The seven accepted papers for the 46th HICSS IT/Project Management minitrack sessions reflect the range and diversity of contemporary topics in the field of project management. The papers are globally oriented, reflect cross-disciplinary research, and appeal to researchers and practitioners. Here is a summary of each paper:

1. Riitta Hekkal and Michael Newman’s paper, “Power and Status Theory as a Lens to View Knowledge Sharing and Knowledge Building Issues in an IOIS Project” is a qualitative study that analyses lived experiences of project members who worked in a three-year-long inter-organizational information system (IOIS) project that spanned nine organizations. Findings demonstrate how power and status colors experiences about knowledge sharing and building work.

2. Kunal Mohan, Ahlemann Frederik, and Maurice Kügler’s paper, “Understanding the Nature of Use Regarding System Development and Management Methodologies - Using Psychoanalysis to Understand the Influences of Methodology Attributes” applies a diffusion of innovations perspective to better understand the way employees use SDMs (system development methodologies). The authors develop and test conceptual models using the structural equation modeling technique, based on a sample size of 1474 participants, to examine how attributes of an SDM (relative advantage, complexity, compatibility, and image) influence employees’ usage behavior.

3. Judy McKay, Peter Marshall, Siddhartha Arumugam, and Nicholas Grainger’s paper, “Setting a Research Agenda for IT Project Management Offices” recommends research directions and themes to IS researchers concerning the planning, implementation, operations, and delivery of business value from IT Project Management Offices (PMOs). Based on a review of literature in these areas, the authors organized their findings under three main themes: Up front planning implementing and operating an IT PMO, and delivering value from an IT PMO.

4. Hyejung Lee and Jungwoo Lee’s paper, “Exploring the Impact of Leadership Competencies on Team Social Capital and Team Performance in IT Service Teams,” applies social capital theory to IT service team environment. Their survey study includes emotional, cognitive, and social intelligence competencies of project managers leading to project performance while team social capital. Their findings discuss the interaction among these dimensions and implications for leader of project teams.

5. Gamze Karayaz and Ozge Gungor’s paper, “Strategic Alignment and Project Management Offices: Case Studies from Successful Implementations in Turkey,” examines the roles of PMOs in the process of strategic alignment. These roles include incorporating higher management support to achieve strategic goals, integrating business strategies into project management efforts, and prioritization of projects.


Finally, (7) Paul Bannerman’s “Barriers to Project Performance” contributes to our understanding of how the performance of IT projects might be improved, by identifying the need for including drivers of failure and underperformance in models of project performance. He proposes such a model.

These papers represent topics, themes, and findings that will make for lively interactive sessions among researchers and those engaged and working in projects.