

The Hong Kong University of Science and Technology
Department of Information Systems,
Business Statistics and Operations Management

Seminar Announcement

***How the Effects of Formal and Informal Controls on
Process Performance of IT Projects are Contingent on
Stakeholder Type and Project Risk***

by

***Professor Mark Keil
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Date: Wednesday, 30 November 2011

Time: 11:00 – 12:30 pm

Venue: ISOM Conference Room 4379 (Lift 17/18)

~~~~~ All interested are welcome ~~~~~

**Abstract:**

IT projects are notorious for poor process performance, frequently running over budget and behind schedule. Controlling information technology (IT) projects should be a prime concern for all stakeholders, especially project managers (PMs) and users. Two key project risk factors that have been identified in previous research are requirement risk and user risk. While prior research has shown that PMs and users have different perceptions of IT project risks, there has been no attempt to understand the joint effects of control and risk on process performance across these two key stakeholder groups that differ in their knowledge of the transformation processes and outputs associated with IT projects. Based on data collected from 128 completed IT projects in China, as reported by 65 project managers and 63 user liaisons, we examine the moderating effects of requirement risk and user risk on the relationship between control and process performance of IT projects. In doing so, we examine two subgroups of projects using hierarchical regression, analyzing identical models based on the perspectives of the project manager for one subgroup and the user liaison for the other subgroup. For each subgroup, both requirement risk and user risk were found to suppress the relationship between controls and process performance. For PMs, formal control had a more significant influence than informal control on process performance, whereas for users, informal control had a more significant role than formal control.

## Bio sketch:

Mark Keil is the Board of Advisors Professor of Information Systems in the Robinson College of Business at Georgia State University where he holds a joint appointment in the Department of Computer Science. His research focuses on IT project management and includes work on preventing IT project escalation, identifying and managing IT project risks, and improving IT project status reporting. His interests also include IT implementation and use. In 2005, he received the Georgia State University Alumni Distinguished Professor Award for outstanding achievements in scholarship, teaching, and service. Keil earned his bachelor's degree from Princeton University, his master's degree from MIT's Sloan School of Management, and his doctorate in management information systems from the Harvard Business School.

Keil has published more than 100 refereed publications including papers that have appeared in *MIS Quarterly*, *Information Systems Research*, *Decision Sciences*, *Journal of Management Information Systems*, *IEEE Transactions on Engineering Management*, *Strategic Management Journal*, *Sloan Management Review*, *California Management Review*, *Communications of the ACM*, *IEEE Software* and many other journals. He currently serves as an Associate Editor for *Information Systems Research* and is on the editorial board of the *Journal of Management Information Systems*. He has previously served as an Associate Editor for *MIS Quarterly*, as a Senior Editor for the *Information Systems Journal*, as Co-Editor of *The DATA BASE for Advances in Information Systems*, and as an editorial board member of *Decision Sciences* and *IEEE Transactions on Engineering Management*. Keil has been active in the Academy of Management and has served as Chair of the Organizational Communication and Information Systems (OCIS) Division.