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# INTEGRATED INFORMATION

International Conference on Integrated Information

Kos, Greece      September, 29 – October, 3 2011

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**All papers have been peer-reviewed**



**Piraeus, Greece, 2011**

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# **Preface: Proceedings of the International Conference on Integrated Information (IC-ININFO 2011)**

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## **Aims and Scope of the Conference**

The International Conference on Integrated Information 2011 took place in Kos Island, Greece, between September, 29 and October, 3, 2011. IC-ININFO is an international interdisciplinary conference covering research and development in the field of information management and integration.

The conference aims at creating a forum for further discussion for an Integrated Information Field incorporating a series of issues and/or related organizations that manage information in their everyday operations. Therefore, the call for papers is addressed to scholars and/ or professionals of the fields of Library and Archives Science (including digital libraries and electronic archives), Museum and Gallery Studies, Information Science, Documentation, Information Management, Records Management, Knowledge Management, Data management and Copyright experts the latter with an emphasis on Electronic Publications. Furthermore, papers focusing on issues of Cultural Heritage Management and Conservation Management are also be welcomed along with papers regarding the Management of Nonprofit Organizations such as libraries, archives and museums.

One of the primary objectives of the IC-ININFO will be the investigation of information-based managerial change in organizations. Driven by the fast-paced advances in the Information field, this change is characterized in terms of its impact on organizations that manage information in their everyday operations.

Grouping emerging technologies in the Information field together in a close examination of practices, problems and trends, IC-ININFO and its emphases on integration and management will present the state of the art in the field. Addressed jointly to the academic and practitioner, it will provide a forum for a number of perspectives based on either theoretical analyses or empirical case studies that will foster dialogue and exchange of ideas.

## **Topics of general Interest**

Library Science, Archives Science, Museum and Gallery Studies, Information Science, Documentation, Digital Libraries, Electronic Archives, Information Management, Records / Document Management, Knowledge Management, Data Management, Copyright, Electronic Publications, Cultural Heritage Management, Conservation Management, Management of Nonprofit Organizations, History of Information, History of Collections, Health Information

## **Symposia**

The Conference offered a number of sessions under its patronage, providing a concise overview of the most current issues and hands-on experience in information-related fields.

- Symposium on Integrated information: Theory, Policies, Tools
- 4th Symposium on Business and Management and Dynamic Simulation Models supporting management strategies

- Session on Open Access Repositories: Self-archiving, Metadata, Content policies, Usage
- Session on Evidence-Based Information in Clinical Practice
- Session on Business Management and Communication Strategies supporting Decision Making Process in Tourism Sector
- Session on Electronic Publishing: A Developing Landscape
- Session on Information and Knowledge Management
- Session on Information Content Preservation as Outcome of Conservation of Cultural Heritage: Ethics, Methodology and Tools
- Session on Advances Information for Strategic Management
- Session on Information History: Perspectives, Methods and Current Topics
- Session on Divergence and Convergence: Information Work in Digital Cultural Memory Institutions
- Session on Contemporary issues in Management: Organisational Behaviour, Information Technology, Education & Hospital leadership.

The wide range of aspects that the sessions covered, highlighted future trends in the Information Science.

### **Paper Peer Review**

More than 300 papers had been submitted for consideration in IC-ININFO 2011. From them, 91 were selected for presentation, after peer review in a double blind review process. The accepted papers were presented at IC-ININFO 2011.

### **Thanks**

We would like to thank all members that participated in any way in the IC-ININFO 2011 Conference and especially:

- The famous publishing house Emerald for its communication sponsorship.
- The co-organizing Universities and Institutes for their support and development of a high-quality Conference scientific level and profile.
- The members of the Scientific Committee that honored the Conference with their presence and provided a significant contribution to the review of papers as well as for their indications for the improvement of the Conference.
- All members of the Organizing Committee for their help, support and spirit participation before, during and after the Conference.
- The Session Organizers for their willing to organize sessions of high importance and for their editorial work, contributing in the development of valued services to the Conference.
- PhDC Marina Terzi for her excellent editorial work, contributing in the production of the Conference proceedings.

## CONFERENCE DETAILS

### Chairs

Georgios A. Giannakopoulos, Technological Educational Institute of Athens, Greece  
Damianos P. Sakas, University of Peloponnese, Greece

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Dimitrios Vlachos, University of Peloponnese, Greece

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## KEYNOTE SPEAKER



Professor Amanda Spink

Professor Amanda Spink has published over 340 scholarly journal articles, refereed conference papers and book chapters, and 6 books. Many of her journal articles are published in the Journal of the American Society for Information Science and Technology, Information Processing and Management, and the Journal of Documentation. She is Editor of the Emerald journal Aslib Proceedings. Amanda's research has been published at many conferences including ASIST, IEEE ITCC, CAIS, Internet Computing, ACM SIGIR, and ISIC Conferences. Her recent books include Information Behavior: An Evolutionary Instinct and Web Search: Multidisciplinary Perspectives, both published by Springer. Amanda's research focuses on theoretical and empirical studies of information behavior, including the evolutionary and developmental foundations. The National Science Foundation, the American Library Association, Andrew R. Mellon Foundation, Amazon.com, Vivisimo. Com, Infospace.com, NEC, IBM, Excite.com, AlltheWeb.com, AltaVista.com, FAST, and Lockheed Martin have sponsored her research. In 2008 Professor Spink had the second highest H-index citation score in her field from 1998 to 2008 [Norris, M. (2008)]. Ranking Fellow Scholars and their H-Index: Preliminary Survey Results. Loughborough University, Dept of Information Science Report].

# Conflicts Between the IT Manager and the Software House after the Strategic Choice of Outsourcing of the Information Processes in Maritime Companies.

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**Abstract:** *One of the basic actions of maritime companies intended for outsourcing is the creation of management information material using the appropriate software. It is not disputed that almost all the shipowning companies have at least one IT manager, whose training is diverse. However, it is not a given that an IT manager is aware of difficulties that may arise in IT projects. The software house tries to sell the same or similar software to all shipowning companies in order to avoid increased costs, which would be caused by the custom modifications. The above practices often lead to conflict between the two parties with the result that the management of valuable information material for the shipowning company is risked.*

**Keywords:** *Conflict, Servicing, Outsourcing, Information management.*

## I. INTRODUCTION

The rapid advancement of technology and the information systems makes necessary the outsourcing of the IT sector of a maritime company to external collaborators who, according to the research, have the know-how.

The sector of information systems and communications is so complex that, in combination with the technological development make the monitoring of operations only by one person, impossible. Thus, it becomes necessary to have a larger number of human resources in this particular department.

Along with the need for the increase of human resources, there is also a need for the development of machines and software programs of the maritime company, which increases the cost of this process.

As a result, the choice to outsource the IT services of a maritime company to an external collaborator aims at obtaining certain advantages (Grant, 2005), the most important of which is the cost advantage.

And that because when a company decides to outsource its IT support, the provider of this service is the one who has to manage the burden of the fusion of modern technologies and the reconstruction and upgrading of systems, in order to maintain them the best possible way.

By outsourcing the IT sector to an external collaborator, a company gains quicker access to competences and knowledge of a great importance, instead of trying to train its staff from the very beginning.

By outsourcing operations to external collaborators, each company manages to discharge the administration from some functions, making it responsible only for the control of external collaborators, and therefore helping it to concentrate on more fundamental processes that can provide a competitive advantage. That way, it has the opportunity to act effectively in relation to its main business resources.

By giving some business sectors to an external supplier, company focuses on her basic sector of the supply chain and actually is engaged to factors that knows better (Thomson, 2008).

In the bibliographic review carried out, special emphasis is given to a resulting advantage of the implementation of outsourcing: the diversification. Furthermore, a company entering into collaboration agreements has the advantage that it chooses each time its collaborators. Thus, it assesses both the economic and qualitative performance.

Outsourcing offers a company the flexibility to change its collaborators, when it believes that its competitors can be more effective.

The search for new collaborators is usually faster, easier, less risky and cheaper, than the rush reorganization of internal operations, to replace outdated skills and training on new technologies.

## II. METHODS

### A. Research design

A qualitative research was carried out on maritime company executives of the purchasing department and fourteen CEO of shipping software development companies. Emphasis was given to possible conflicts arising from outsourcing in the IT sector. A quantitative research was then carried out both on the maritime company employees who were using the software and the software developers.

The quantitative research was carried out using multiple-choice questionnaires with the five-point Linkert scale.

This research paper presents part of the research results. A questionnaire of seventy questions represents the data that showed impressive indications concerning the conflicts between the parties.

### **B. Problems that may occur**

The risk occurring from the assignment of activities related to information systems is that the company loses touch with the activities and the knowledge integrity determining its success in the long-term.

The survey showed that many times, dependence from an external partner could lead to a deadlock in case this cooperation is terminated (Aron, 2002). And it is not the process of the activity creating the gap, but the human potential that is used to assign the service from an external collaborator and can not function otherwise.

However, in most cases, this risk is known so the maritime companies take measures in order to be protected from constant outsourcing, by training an internal resource having high supervision on the services provided.

Another risk element in the choice of outsourcing for a maritime company is the possibility for the services provided by the outsourcer to be of low quality on the altar of profit (Doing, 2001). It should be noted here that sometimes the interests of both parties might be contradictory, since external partners seek to maximize their own benefit and profit.

### **C. Can conflicts have positive results?**

One of the fields of action of a maritime company that is outsourced, is the IT field and we already mentioned the risks arising from IT outsourcing to service providers.

Since the complexity of the turnover of a maritime company was increased, opportunities for service providers to strengthen their presence were increased respectively.

Therefore, cooperations that were developed, gave an opportunity to service providers to strengthen their competitiveness, not only by entering and by increasing their profit, but also by extending the services provided and by improving the quality of those services (Cruijssen et al, 2007· Carbon and Stone, 2005).

Due to the complexity of the existing cooperations and the various problems that may arise, as mentioned above, the creation of frictions and conflicts are likely to occur (Schmoltzi and Wallenburg, 2009).

The conflict is the disagreement between two parties, it is often considered a negative factor and it is a situation that should be addressed (Andrade et al., 2008).

In most cases, department managers are the ones who have to address, avoid or solve these situations (Jehn, 1997), by applying some rules and control mechanisms (Verstrepen et al., 2009).

However, this perspective ignores the possible positive results of conflicts between the

contact/relationship of the two parties. Conflicts facilitate the exchange of ideas, which may result in the application of different views and ideas and through a creative tension they can promote development and innovation (Menon et al, 1996).

Since the result of conflict has been discussed (if it can have positive results), the conflict affects cooperation (Barclay, 1991).

### **D. Outcome of Conflict**

A conflict is a situation during which two or more parties are in disagreement. Therefore it is considered to be a negative concept for many reasons. First of all being able to solve a conflict, find a common ground, is a consuming energy source and therefore has a cost for the parties.

Moreover, a conflict can cause disruption to the central management and distract attention from higher importance issues. It also has a negative impact (De Dreu and Weingart's, 2003) on trust and commitment, since parties feel an increased uncertainty about each other.

Secondly, if a conflict is not resolved, it can have negative results since disagreement on a particular issue can be translated into a division of the effort and the advantages that could be achieved if the effort had reached its goal.

Unlike the above, other authors see the positive side of a conflict and argue that it promotes decision making (Janis, 1972· Schweiger et al, 1989).

In the opposite ideas they see a creative approach, which promotes learning and development through the exchange of different opinions. Even when not bridged, conflicts can be used to achieve a better understanding of the objectives of each party and decision-making.

Some authors (Andrade et al, 2008) go even further and argue that the conflict not only should not be avoided, but that it is actually necessary for the development of a company.

## **III. CONCLUSIONS**

The survey showed that many times, dependence from an external partner could lead to a deadlock in case this cooperation has to end.

And it is not the process of the activity creating the gap, but the workforce that is used to the assignment of a service from an external collaborator and cannot function otherwise.

Another risk element in the choice of IT outsourcing for a maritime company is the possibility for the products or services provided by the outsourcer to be of low quality on the altar of profit.

It should be noted here that sometimes the interests of both parties might be contradictory, since external IT partners seek to maximize their own benefit and profit.

Generally the research results showed that at least the following factors, included in Table 1, must be met. Business executives rated the difficulty of applying these factors, with 1 (very easy) and 5 (very difficult).

| Results in %  | 1  | 2  | 3  | 4  | 5  |
|---|----|----|----|----|----|
| Project Team Sufficiency                            | 13 | 19 | 18 | 35 | 15 |
| Objective Setting Goals                             | 52 | 23 | 13 | 11 | 1  |
| Evaluation of In-House Operations                   | 44 | 23 | 12 | 10 | 11 |
| Cooperation with the Outsourcer at the design stage | 19 | 17 | 22 | 27 | 15 |
| Improving the Quality of Service                    | 62 | 15 | 11 | 9  | 3  |

Table 1. Evaluation

A brief qualitative analysis shows that cooperation with the Outsourcer, in order to define the objectives of outsourcing, is difficult.

This finding is justified since many of the companies involved with outsourcing consider obvious some parts of the agreements. Resulting in an indirect denial of assistance in planning their strategy.

We also observed that the Objective Setting Goals treated as an easy process. The qualitative survey showed that executives when answering this question are not aware of the subsections of this question.

These modules contain difficult and dilimmatikou character questions such as "How can the company, through outsourcing, to acquire expertise and innovative logistic techniques», etc.

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