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Editorial

The mission of the *IJISPM - International Journal of Information Systems and Project Management* is to disseminate new scientific knowledge on information systems management and project management, encouraging further progress in theory and practice.

We are pleased to bring you the first number of the 12th volume of IJISPM. In this issue, readers will find important contributions on information systems management, software quality, adoption of information technology, and project management education.

The first article, "Traction with fraction: Strategic IS management in SMEs through Fractional CIOs", is authored by Simon Kratzer, Markus Westner and Susanne Strahringer. According to the authors, small and medium-sized enterprises (SMEs) increasingly need to manage information technology (IT) effectively to remain competitive. However, compared to larger organizations, SMEs often face challenges in terms of resources and employer attractiveness and regularly do not need to employ a Chief Information Officer (CIO) on a full-time basis. To address this issue, a growing number of global experts have begun to provide CIO services part-time for multiple clients simultaneously. This approach allows SMEs to tap into the expertise of experienced IT leaders at a fraction of the cost and without committing to long-term arrangements. While these professionals, known as "Fractional CIOs", have proven their value in the field, there has been a lack of academic research on this emerging trend. The authors carried out a comprehensive research project between 2020 and 2023 involving 62 Fractional CIOs from 10 countries. The research produced a definition, different types of engagements, and success factors for Fractional CIOs and their engagements.

The title of the second article is "Tools for monitoring software quality in information systems development and maintenance: five key challenges and a design proposal", which is authored by Rolf-Helge Pfeiffer and Jon Aaen. As software grows in size and complexity, organizations increasingly apply tools to automatically assess the software quality of information systems during development and maintenance. Software quality assessment tools (SWQAT) promise fast and actionable insights into the technical state of software through various quality characteristics, such as maintainability, reliability, or security. These tools have been used to support a wide variety of IT project management decisions related to system development, contract negotiations, project terminations, and even settling legal disputes between suppliers and clients. However, despite their rising importance, questions regarding how they function and how reliable they are to support decision-making have escaped scholarly attention. This paper evaluates widely used SWQATs and analyzes how they rate the quality of software systems of varying sizes, functionalities, and programming languages. Results reveal five key challenges for using SWQATs in IT projects. To address these challenges, the authors propose a design for tailorable SWQATs that allows for more conscious and prudent software quality assessments that better reflect the socio-technical aspect of software systems and the context-specific nature of software quality.

The third article, authored by Daniel de Vargas and Lisandra Manzoni Fontoura, is entitled "Problems and solutions in adopting information and communication technology in micro and small enterprises". Micro and small enterprises (MSEs) are predominant worldwide and responsible for the greater employability of citizens, income generation, and production. However, they face resource constraints and rely on information and communication technology to remain competitive, which often causes more problems during or after the adoption process. Knowing the problems that affect micro and small enterprises and the solutions adopted may help other companies face the same problems. In this work, based on a systematic literature review (SLR), the authors identified and analyzed the problems that occurred during or after implementing information and communication technologies in micro and small enterprises and what actions were

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taken to solve them. The authors sought to understand the behavior of problems and solutions in the last 21 years and the factors that influenced them. The authors identified 129 problems, divided into 12 categories, and 48 solutions.

"Metaverse adoption for the teaching and learning of project management: an exploratory study of student use" is the fourth article and is authored by Alanah Mitchell. The rapid adoption of collaboration technologies throughout the COVID-19 pandemic and the advancement, growth, and proliferation of metaverse technology capabilities have created a heightened awareness and comfort with using advanced collaboration technologies for online and distance education. This paper presents an exploratory study of how metaverse technologies can be adopted for teaching and learning project management concepts and skills specifically, as metaverses have been identified as legitimate tools for supporting virtual projects. As a part of this work, a task was designed and adopted in an undergraduate project management course. Study results related to the teaching and learning of project management and student perceptions of metaverse technology adoption show that students could work together in a metaverse environment and collaborate with one another to achieve group consensus on a task. Ultimately, the findings from this case can guide future adoptions of metaverse technologies both in and out of the classroom.

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 a professor of information systems (IS) and project management (PM) at the University of Minho. He is also a researcher at the ALGORITMI/LASI research center. Born and raised in Portugal, he attended the University of Minho, earning his Graduate (1995), Masters (1997), and Doctorate (2003) degrees in Technologies and Information Systems. In 2012, he received his Habilitation from the University of Trás-os-Montes e Alto Douro. His main research interests are IS PM, IS Development, and IS Management (addressing PM success and the success of projects). Before joining academia, he worked as an Information Technology (IT)/IS consultant, project manager, IS analyst, and software developer, for private companies and public institutions. He has supervised over 140 MSc and PhD theses. He has published more than 300 works, including refereed publications in journals, authored books, edited books, book chapters, and communications at international conferences. He serves as editor-in-chief, associate editor, and editorial board member for international journals. He has served on numerous committees for international conferences. ORCID: 0000-0002-4303-3908