

**EDITORIAL PREFACE:**

**FAILURE RATES IN GLOBAL IS PROJECTS AND THE LEADERSHIP CHALLENGE**

**Barry Shore, Associate Editor, University of New Hampshire**

JGITM Advisory Editor explores questions like: What do we mean by leadership? What are the leadership challenges related to IS project management? Are there some leadership styles that are more likely to be successful than others? How is leadership affected when IS projects extend across a geographically dispersed enterprise spanning suppliers to customers? What are the challenges introduced by globally distributed business units, outsourcing, and cultural differences?

**ARTICLES:**

**AN INVESTIGATION OF THE DETERMINANTS OF KNOWLEDGE MANAGEMENT SYSTEMS SUCCESS IN OMANI ORGANIZATIONS**

**Kamla Ali Al-Busaidi, Sultan Qaboos University, Oman, and Lorne Olfman, Claremont Graduate University, USA**

This study investigates the effects of knowledge-culture, organizational infrastructure, technical infrastructure, management support, vision clarity, reward policy and economic return on KMS success in Omani organizations. Results show that all investigated factors contribute to KMS success except for reward policy. Factors such as training and matching users' needs are also critical. Results suggest that KMS success factors in Oman are relatively like those in western countries, and other developing countries. However, because they operate in developing countries, IT managers in Oman consider that reward-policy is not feasible to promote KMS use.

**A CONCEPTUAL FRAMEWORK FOR THE ROLE OF GOVERNMENT IN BRIDGING THE DIGITAL DIVIDE**

**Jamshed J. Mistry, Worcester Polytechnic Institute, USA**

A conceptual framework based on the virtuous cycle of productivity gains and expanding markets explains the forces that increase digital divide and bridge it. Using this framework, India is used as an illustrative case to document attempts to utilize ICT to enhance the economic circumstances and quality of life for the rural and poor segments of the Indian population and to argue that government and other public institutions have an important role in bridging the digital divide in developing countries. Further, the direct role of government is distinguished from its indirect role.

**FACTORS CONTRIBUTING TO GLOBAL DIGITAL DIVIDE: SOME EMPIRICAL RESULTS**

**Kallol Bagchi, The University of Texas at El Paso, U.S.A.**

The global digital divide is defined as the difference in the value of IT index (comprised of four IT adoption data: the Internet, PC, Cell phone and telephone) of a nation from the U.S. A model is proposed that contains several new indicators. The model is tested on Organization for Economic Cooperation and Development (OECD), Economic

Commission for Latin America and the Caribbean (ECLAC) over a period of time. Results indicate that some of these indicators explain the existence of global digital divide. The study also concludes that the factors that are responsible for such divide are not all common for OECD and ECLAC set of nations and that significances of these indicators also vary over time.

#### THE EXPERT OPINION

Interview with Emilie Harrington, Senior Manager, Accenture's Business Intelligence Practice

Conducted by Hamid R. Nemati, University of North Carolina at Greensboro, USA. Emilie Harrington is a senior manager with Accenture's Business Intelligence practice (BI). She has been with Accenture since 1998 and specializes in SAP implementations. The interview investigates factors impacting business intelligence (BI) at Accenture, trends in BI, and the impact of outsourcing on the industry.

#### BOOK REVIEW:

##### INFORMATION TECHNOLOGY INVESTMENT: DECISION-MAKING METHODOLOGY

By Marc J. Schniederjans, Jamie L. Hamaker, and Ashlyn M. Schniederjans,  
Reviewed by: Roberto Vinaja, Texas A&M University—Commerce, USA

The objective of this book is to apply a broad array of methodologies to the IT investment decision-making process. For most methodologies, the authors have provided a definition, described the applications in IT investment decision-making, discussed the informational value, explained the data requirements and methodological procedures, included computer-based solutions, provided sample problems to illustrate different decision situations, identified limitations and suggested ideas for dealing with the limitations.