

EDITORIAL PREFACE: OUTSOURCING AND OFFSHORING: THE NEW IS PARADIGM?

William R. King, Advisory Editor, University of Pittsburgh

JGITM Advisory Editor discusses issues related to outsourcing and offshoring of IT, as more and more firms and IT managers become aware of the 'India price', the analogy to the 'China price' in manufacturing, as Indian vendor firms move up the scale of IT capability and as other nations like the Philippines become more involved, if only as 'backup'sites. He discusses many management issues as well as implications for IS education.

ARTICLES:

A STUDY OF THE ADOPTION AND UTILIZATION OF SEVEN COLLABORATION TECHNOLOGIES IN LARGE ORGANIZATIONS IN AUSTRALIA AND NEW ZEALAND

Graham Pervan, Deepinder Bajwa, and L. Floyd Lewis

This paper assesses the patterns of adoption and utilization of seven CIT clusters in supporting task-oriented collaboration in organizations in Australia and New Zealand. Results from one hundred and fifty-six organizations indicates that these patterns vary considerable among different CITs. An investigation into the antecedents of adoption and utilization of CITs indicates that promotion of collaboration, decision making pattern, and IT function size are significant predictors of aggregate adoption status of CITs. While promotion of collaboration and decision making patterns also influence aggregate adoption levels, only promotion of collaboration was found to be a significant predictor of aggregate utilization level of CITs.

AN EXAMINATION OF THE TECHNOLOGY ACCEPTANCE MODEL IN URUGUAY AND THE US: A FOCUS ON CULTURE

Scott McCoy, Andrea Everard, and Brian M. Jones

This study extends TAM research into Latin America by examining email usage among two distinct populations and investigating possible moderating effects that Hofstede's four cultural dimensions have on the TAM constructs. The moderating effects are examined by using inferential statistics to test several hypotheses. Findings indicate that TAM functions well across cross-cultural boundaries but in their current form, it is impossible to test the impact of the individual culture dimensions on the relationships in the TAM model. To address this obstacle an alternative to Hofstede's measurement is suggested for future research.

BRIDGING CULTURAL DIVERSITY THROUGH E-MAIL

Pnina Shachaf

The implementation of global virtual teams presents modern organizations with significant challenges, such as a multicultural workforce and the use of information and communication technology. Cultural diversity increases teamwork complexity and may weaken a team's effectiveness and jeopardize its viability. Selection and implementation of appropriate information technology may facilitate group processes and overcome

potential barriers. This study illustrates how e-mail mitigates intercultural miscommunication. Interviews with 41 global virtual team members in nine countries were transcribed and analyzed. The use of e-mail improves language accuracy, mitigates intercultural miscommunication resulting from verbal differences among team members, and eliminates nonverbal differences.

THE EXPERT OPINION

Interview with Richard Cormier, Chief Information Officer, Edwards Lifesciences conducted by Jaak Jurison

Edwards Lifesciences Corporation is a global leader in products and technologies used to treat advanced cardiovascular disease. The interview explores the CIO roles, the IS organization structure, applications, outsourcing, and managing an increasingly global environment.

BOOK REVIEW:

Managing Information Technology Projects: Applying Project Management Strategies to Software, Hardware, and Integration Initiatives, by James Taylor

Reviewed by Roberto Vinaja

Despite the continuous progress in management methods and IT development techniques, many IT projects still fail. This book explores the causes behind these failures. The first objective is to provide an understanding of project management in IT environment and the tools. The second objective is to differentiate and explain the relationships between project life cycle (PLC) and software development life cycle (SDLC). The third objective is to demonstrate that IT is not just software development.