Cultural factors: The Key Factors in software Development

Mohammad Al-Tarawneh

Karak University College, Balqa Applied University, Salt, Jordan

E-mail:moh_8877@yahoo.com

Abstract

This paper examines the role of cultural factors in software development, such as management of communications, distribution of project information, behaviors and attitudes. The study population consists of all Jordanian institutions (n = 96) operating in the field of software development. From previous studies that have been reviewed and applied study conducted by researchers at the Jordanian companies show us the importance of cultural factors. It is therefore important for the project team to deal with these factors in a serious and careful. Should the project manager and his team   they have a good knowledge in how to deal with these factors. It should be the project manager and his team have their efficiency in the process of comparison between the benefits of the proposed system do not exist in the old system for each of the groups and individuals in the organization, and convince them of the benefits gained from the proposed system better and more for individuals and groups in the organization of the current system the old one.

Keywords: software development, cultural factors, information distribution, behaviors attitudes, communication management

1. Background

Have been discussing the concept of organizational culture, and the definition of by many researchers in this field for more than a decade. Denison (1990), which defines organizational culture as follows: "core beliefs, values, and assumptions held by members of the organization, practices and behaviors that embody and promote." Lui (2003), which defines organizational culture as follows: "The important thing is how to get things done around here." The main differences are the differences between cultures as an attribute possessed by organizations for the culture as a symbol to describe what are the organizations. Former approach assumes that researchers and managers can identify differences between organizational cultures, and cultures can change, can be measured experimentally cultures. The latter perspective assumes that nothing exists except in the organizations culture, the culture of one of the meetings in any Time 1 massage even against any organizational phenomena. Culture is a potential indicator of other

Organizational results (eg, efficiency) in the former perspective, whereas in the latter perspective is the concept can be interpreted independently of any other phenomenon.

Most discussions of organizational culture (Cameron & Ettington, 1998; Schein, 1992) agree with the idea that culture is a feature of social organizations that are a "social glue" that links together organization. The majority of the book and to reach an agreement that it refers to the values that have been taken for granted in the underlying assumptions, expectations, and present definitions that characterize organizations and their members (that is, it has relied on the functional, sociological perspective). Culture represents "how things are going all over here," or dominant ideology that people carry inside their heads. Culture affects the way members of the organization think and feel, and act. More importantly, the concept of organizational culture is different from the concept of organizational climate. Climate refers to more temporary attitudes, feelings, and perceptions of individuals (Schein, 1992). Culture is a durable, slow change, a key feature of organizations, and climate, it is based on attitudes, can change quickly and dramatically. Culture refers to the aspects, not realizing implicit in many cases, organizations; climate refers to the attributes, and more can be seen in public organizations.

Culture includes basic values and interpretations of a consensus about how things are going, and the climate and includes individual views that are frequently modified as cases.

Change the face of new information. Approach to change in this article focuses directly on the cultural characteristics rather than characteristics of the climate. And considers that "the links between cognition, and interaction between human beings, symbols or physical arte facts typifying Organization" (Cameron & Ettington, 1998), or, in other words, "Things as they are" in the organization rather than the attitudes of people passing by. Unfortunately, most people are not aware of their culture until they are challenged, so they faced a new culture, or even culture is made public and explicit through, for example, 4 or model frameworks. Most people do not wake up this morning, for example, making a conscious decision about which language to speak Hofstad (1991) defined culture as the collective programming of the mind which distinguishes members of one group or category of people from another. He also reaffirmed the importance of culture as a factor influencing our daily practice of (the way we live). The theory enables us to explain our practice there is not even any part of our lives are not affected by culture. Henfrdsson (1995) after 30 years of experience and found that the transfer of technology between the development of third world country and fail to reduce the gap because the vision of technology as a free value of the third word. Therefore, this technology because the number of isolated normal (people are the key actors). According to Heeks (2001) and the failure of e-government will likely face bee. Often conceived and designed in a period of machinery and engineering, rationally and objectively that difficult to use by the people, politics, emotion and culture. So as to reduce this failure when we design e-government, or any IT project, we need a social culture, the issue of operational and strategic.

Hill et al; (1998) study the impact of culture on IT projects in an Arab country, to succeed in organizing the transfer of information technology (ITT) in need of social and cultural aspects, those that affect (ITT), a social issue in their opinion, Hill and others to deal with social class, level of education, and personal relationship in the workgroup. While including a cultural issue face to face interaction, and loyalty to family and religion. Based on this study and found some barriers for (ITT) to an Arab country such as Lake of the funding, and are afraid to lose identity and fear of being controlled, and the conflict with personal values, beliefs, and lack of training, lack of education and lack of knowledge / experience. According to Heeks (2001) to achieve the successful deployment of IT projects within the institution, can be a good combination between technology and context of the receiving (people and their cultural backgrounds) make it. Confirmed the report of the Cabinet Office (2000) on the success or failure of IT projects are very attached to the way people thought about it from the organization and its ability to change their behavior and their daily lives in order to work with new technology. Sahay (2003), which defines the global software work (GSW) as: "the work programs carried out in geographically separate locations across national boundaries in a coordinated manner, including in real-time or asynchronous interaction." GSW needs to amplify the complexity of cooperative work programs, cracking or challenges such as new and changing culture and different languages (Delbrage, et al; 2006). The study found by Charette (2005), about the cause of the failure of the program, which is linked to most of the failure of the project directly to the quality requirements, and maturity in the field of communications. But there is a hidden reason for that which is unrealistic goals, poor communication between clients and developers, as well as the inability to deal with the complexities of the projects. Study by Domian and Zowghi (2003), and highlighted that the development of global software led to the emergence of additional challenges such as reducing face to face communication due to the geographical distances and cultural differences, language barriers and time.

These challenges increase the need to develop systematic procedures for dealing with the requirements of communications.

A study conducted by Thavaruban (2003), the impact of culture on the success of the programs that the project is important to integrate cultural factors with other factors, the success of the project in order to achieve user satisfaction. And recommended the adoption of the direction of the national culture in the organizational culture. Study by Delone et; al (2005), for bridging the border to the global success of the program and found that the programming task communications, and more control of the regional project to reduce the impact of these barriers, but there is additional cost, and effort and tension. Culture and the different layers (Skok and Doringer, 2001), and culture is always a collective phenomenon, because it is aspects of at least partly shared with people who live or have lived in the social environment itself (Hofsted, 1991). Software packages that manage and integrate business processes across organizational functions and sites cost millions of dollars to buy several times as much as in its implementation and organizational change requires a subversive (Sho, 2000). Skok and Döringer suggests there was an increase in software projects, according to failure, which indicates that the implementation issues are not technical, but also include behavioral factors and the wider Chatfield indicates that organizational culture and structure had a significant impact on the implementation process. Are portrayed this concept of cultural influences on work practices at the university by the results gathered by Beekhuyzen (2001) also said "there is generally a social culture of the public to get but then discipline the work culture is focused on areas of interest to people. Therefore, these limitations must be taken into account as we look to the potential cultural impact on the use of software systems, particularly software projects.

Cultural differences can make collaboration and communication more difficult (Watson-manheim et al, 2002). Studies has been recognized by the global software teams that factors such as cultural differences play a role (Cramton, 2001). Cultural difference between the team members also impede the development of the global trust (Lasher et al, 1991). If team members do not have similar cultures, you may create a relationship with diverging values that make it difficult for them to trust each other, and provide the main reason for the destruction of relationships (Lee and Kim, 1999).

2. Methodology

Adapted to study the descriptive approach, and analytical field. A survey and review of the Office of theoretical and field studies and research in order to develop the foundations of the theoretical framework and stand on important previous studies that make up the vital support of the study through the axes of knowledge. Conducted a comprehensive survey and analysis of data collected from questionnaires through the use of statistical methods for the implementation of field research analysis. This study based on a questionnaire developed by organized based on earlier surveys; the questionnaire was amended to suit the environment in Jordan. And personal interview conducted with some managers of engineering projects in the Jordanian environment.

3. Population of the study

The population of the study consists of all Jordanian institutions (n=96) work in three key sectors as banks sectors(17), software development company(62) and insurance companies (17) 100% of these institutions were selected for this study.

4. Sample*:*

The sample number was (276) which consists (100%) of Software engineering managers (males and females) at four sectors. (276) questionnaires were distributed to managers, the returned questionnaires were (242); (26) questionnaires were excluded because they weren't valid for statistical analysis, so the valid questionnaires were (216). Only 20 managers were interviewed because the others excused because of they were busy or in traveling.

5. Research Hypothesis

Based on the literature we have formed the following hypothesis:

1-There are positive relationships between cultural factors and software development.

6. Results

6.1 Questionnaire Result

Table (3)

Means and standard deviations of subjects' perceptions of culture dimension

No	Symptoms	Severity degree			Frequency degree			T.Value	Sig
		Mean	Std	Severity	Mean	Std	Severity		
9	Team work is distributed to the project and all parts seem busy in spite of the project doesn't deserve that	4.04	0.96	High	3.99	0.98	high	11.260*	0.00
45	There is ambivalence in job among team work	4.26	1.01	High	4.15	0.97	high	13.526*	0.00
46	Lack of spirits of team work and corporation among teams of different projects	3.83	0.99	High	3.79	1.00	high	8.443*	0.00
47	Losing of team work spirit in combined operations between project's teamwork and other groups from outside the project	3.75	0.97	High	3.69	1.02	high	7.211*	0.00
48	Teamwork has to face problems out of their responsibility and their control	3.76	0.99	High	3.68	0.93	high	7.598*	0.00
53	individuals may feel with kind of frustration	4.31	0.97	High	4.11	0,99	high	14.019*	0.00
64	Project's requirements and user's needs are usually	4.14	1.02	High	4.07	1.00	high	12.35*	0.00

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N o	Symptoms	Severity degree			Frequency degree			T.Val ue	Sig
		Me an	Std	Severi ty	Mean	Std	Severity		
	achieved at the beginning of the project								
6 5	Teamwork is waiting long time before asking for help	3.8 4	0.9 4	High	3.77	0.96	high	8.940 *	0.00
6 6	People say and do nothing, the pretend with sarcasm to cover their failure	3.9 9	0.9 5	High	3.83	0.98	high	10.41 0*	0.00
6 7	People wait long time before expressing their feelings, problems and opportunities.	3.7 2	1.0 1	High	3.65	1.01	high	6.402 *	0.00
6 8	People communicate by the thing that they think it can be hearted by the other , not the real thing, or what the other like to hear	3.9 2	0.9 4	High	3.81	0.93	high	9.215 *	0.00
7 5	Teamwork who uses a minimal range of resources, they find that these resources go to another activities	3.9 5	0.9 3	High	3.86	0.95	high	9.526	0.00
	Total mean	3.9 6	0.5 2	high	3.87	0.55	high	19.04 3	0.00

* Significant at level (α≥0.05)

The results show that the general mean of items related to culture variable in terms of its severity is (3.96), SD (0.52); the item (53), individuals may feel with kind of frustration, ranked the first rank with mean (4.31) and SD (0.97); whereas item (67), People wait long time before expressing their feelings, problems and opportunities, ranked the last rank, M (3.72), SD (1.01).

Also the results show that the general mean of items related to culture variable in terms of its frequency degree is (3.87) , SD (0.55). the item (45), there is ambivalence in job among team work, ranked the first rank, M (4.15), SD (0.97), whereas the item (67), People wait long time before expressing their feelings, problems and opportunities, ranked the last rank, M= (3.65), SD = (1.01). The means for all items of this dimension were at high degree which indicates that the success of projects in terms of culture dimension was at high degree.

6.2 Interview Result

Q1) what is the impact of the cultural factors on success of the projects of software engineering in the

Jordanian environment?

Table (4.34)

Means and percentages for cultural field

No	Item	Mean of response	percentage	rank
1	Resistance change	14.88	74.40%	4
2	Tutorial culture of the organization	16,17	80.85%	2
3	Gender and its role in success projects	13.74	68.70%	5
4	Regulations and instructions	15.62	78.10%	3
5	Communication skills	12.56	62.80%	6
6	Material and immaterial inducement	18.54	92.70%	1
7	Society culture in general and its effect in success of software engineering	11.87	59.35%	7

Managers' responses focus on material and immaterial inducements with percentages reached (92.70%), the result can explain that employees' perceptions concentrate on material grants particularly (salary and pay), they reported that rewards don't fit their performance. Such this result exists among the employees in general. Most of employees are sharing dissatisfaction about rewards and pay because they don't fit their efforts, on the other hand salary's hardly cover decencies and social life needs. Further more, the immaterial inducement targets meeting of the employees' emotional, psychological, and humanistic needs. These needs can be achieved through good treatment, resolving causes of complaint, providing entertainment means and makes the employees feel with satisfaction and loyalists for their organization.

The portion of gender role is (68.70%), gender has its role in success projects that is some organizations need hard field work, so if the gender is female it could affect success the project especially if there is more pressure and long hours of work.

Resistance change is one of things that faces any new system especially the computerized systems, and this resistance may cause failure of software engineering projects, so, dealing with this resistance should be done with carefulness, wisdom ness, and cleverness in order to resolve or minimize it.

Communication skills (62.80%) lead to increase productivity and enhance humanistic relations inside and outside of the organization. The general goal of the administration is to increase the productivity which requires a grate interest with human resources by activating communication and relations among different individuals and groups in and out the organization; also, this interest should be between administrative leaders and supervisors and subordinates in the organization. Communication process enables subordinates to follow new innovations that relates to way of performing different functions which contributes to developing and enhancing the performance. Provision a good communication system helps in reducing cases of dissatisfaction through giving the subordinates the opportunity to express their attitudes towards different issues and to make the executive administration at level hears their voices. Communication process helps in developing strong relations with surrounded environment; this organization is seen as a small system in which its existence

depends on its ability to make a continuous and constructive relation with the biggest system (environment). Organizations need a good communication system able to pass required information which the organization needs it in order to adjust with changeable conditions of the environment.

Learn ability culture (80.85%) has an important role in success of software engineering, particularly when this culture support computerization process, the system will offer absolute support and dealing with it as if it came to solve the problem that the organization suffers from, otherwise the system will fail if the learn ability culture on the opposite even if this system was successful according to all standards.

6.3 Result Discussions

where cultural factors have been effective in the level of performance and achievement of groups and individuals, which in turn determines the success of the enterprise. Regardless of the quality of the work effectively, the organization that has a culture of weak or negative fail by passing time. Culture directs the conduct of all employees within the conditions and features, so that any work they do against the instructions institution will face rejection from the administration and all employees, as well as culture plays an important role in helping to predict the behavior and staff that behave according to their culture and access to knowledge in this culture is an important indicator on the character and behavior of workers and how they behave in a different situation in the organization. We can see from the results that the study sample gave high priority to cultural factors, and this result is normal, which consists of this dimension as an important resource to realize the degree of the team members who reflect the matching between specialization skill and ability of performance and give the power of collective action enough to enable them to the setting of targets relating to the decisions, and problem solving skills and take within the scope of its responsibilities. The view of studying ", I assure through their answers to the questionnaire or through personal interviews conducted with 20 managers for projects of software engineering in the environment of Jordan that culture available in the institution play a key role in a series of projects, software engineering, as well as the resistance to change plays an important role the success of projects, software engineering, where the resistance rate of change was (74.40%). change of resistance is one of the things that face any new system, especially one computerized, and this causes resistance to failure in projects of software engineering, and dealing with it must be done carefully and intelligently than order to minimize, to define or to wash it.

Available capacity to learn culture plays a role in the success of software engineering projects, where the percentage (80.85%). If this is a culture that supports computing, will be given absolute support of the system and deal with it as if it came to solving problems in the institution, but the system will fail in spite of the system if they are successful according to all criteria. Gender also has a role in the success of software engineering projects. Here I would like to say that my opinion as a researcher of Arab culture in general is still looking at the woman as a creature weak and unable to do its work, especially if there is more pressure at work, and work full-time or need for field work. When analyzing the data results indicated that there are significant differences in the perceptions of subjects' (about the factors affecting) the success of software engineering projects attributed to the variable of gender, these differences were in favor of males in terms of average their answers were (3.63), while the mean responses of female (3.57), in a recent analysis, and the percentage of gender roles in the success of software engineering projects and was (68.70%). Skilled project manager in telecommunications plays a role in the success of projects, software engineering, and director who has the skill

of good communication, able to ideas Kofi The main objective of the project to teamwork and users of the system, and to senior management in order to provide unequivocal support for the project then, this project a success. Part of the skill of communication (62.80%), and communication leads to increased productivity and supports human relations inside and outside the organization. The overall objective for Administrative Affairs in raising the level of productivity, and this requires intensive care, human resources, which can be done through the activation of communication and human relations between individuals and groups both inside and outside the organization, and this interest include the relationship between administrative leaders, supervisors and subordinates in this organization. The communication process enables subordinates to follow the latest developments relating to the performance of different functions within the organization, which contributes to the development and performance improvement, and a communications system well contribute to the reduction of cases of non-job satisfaction by giving subordinates an opportunity to change their attitudes toward various issues related thereto and to make high levels of administrative hearing voices . The communication process help in finding a strong relationship with the local environment, where it is seen to be regulated as a small system based on its ability to make ongoing relationships with the environment in order to survive and succeed, so organizations need a system good contacts able to maintain a continuous flow of information that the organization needs to adapt to the demands of the changing environment.

  The substance and non-physical Spears (rewards) played another role in the success of projects, software engineering, which are the results indicate that these bonuses made up a significant factor in the success of projects of software engineering where part of this factor (92.7%), and this result indicates that the perceptions of staff and focus on the substance gives a special (and salaries paid), in stating that these benefits do not coincide with a performance; also most of them share the feelings of resentment towards the bonuses and salaries, especially in the Jordanian environment where rising prices and the devaluation of the dinar, which means that these bonuses and salaries do not cover the requirements of life and the needs of families. The alarm is a material designed to achieve emotional needs, psychological and humanitarian staff, and can achieve these requirements through good treatment, and wash the reasons for the complaint, which provides entertainment services, and develop their ambitions rights, such as satisfaction and feel proud when they do their work, and appreciation of others and feel of prestige, and taking their chance in the promotion, and loyalty towards the organization. Cultural factors affect other factors of success that cultural factors influence the setting of standard requirements and change management of these requirements while working in the project, which is the institution with the organizational culture is able to work in with the changes that may occur inside or outside of their environment, and therefore the factors cultural greatly affects user involvement variable, and if this supports the culture of computing and the latest developments following, users who may join the collective action will not have flexibility, and deal positively with the team for the project. Cultural factors play an important role in the (operational support) which can be provided by senior management. If the prevailing organizational culture maintains computing and believe in the importance of software engineering of the institution, it will provide support from senior management of the project and open all the way to success. Cultural factors affect the (objective clear business) If the institution knows its mission and purpose that I found for it, which helps to work together to determine the target goal of software engineering. Cultural factors play a role in reducing the scope on the basis of its stages. Cultural factors also have an effect in a variable estimate reliably through conservation efforts, time and costs. As well as the effects of cultural factors in variable formal

methodology that the organization should achieve its project based on a clear methodology where software engineering is one of these methods. Standard variable infrastructure programs affected institutions where cultural factors that have an organizational culture and the provision of appropriate infrastructure for the success of software engineering projects. Finally, cultural factors play a role in the project experienced variable manager that if there is an organizational culture, and this will help in finding enough experience for project managers.

7.Recommendations and conclusions

From previous studies that have been obtained in section (1) and applied study conducted by researchers at the Jordanian companies from clear to us the importance of cultural factors. It is therefore important for the project team to deal with these factors in a serious and careful. Must be the project manager and team have a good knowledge in how to deal with these factors by:

Project Communication Management:

Project communication management is an area of knowledge processes that employ the necessary and appropriate and timely confirmation generation, collection and distribution of information, retrieval, storage and final disposal of project information and provide the critical links between people and information that is essential for successful communication. The project manager should spend an appropriate amount of contact time with the project teams and stakeholders, clients and sponsors. All people involved in the project must be adequately understand the impact of communication on the project as a whole through:

1. Communication Planning: [1]

Communications planning process identifies the requirements of information and communication of stakeholders such in need of information and the type of information, and when you will require and how to provide them with it and by whom. Any project in the world share the need for information communication project, but the media and needs vary widely. Identify the information needs of stakeholders and to deter the creation of appropriate to meet these requirements and this is very important to the success of the project.

2. Information Distribution: [2]

Information distribution agreement with submitting the required information is available to highlight the stakeholders in a timely manner. It also includes the implementation of a plan to manage communications and respond well to unexpected requests for information.

3. Performance Reporting: [3]

Performance reporting to deal with collecting and distributing performance information. Such as status reports, measure the progress of the project, predict the performance reporting process involves the collection of all basic data, and performance information for distribution to stakeholders. Performance reporting should provide information in accordance with the scope, schedule, cost and quality. The other project also need information about risk and procurement.

4. Manage Stakeholders: [4]

 Management stakeholders deal with the Department of Communications, in order to meet the requirements of and resolve issues with stakeholders. Managing Director Hassan increase the chance that the project will not deviate from the path because of the problem of stakeholders that have not been resolved, as it increases a person's ability to work synergistically and determines distribution through the project the project manager in charge of stakeholders.

5. Mange Change Resistance:

 Project manager and his team should have planned to deal with change resistance. Any organization is an society and this society pressure groups present that pressure on decision makers, also these groups may create a lobby in order to fail the project so improvement software project team should understand the organization structure, ranking of decision maker, and previously knowing from the project planning groups and individuals who deal with them. It is clear to note about the importance of communication skill by the project manager, developer and analysis team for dealing with individuals and persuading them system come for helping them not for effecting and taking there rights.

6. Deal with Educational Culture:

Project manager and his team should have good understanding about educational culture in their organizational and who support the computerization and technology development that give support for them to successes software project. While if education culture that present in organization against computerization because they think that computerization will change work styles that hospitalized by individuals, in this case project manager and his team should deal carefully with this culture and knowing the pressure groups in organization from studying organization. Then putting appropriate plan which persuade these groups that this system come to help them.

7. Studying Behaviors and Attitudes Styles:

 The project manager and his team should study behaviors and attitudes styles that present in organization carefully, and how to benefits from them to put appropriate plan that needed to successes software projects.

8. A Comparison between Proposed and Old System:

Project manager and his team should make equivalence and comparison between the benefits of proposed system and the actual gaining that present in old system for both groups and individuals in organization, and persuade the gaining from proposed system better and more benefits for the individuals and groups in organization than old present system.

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