The accepted papers for the 49th 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. The following is a summary of each paper:

(1) “Exploring the adaptation of Enterprise Systems Implementation Methodology: a Morphogenetic approach” authored by Daniela and Marius Mihailescu and Sven Carlsson. The authors introduce an ESIM adaptation framework underpinned by a morphogenetic approach. The qualitative study shows a richer description of ESIM and its adaptation. Four theoretically and empirically ESIM adaptation strategies are examined.

(2) Tomi Dahlberg and Hannu Kivijärvi’s paper, Direct and Indirect Impacts of IT Project Success Drivers, reports on and examines perceived business significance of IT success factors that influence alignment, management and competences. Financial opportunities of their research model are discussed from the survey of 249 CxOs for empirical evaluation. Empirical results confirmed that the research model factors contributed directly and indirectly on the success of IT projects. They found that when there is a high significance of IT, good IT and IT project competencies and favorable financial opportunities are achieved, and the impacts are positive.

(3) Joseph Nehme and Shirish Srivastava’ paper, Shaping of Innovative IS Projects through Change Requests: Scoping Factors and Project Outcomes, presents a detailed analysis of over 350 IT project change requests issued in the context of two technological programs implemented by Canadian financial institutions. They traced the project shaping process and assessed the impact of the triggering factors on the initial project definition. The study has important implications for revisiting the criteria for assessing project success/failure.

(4) Tim Dreesen, Robert Linden, Caroline Meures, Nikolaus Schmidt, and Christoph Rosenkrantz’s paper, Beyond the Border: A Comparative Literature Review on Communication Practices for Agile Global Outsourced Software Development Projects, shows that software development is increasingly heading in the direction of combining agile software development practices and outsourcing software development to external vendors worldwide. The resulting agile global outsourced software development (AGOSD) projects are characterized by applying agile methods to distributed environments, which results in several problems for collaboration and coordination. Specifically, communication between the project participants has been found to be a major challenge in distributed environment. Therefore, our study investigates the problem of improving communication in distributed settings by identifying suitable communication practices for usage within AGOSD projects. Based on an extensive literature review, our study (a) provides an overview of adequate practices for usage in AGOSD and (b) points out differences to traditional communication practices of agile software development (ASD) projects used in collocated, non-distributed environments.

(5) Fabiano Gomes, Hans Borgman, and Hauke Heier’s paper, Success Lies in the Eye of the Beholder: The Mismatch Between Perceived and Real IT Project Management Performance, explores the divergence between traditional IT project management performance criteria such as adherence to functionality, schedule and cost, and perceived project management performance. Based on a literature survey, five propositions are derived and subsequently used to guide in-depth interviews with 12 senior IT executives that have first-hand experience of this mismatch. The results demonstrate that mismatches between 'real' and
perceived project management performance indeed occurs and we found different levels of support for our propositions that the quality of expectation management, the client/contractor relationship, organizational politics, senior sponsor commitment and the occurrence of "project fatigue" all play a role in this mismatch. A discussion of the findings and limitations, as well as suggestions for future research conclude the article.

(6) Kris Murphy, Kalle Lyytinen, and Toni Somers’ field study poses and addresses the question, Does Steering Committee Information Processing Capacity Influence Project Success in Enterprise-Wide System Implementations? They examine how organizations make significant investments in enterprise-wide system development—(ERP). Their study contributes to projects’ steering committees by showing how these grapple with ERP implementation uncertainty by stacking up absorptive capacity. Secondly, they found that committees contribute to project success by allocating time to pivotal tasks. Third, uncertainty negatively affects implementation success and the level of uncertainty moderates negatively the positive impact of absorptive capacity.