International Journal of
Information Systems and Project Management
ISSN (print):2182-7796, ISSN (online):2182-7788, ISSN (cd-rom):2182-780X
Available online at www.sciencesphere.org/ijispm

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 fourth number of the eighth volume of IJISPM. In this issue readers will find important contributions on social media in project management, project management baselines, digital transformation, and ERP implementations.

The first article, "Social media in project management: A systematic narrative literature review", is authored by Arash Daemi, Ritesh Chugh and Muralitheran V Kanagarajoo. Despite the adoption of social media in many business operations, evidence suggests that the usage of social media for project management activities is scarce. Through a literature review, this paper seeks to clarify the scope of the available knowledge, highlights the significance of new research agendas and addresses the principal reason for the limited use of social media in project management. A literature review was conducted to analyze the benefits of using social media in project management along with the areas in which it is used, the threats, barriers and enablers of social media adoption. Key areas where social media is used in project management include requirements management, communication management, policymaking, knowledge management and collaboration. Social media usage has shown to improve information sharing, engagement and relationships. Threats include a negative impact on reputation, employee productivity and information privacy. The reviewed literature highlights that the lack of a social media adoption strategy is the principal reason for the limited use of social media in project management.

The title of the second article is "Applying the positioning phase of the digital transformation model in practice for SMEs: toward systematic development of digitalization", being authored by Jukka Kääriäinen, Pasi Pussinen, Leila Saari, Olli Kuusisto, Martti Saarela and Kai Hänninen. Digital transformation (DT) refers to the changes in ways of working and business offering caused by adoption of digital technologies in an organization. Small and medium-sized enterprises (SMEs) are struggling with this transformation because of their limited resources and know-how. Thus, SMEs need practical grassroots-level help for DT that allows the companies to analyze where they stand in digitalization, and how they should proceed. This article discusses how SMEs can be supported in their DT by utilizing the DT model consisting of four consecutive phases for supporting companies' systematic development of digitalization. The article focuses on the first phase of the DT model, positioning, where company's digitalization status is analyzed in detail, and development ideas are identified. The positioning phase was conducted for 19 SMEs in Northern Ostrobothnia, Finland. The results indicate that the used process and tools were suitable to support SMEs for analyzing their digitalization status and identifying areas for improvement.

The third article, authored by Sagar Chhetri and Dongping Du, is entitled "Continual learning with a Bayesian approach for evolving the baselines of a leagile project portfolio". This article introduces a Bayesian learning approach for planning continuously evolving leagile project and portfolio baselines. Unlike the traditional project management approach, which uses static project baselines, the approach proposed in this study suggests learning from immediately prior experience to establish an evolving baseline for performance estimation. The principle of Pasteur's quadrant is used to realize a highly practical solution, which extends the existing knowledge on leagile continuous planning. This study compares the accuracy of the proposed Bayesian approach with the traditional approach using real data. The results suggest that the evolving Bayesian baselines can generate a more realistic measure of performance than traditional baselines, enabling leagile projects and portfolios to be better managed in the continuously changing environments of today.

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"Expecting the unexpected during ERP implementations: a complexity view" is the fourth article and is authored by Guy Janssens, Rob Kusters and Harry Martin. Implementing an ERP (Enterprise Resource Planning) system is a complex, risky, time-consuming, and very expensive affair. Ticking off critical success factors (CSFs) and risks is supposed to take care of all intricacies during an implementation. However, complexity theory suggests no perfect foresighted knowledge can exist and one should always be prepared for new and unexpected events happening ("unknown unknowns"). Currently, ERP research does not explicitly address this unexpected behavioral aspect of complexity. Therefore, it seems relevant to explore whether this unexpected complexity aspect of ERP implementations can be observed in actual ERP implementations. The authors demonstrate through an in-depth and structured case analysis that even a normal, well-planned, and managed ERP project shows indeed unexpected behavior. That is to say, totally unforeseen major problems appear. From the observations, it is evident that ERP implementations can show significant unexpected behavior despite the best of knowledge, proper preparation, and project management practice. It seems relevant to perform more research into the relevance of appropriate control mechanisms based on acceptance of the inherent complex, i.e. unpredictable nature of ERP implementations.

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.

The Editor-in-Chief,

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João Varajão is currently a professor of information systems and project management at the *University of Minho*. He is also a researcher at the *ALGORITMI Research Center* at the *University of Minho*. Born and raised in Portugal, he attended the *University of Minho*, earning his Undergraduate (1995), Masters (1997), and Doctorate (2003) degrees in Technologies and Information Systems. In 2012, he received his Habilitation degree from the *University of Trás-os-Montes e Alto Douro*. His current main research interests are related to Information Systems and Information Systems Project Management success. Before joining academia, he worked as an IT/IS consultant, project manager, information systems analyst and software developer, for private companies and public institutions. He has supervised more than 100 Masters and Doctoral dissertations in the Information Systems field. He has published over 300 works, including refereed publications, authored books, edited books, as well as book chapters and communications at international conferences. He serves as editor-in-chief, associate editor and member of the editorial board for international journals and has served on numerous committees of international conferences and workshops. He is the co-founder of CENTERIS – Conference on ENTERprise Information Systems and of ProjMAN – International Conference on Project MANagement.

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