

Guest Editorial Preface

Special Issue on Managing Change in IT Processes by Project Management

Ferhan Çebi, Faculty of Management, Istanbul Technical University, Istanbul, Turkey

Bersam Bolat, Management Engineering Department, Istanbul Technical University, Istanbul, Turkey

Nihan Yıldırım, Department of Management, Management Engineering, Istanbul Technical University, Istanbul, Turkey

Project management is a collection of activities from the planning, scheduling, budgeting to controlling activities for meeting the project objectives. Beyond this multitask aspect, it also refers to the integration, change, communication, resource management as well as to social disciplines like human resource management, leadership, conflict management and resolution etc. Project management is taken as a multidisciplinary research and practice area, where various techniques from different disciplines of engineering, operations management, management and organization, finance, information management and technology management are used concurrently in coordination with each other. Besides; change management process is a formal set of procedures and steps that are set in place to manage all changes, updates, or modifications across an organization. And also it is an essential organizational capability that cascades across throughout portfolio, program and project management, such as in IT processes which are project based business where the project management discipline, methodologies and principles are commonly used and robustly improved. Therefore; the special issue is aimed to provide a valuable insight to the complex aspect of project management by presenting and discussing the studies of the researchers on managing change in IT Processes from different knowledge areas.

This special issue consists of the extended version of papers from Project Management Conference with International Participation – UKPYK 2014 which was firstly held at the Istanbul Technical University Maçka Campus, Istanbul Turkey, on 19-20 September 2014 in cooperation of Istanbul Technical University Management Engineering Department and Project Management Institute, Turkey Chapter. Once the selected high –quality papers were invited as an extended version, they were double-blind peer reviewed by at least three anonymous referees among the experts in the area.

The research paper “An Assessment for IT Project Maturity Levels at Kerzner’s Hexagon of Excellence” by Bersam Bolat, Aslı Kuşdemir, İpek Ceren Uslu, and Gül Temur, presents a framework for IT project maturity level measurement and indicate how project management maturity level differs in terms of firm characteristics. The authors extended Kerzner’s Hexagon of Excellence with additional questions related with firm characteristics, and conduct extended version of questionnaire to 16 firms from Istanbul Technical University (ITU) ARI Techno Park in order to explore problems of which are realized in the project management processes and relation between firm characteristics and project management skills.

In their paper entitled “Project management method adoption: a service industry case study”, Mehmet N. Aydın and Ebru Dilan presents a case study on project management practices in IT

Management projects from a company in Leisure and Tourism Industry, which presents a challenging context for practicing conventional project management tools. By an interpretative case study, authors explore how a weak-matrix organizational structure and agency interpretation along with project management maturity for IT outsourcing projects can affect adoption of a project management method. The case study is framed with a research logic constituting the underlying notions of method adoption: the context, the agency, and the method and its fragments.

The research paper “Investigating the Relationship between Activities of Project Management Offices and Project Stakeholder Satisfaction” by Dilek Özdemir Güngör and Sıtkı Gözülü address the contribution of PMO to stakeholders’ satisfaction by splitting PMO activities into six groups. The authors empirically explore the PMO activities, which directly affect the satisfaction of stakeholders and investigate the relationship between PMO activities by applying PLS-SEM methodology.

The paper “Agile Project Management in Product Life Cycle” from Haluk Altunel addresses effects of applying agile project management principles on product life cycle stages. Authors particularly focused on software development projects for private banking and then they examined the application of agile principles on product development projects in automotive industry. In software development projects, Earned Value Analysis and Users’ satisfaction were utilized as performance metrics. Cases provide evident results for Product Life Time Project approaches enabled higher levels of customer satisfaction. Study provides valuable insights on how agile principles can be utilized in different settings and industrial contexts to increase the success rates of the projects and end products.

Nermin Sökmen and Ferhan Çebi examine the schedule performance of the sub-processes in software-intensive projects in their paper “Decision-Tree Models for Predicting Time Performance in Software-Intensive Projects”. They focus on the problems resulting from analysis and interpretation of initial requirements, the problems arising from new requirements and the problems arising from general technical issues. Schedule delays in the project due to initial requirements, new requirements and general technical problems are selected as the target variables. The authors use the CHAID algorithm to create decision-tree models and determine the most effective factors on each target variable.

Nihan Yıldırım and Yeliz Korkmaz discusses the team development and human resource management challenges regarding the Y generation team members in their paper “Challenge of Millennials in Project Management: Insights on Attitudes and Perceptions of Gen Y in Software Development Projects”. Paper provides important insight into the attitudes and expectations Generation Y project team members that constitutes the majority of work force in software industry. Study reveals that project team members from Y Generation have high intentions for initiative taking, decision making and contributing to projects in case that they can balance their work and life. They expect their performance to be recognized and hence they would like to be rewarded and regularly promoted. Authors underlines that the participative project implementation can provide valuable roadmaps and methods for managing projects with members from Gen Y.

Ferhan Çebi
Bersam Bolat
Nihan Yıldırım
Guest Editors
IJITPM

Ferhan Çebi is a Professor in Istanbul Technical University Faculty of Management, Management Engineering Department. She holds a BS in Chemical Engineering from ITU, an MS and a PhD in Management Engineering from ITU. She gives the lectures on Operations Research and Operations Management at the undergraduate level and graduate level. Her main research areas are application of Operations Research techniques to the manufacturing and service problems, production planning and control, fuzziness and mathematical modelling, information technology for competitiveness. She is acting scientific committee member and organization committee member for a number of national & international conferences. Ferhan Cebi is member of editorial boards of International Journal of Information Systems in the Service Sector, International Journal of Information & Decision Sciences, and International Journal of Data Sciences. Her works have been published in several international and national journals and conference proceedings.

Bersam Bolat is an Associate Professor in Istanbul Technical University Faculty of Management, Management Engineering Department. She has got a bachelor degree and doctorate degree from ITU Management Engineering Department and ITU Science and Technology Institute respectively. She gives various lectures at different universities in the field of operations management such as production planning, supply chain management, productivity and project management. Her main research areas are; supply chain and reverse logistic network design and advanced issues in project management.

Nihan Yıldırım is an Associate Professor in Istanbul Technical University Faculty of Management, Management Engineering Department. She received an MSc degree in Management Engineering from Istanbul Technical University, Science and Technology Institute in 1995, and PhD degree in Management from Istanbul Technical University Social Sciences Institute in 2006. She worked as a Systems and Organization Manager and project leader in various projects of major companies in industry between 1994 and 2009. Her research and teaching areas are project management, strategic management, product design, management of technology and innovation, management information systems.