Table of Contents

Preface .................................................................................................................................................. xiv

Section 1
Resource Allocation and Scheduling

Chapter 1
A Multi-Objective Decision and Analysis Approach for the Berth Scheduling Problem.................... 1
Mihalis M. Golias, University of Memphis, USA
Maria Boilé, Rutgers University, USA
Sotirios Theofanis, Rutgers University, USA
Heidi A. Taboada, The University of Texas at El Paso, USA

Chapter 2
Optimal Crashing and Buffering of Stochastic Serial Projects............................................................. 21
Dan Trietsch, American University of Armenia, Armenia

Chapter 3
A New Technique for Estimating the Distribution of a Stochastic Project Makespan ...................... 33
Yuval Cohen, The Open University of Israel, Israel
Ofer Zwikael, The Australian National University, Australia

Section 2
Requirements Uncertainty and Technological Risks

Chapter 4
The Waterfall Approach and Requirement Uncertainty: An In-Dept Case Study of an Enterprise Systems Implementation at a Major Airline Company................................................................. 49
Huub J. M. Ruël, University of Twente, The Netherlands
Tanya Bondarouk, University of Twente, The Netherlands
Stefan Smink, Sodexo Allys, The Netherlands
Chapter 5
IT Risk Evaluation Model Using Risk Maps and Fuzzy Inference ..................................................... 66
Constanța-Nicoleta Bodea, Academy of Economic Studies - AES, Romania
Maria-Iuliana Dascălu, Academy of Economic Studies - AES, Romania

Section 3
Knowledge Management and Placement of Project Teams

Chapter 6
Knowledge Management in Construction Projects: A Way Forward in
Dealing with Tacit Knowledge ........................................................................................................... 86
Min An, University of Birmingham, UK
Hesham S. Ahmad, University of Birmingham, UK

Chapter 7
Software Project Managers under the Team Software Process: A Study of Competences Based on
Literature ............................................................................................................................................. 115
Marcos Ruano-Mayoral, Amvos Consulting, Spain
Ricardo Colomo-Palacios, Universidad Carlos III de Madrid, Spain
Ángel García-Crespo, Universidad Carlos III de Madrid, Spain
Juan Miguel Gómez-Berbis, Universidad Carlos III de Madrid, Spain

Chapter 8
Teaching Students How to Effectively Work in Virtual Teams .......................................................... 127
Sadan Kulturel-Konak, Pennsylvania State University-Berks Campus, USA
Clifford R. Maurer, Pennsylvania State University-Berks Campus, USA
Daniel L. Lohin, Lockheed Martin Corporation, USA

Section 4
Acquiring Managerial Experience

Chapter 9
Half-Life of Learning Curves for Information Technology Project Management................................. 146
Adedeji B. Badiru, Air Force Institute of Technology, USA

Chapter 10
Critical Behavioral Competencies for IT Project Managers: What Are They?
How Are They Learned? ...................................................................................................................... 165
Hazel Taylor, University of Washington, USA
Jill Palzkill Woelfer, University of Washington, USA
Chapter 11
Questioning the Key Techniques Underlying the Iterative and Incremental Approach to Information Systems Development

Angus G. Yu, University of Stirling, UK

Chapter 12
Processes in R&D Collaboration

Sanne Bor, Hanken School of Economics, Finland
Kees Boersma, VU University Amsterdam, The Netherlands

Section 5
Project Outcomes and Conception of Success

Chapter 13
The Role of User Review on Information System Project Outcomes: A Control Theory Perspective

Jack Shih-Chieh Hsu, National Sun Yat-Sen University, Taiwan
Houn-Gee Chen, National Taiwan University, Taiwan
James Jiang, University of Central Florida, USA
Gary Klein, University of Colorado, Colorado Springs, USA

Chapter 14
Using Realist Social Theory to Explain Project Outcomes

Michael J. Cuellar, North Carolina Central University, USA

Chapter 15
Runaway Information Technology Projects: A Punctuated Equilibrium Analysis

M. Keith Wright, University of Houston, USA
Charles J. Capps III, Sam Houston State University, USA

Section 6
Implementation of IT Projects for Commercial Environment, Agencies, and Governments

Chapter 16
Service-Oriented Architecture Adoption: A Normative Decision Model for Timing and Approach

Andrew P. Ciganek, UW-Whitewater, USA
Marc N. Haines, Ictect, Inc., USA
William (Dave) Haseman, UW-Milwaukee, USA