de Lisboa, Portugal, in 2005. She is a professor at the Departamento de Informática, Faculdade de Ciências, Universidade de Lisboa and researcher of the Large Scale Computer Systems Laboratory (LaSIGE). Her current research interests include security, business processes, and Internet of Things (IoT). She is the coordinator of the master program in information security of Faculdade de Ciências, Universidade de Lisboa and Prór-ector at Universidade de Lisboa.



Ricardo Martinho is an Associate Professor at Polytechnic of Leiria, Portugal. He teaches several subjects related to enterprise information systems, enterprise application development, software engineering (agile methods) and healthcare computer programming and information systems. He graduated in Electrical Engineering - Computer Science at University of Coimbra, received his MSc in Computer Science - Information Systems Programming from IST - Technical University of Lisbon, and his PhD from University of Trás-os-Montes and Alto Douro. He is also a Researcher at the Center for Health Technology and Services Research (CINTESIS), and at INESC Coimbra. He has more than 90 publications in journals, books and conference proceedings related to Software Engineering, Business Process Management, Process Mining and Health Informatics. He serves as executive editor, member of editorial board and reviewer for several books and international journals, and has served in several committees of international conferences. He is a co-founder of HCist - International Conference on Health and Social Care Information Systems and Technologies.