

## PM WORLD TODAY – APRIL 2008

### Editor's Perspective on the Current Issue

*By David L. Pells, Managing Editor*

Welcome to the April 2008 edition of ***PM World Today***. This is the fourth edition of Volume X, the ten year anniversary of *PM World Today* as an online publication. *PM World Today* was one of the first newsletters published and delivered via the Internet and we continue our efforts to transform it into one of the world's leading monthly e-publications for project management. We are happy to say that *PM World Today* continues to evolve and grow, as this month's edition reflects.

Each month the Editor's Perspective on the Current Issue provides a short overview of the articles and contributions included in the current edition. This edition of *PM World Today* again contains articles, news, papers and stories from around the world of project management (PM), including several in Spanish. *PM World Today* is an educational resource for PM professionals. It is also a resource (and service) for PM experts, leaders and practitioners who want to share knowledge and gain more visibility in the PM world as authors and contributors.

This month's **Editorial** is entitled "*Project Management Conferences Revisited: My recent experience in Tokyo!*" I recently attended the International Project and Program Management Tokyo 2008 Symposium in Tokyo, Japan. It was a long way to journey for a project management conference. But it was very worthwhile, for a number of significant reasons. Because it is fresh on my mind, I thought it might be interesting and useful to revisit my editorial of one year ago on this topic and to share some my recent experiences with readers. With a real example, perhaps it will be easier to explain the value of participating in international PM conferences, which I believe are significant. I look forward to receiving some comments on this month's editorial.

Five **Letters to the Editor** are included this month. **Tom McCabe** in Connecticut corrects some information in a previous article "On the history of project management". **Robert Youker** in Virginia also sends some comment on the history of PM. **Getachew Alemu** in Ethiopia sent a passionate response related to my March editorial on the subject of "New frontiers for project management – nanotechnology." And **Russ Archibald** in Mexico send two emails to me on the subjects of "research on IT project failures" and "PM at NASA". I want to thank these four individuals for their positive and useful feedback this month.

Three **Viewpoints** articles are included again this month. **Quentin Fleming** and **Joel Koppelman** of Primavera are back with an important article on earned value entitled "*Performance Base Payments (PBPs): If it walks, talks and quacks like EVM ... it must be EVM!*" According to the authors, "In October 1995, the Federal Acquisition Regulation (FAR subpart 32.10) was revised to create a new category of

payments to suppliers on fixed-price contracts. They were called Performance-Based Payments (PBPs)... The concept of performance based payments is in fact a simple form of earned value management (EVM). But interestingly, nowhere in the FAR clause or any of the government's supporting guidance documents is the term "earned value" ever mentioned." Please read the article to see what these EVM experts say about new US government requirements that may just be earned value in disguise.

**Paul Giammalvo** in Indonesia is back with a Viewpoints article entitled "*What does the future of hold for project management? An update!*" According to Paul, "On 8 January, Gartner released a set of projections that I found extremely interesting, as at least a few of them will or at least SHOULD, affect or impact the future of project management." Read Paul's article where he addresses the trends discussed in the Gartner article and how they will, or should, affect the projects and PM worlds. Please let us know what you think of these projections in a letter (email) to the editor.

The third Viewpoints article this month provided by **Ammar Mango**, PMForum's international correspondent in Amman, Jordan, is entitled "*Project Management – beyond the formal definition.*" According to Ammar, "To me, Project Management is simply: Leading projects to a successful conclusion by leading, planning, organizing, and controlling the project stakeholders, resources and the project environment... Defining project management is one thing, but the real value is in its proper application, which is not as easy as many assume it is. However, the value reaped from its application makes it all worthwhile." Please read Ammar's article for some personal perspective, then let us know what you think.

Our **Featured Interview** this month is with **Osvaldo Ucha**, president of the PMI Buenos Aires Chapter, provided by our correspondent in Argentina, Ms. **Ana Maria Rodriguez**. Mr. Ucha was recently elected to the chapter presidency in Buenos Aires, the large PMI chapter in Argentina that is now sponsoring regional branches in other cities. Ana Maria asks him about his plans for the chapter this year, and challenges facing PM in their country. Thanks to Ana Maria, the interview is provided in both English and Spanish.

**Featured papers** are serious professional contributions to the PM literature or papers of significant interest. Some are highly entertaining as well. This month we include four such papers from authors in Canada, India and the USA.

This month we feature a paper by **Robert Prieto**, senior vice president for Fluor Corporation, entitled "*Evolution of Owners Role under Program Management.*" As project management has matured and more organizations embrace program management, new models are needed in the marketplace. This is especially true in the engineering and construction industry where relationships must evolve between owners and contractors. According to Bob, "Implementation of major capital facility

programs requires Owner organizations to undergo change in several dimensions. Each of these dimensions involves a significant departure from the established management, operating, commercial and cultural patterns which have typically characterized the Owner's capital delivery programs and processes." We think this is an important addition to the PM literature and encourage all to read it.

**Mark Kozak-Holland** in Canada, frequent and popular contributor to *PM World Today*, is back with part 20 in his series on "*Winston Churchill, the Agile Project Manager*." Mark also uses "Lessons from History" to teach modern PM. His paper this month is entitled "*RAF Fighter Command*." According to Mark, "This article looks at ... how the clever use of emerging technologies and reengineered processes could better maximize the effectiveness of pilots/fighters in an integrated air defense or sense-and-respond system." Based on information from "the summer of 1940", this is another fascinating look back with lessons still to be learned!

Mr. **T.D. Jainendrukumar** in India is back with a featured paper entitled "*Six Sigma vs. PMBOK*." Mr. Jainendrukumar has conducted an interesting study comparing Six Sigma methodology with the project management process oriented contents of PMI's Guide to the Project Management Body of Knowledge (PMBOK®). This is an interesting and revealing article that we hope readers and professionals will appreciate.

The final featured paper this month is by **Quang Ton**, project management professional and newest International Correspondent for PMForum in Houston, entitled "*Martial Arts: The Essence of Project Management*". According to Quang, "The Chinese People have many longstanding traditions, some of which incorporate techniques and concepts applied in project management. Two of these, Hung Gar, a form of Kung Fu, and the Lion Dance, a traditional costumed dance form, will be used to draw parallels with modern project management," This is a unique and fascinating look at project management, using martial arts as the instructional parallel.

In **Personal Stories** this month, we include a fascinating story by **Alexander Matthey** in Switzerland, entitled "*How Project Management contributed and still contributes to realizing the dreams of my early twenties!*" Alexander tells the story of his life in project management, a very challenging, interesting and rewarding adventure story reaching from Europe to Australia and back. We applaud Alex for sharing this personal story, for revealing his dreams and realities to the world of project management. Please read his story, then send us one of your own. Personal stories are intended to entertain and inform on a personal level – these are the human experiences of project managers and PM professionals.

**PM Tips & Techniques** papers provide an opportunity for project management consultants, experts, trainers and companies to share helpful and practical

suggestions for solving problems or addressing major PM issues. Four such advisory papers are included in this issue.

**Azra Duric** in Canada has contributed an article entitled "*Project Initiation – It is only a start, or is it?*" According to Azra, "...it is up to the individual project manager to find the best way to deal with this most important, but also most grey area of his project. By the same token, the tips that I am suggesting here are just a collection of **lessons learned** I acquired throughout my informal and formal career as a project management practitioner. If I succeed in helping you avoid even one pitfall in your next project then this article will be worthwhile." Ms. Duric offers some good advice, which we are happy to share with you this month.

**Alexandre Rodrigues**, PM consultant and PMForum correspondent in Portugal, has provided an interesting article entitled "*Business – IT Alignment and Organizational Maturity: A Program Management Approach for Continuous Improvement!*" According to Alex, "Business-IT alignment is often approached as a discrete goal to be achieved in a specific moment in time, as opposed to a continuous organizational process. This discrete one-off perspective creates the illusion that, if properly managed, an alignment initiative will lead to the desired final state of having the IT system fully aligned with the business needs." Please read this article for some interesting and useful guidance on this critical subject.

**Curt Finch**, CEO of Journyx in Austin, Texas, has provided another good article entitled "*Cutting Costs the Smart Way: Per-project Profitability!*" According to Curt, "The global financial marketplace has recently become quite volatile, as fears of an American recession affect economies all over the world.... At times like this, executives typically search for ways to cut costs, which can be a sticky business. And yet, what if you could know where your company is profitable and where it's not, and then figure out a way to do more of the profitable work? In other words, what if you got rid of unprofitable *customers* instead of loyal, productive employees?" This is another entertaining and highly useful article by Curt Finch at Journyx.

**Michelle LaBrosse**, the talented writer and CEO of Cheetah Learning, has provided another article entitled "*Here's the Beef! Let Project Management Boost the Bottom Line.*" According to Ms. LaBrosse, "The next time you hear the words "bottom-line" when you're sitting in the audience at a company meeting, don't roll your eyes. Instead, think about all the ways that you as a project manager can help to boost that bottom-line." Michelle goes on to discuss the "Top Five Project Management Bottom Line Boosters." As always, Michelle's article is both educational and entertaining. Her article is distributed through Cheetah's Knowhow Network, in which *PM World Today* is included.

**Second Editions** are articles and papers that have been previously published, but which we think are worth republishing in *PM World Today*. In some cases, they

have been published elsewhere in the world in another language, but not yet in English. In other cases these might be papers published some time ago that continue to resonate or have lasting educational value. In every case, republication is approved by the author and, as appropriate, the original publisher.

This month we bring to you a paper by **J. LeRoy Ward** entitled "*Navigating the New PgMP<sup>SM</sup> Credential*". This paper was originally published by ESI International, where Mr. Ward is Executive Vice President and responsible for ESI's worldwide training and international partnerships. This is a useful paper for those considering PMI's new Program Management certification – the PgMP<sup>(SM)</sup>. We hope it proves useful to some of you and thank ESI for sharing this paper.

**Regional Reports** is the section of *PM World Today* where reports from International Correspondents around the world are published each month. These include updates on local PM activities and events, discussions of local conditions that affect projects and PM, and personal experiences or perspectives. These reports provide a snapshot and multi-cultural flavor of project management around the world. For us at PMForum and *PM World Today*, this is one of the most interesting aspects of the monthly production process, to see what's happening and what is reported by these active and motivated PM professionals. We hope you also find their reports interesting and educational.

Eleven reports are included this month from correspondents in Argentina, Canada, Ethiopia, Germany, Jordan, Nigeria, Romania, Spain, Turkey, the UAE, and USA.

**Ana Maria Rodriguez** in Rosario, Argentina, has provided an interview with Mr. Osvaldo Ucha, new president of the PMI Buenos Aires chapter, who offers some "*Perspectives for the Buenos Aires Chapter of PMI in 2008.*" This is a nice update on plans and status of the PMI chapter in Buenos Aires, largest city and capital of Argentina. Ana Maria's report is provided in English and Spanish languages.

**Manfred Rieck** in Weisbaden has provided an update on project management professional activities in Germany and a couple of interesting national projects. According to Manfred's report, "*The German landscape on project management is still dominated from PMI and the GPM organization. The triumphal procession of professional project management is visible in every customer discussion as the customer expectation is for high skilled, certified and experienced Project Managers. But a simple certification isn't enough anymore. The Project Manager is perceived as the Swiss Army Knife in the fast changing environment. The role moves more and more into a Change Leader role as the Project Managers are not only responsible for the project content but also for the 'soft' part to "sell" the project within the organization. Here are some tips where you can exchange your experience with other 'knives.'*" Read his report for the latest PM news from Germany.

In Project Management News from Nigeria, **O. Chima Okereke**, PhD, has provided an interesting report on "*Public Hearings on the National Integrated Power Projects (NIPP)*," a serious matter for projects and PM in that country. Chima has sent his report from the UK this month, where he has returned after some time in Port Harcourt where he had reported intermittent power shortages for the last six weeks. Maybe project managers in other countries have these same problems.

**Alfonso Bucero** in Madrid has provided an update on PM professional activity in Spain, including the election of a new board of directors at the PMI Madrid Chapter (including photo of new board). We want to congratulate Alfonso again for his election to the presidency of the PMI Madrid Chapter. Alfonso also provides some news from the Spanish Project Management Association (AEDIP), of which he is also an active member. Alfonso's report is included here in both Spanish and English.

**Mounir Ajam** in the UAE has provided a short report on professional activities and projects in Dubai, including the latest news from the Global Project & Process Management Association (GPPMA). Please see his report for an update on this new organization and the PM profession in Dubai.

**Ammar Mango** in Amman has provided a short but useful update on the PM profession and PM education in Jordan. According to Ammar, "*Momentum has been building over the past few years in the field of project management education in Jordan. Like many other countries in the world, project management formal training was almost unheard of outside the civil engineering and construction community. However, today, a growing number of organizations from diverse industries are becoming more aware and interested in providing formal project management training to their project managers.*" Please see his report for more information.

**Alcides Santopietro** has contributed a report this month from his new home in Montréal, Canada. According to Alcides, "*Montréal is a very active city in the project management field. Many companies embrace a project management methodology and encourage their employees to adopt the project management culture as a means to succeed in their careers. The charming city possesses a very active Project Management Institute (PMI®) chapter and we can also find in the region important universities that have been investing in project management masters programs and researches with a high level of excellence. This report presents some of these institutions and their activities and gives an outlook on how well the profession is evolving in the region.*" Please read and enjoy this look at PM in Montréal.

**Ahmet Taspinar** in Turkey has provided a short update on the DYNAMICS 2008 Project Management Conference being held this next week in Istanbul. With important support and participation from several major Turkish organizations, this

annual PM conference seems to be gaining momentum. It is a joint effort of the Istanbul Project Management Association and Istanbul-based members of the Project Management Institute (PMI). We wish them luck with their conference and look forward to news of results.

**Florin Gheorghiu** in Bucharest has provided some personal reflections on project management in Romania. According to Florin, "*Bucharest is in almost total lock down this week as the G8 leaders meeting there, including Bush from America and Putin from Russia. Here is my report, but I am leaving town early tomorrow to avoid the traffic jams.*" As usual, his report contains some interesting perspective on the state of PM affairs in his country.

**Getachew Alemu**, our new correspondent in Addis Ababa, has provided a very interesting article entitled "*Recording Lessons Learned! The Forgotten Dimension in Ethiopian Public Sector Projects.*" Getachew provides some personal perspective on an issue that he cares about, in a projects sector where he is personally engaged. If anyone has experience or comments on this article, we encourage you to contact Mr. Alemu directly.

Our final Regional Report this month was provided by **Quang Ton**, our newest International Correspondent in Houston, Texas, USA. Quang has provided a report on the recently concluded PMI Region 6 Leadership Meeting in New Orleans, which he attended as a representative of the PMI Houston Chapter. Regional leadership meetings now play a major role in the coordination and sharing of information among PMI chapters around the world, so this is an interesting report, complete with agenda and a few photos. We want to thank Mr. Ton for this first regional report. (Please also see his great article on "*Martial Arts: The Essence of Project Management*" in the Featured Papers section of this edition of **PM World Today**.)

Two **Book Reviews** are included this month. These book reviews are provided through a cooperative program between PMForum and the University of Texas at Dallas. (PMForum provides the books, graduate students receive the books and provide a review; we publish the book reviews in *PM World Today*.)

This month **Boley Thomas** has provided a review of "*Project Management for Mere Mortals*", a book authored by **Claudia Bacca** and published in 2007 in English in the USA by Addison/Wesley publishers. **Michael Sozio** has reviewed "*Right Brain Project Management – A Complementary Approach*", a book by **Michael Dobson** and **B. Michael Aucoin**, published in 2007 by Management Concepts in the USA. **Michael Dobson** and **Boley Thomas** are working professionals and either enrolled in or alumni of the Graduate Program in Project Management at the University of Texas at Dallas. Please take a look at these book reviews, prepared by serious professionals who are also serious about project management.

The balance of this month's ***PM World Today*** features calls for papers, announcements of future events, news, information and stories related to people, projects and project management around the world. Please review the articles in PM Community News where people are featured, and the Future Events section where important announcements about upcoming PM conferences are presented. We hope all of these stories are interesting and informative.

We want to welcome two new correspondents this month, Mr. **Getachew Alemu** in Ethiopia and Mr. **Alexander Tovb** in Russia. **Getachew Alemu**, based in Addis Ababa, is also an Infrastructure Projects Expert in the Development Projects Department of the Ministry of Finance and Economic Development, government of Ethiopia. Getachew is responsible for monitoring, appraising and reporting on public sector infrastructure projects financed by the Ethiopian government and bilateral/multilateral donor agencies. He has a Bachelor's of Science degree in Land Resources Management and Environmental Protection from Mekelle University in Ethiopia.

**Alexander Tovb**, based in Moscow, is a senior project manager with over 25 years of PM experience in a variety of organizations and industries, primarily on information technology (IT) projects. He is a vice president of the Russian Project Management Association SOVNET and a member of the Moscow Chapter of the Project Management Institute (PMI®). A Certified Project Manager (IPMA Level B01), Alexander is also an IPMA Assessor for PM certifications in Russia. More information about Getachew Teklemariam and Alexander Tovb can be found at <http://www.pmforum.org/pm%20forum%20team/index.htm#5>.

We want to welcome a new sponsor, **The APM Group** in the UK, and thank our continuing sponsors this month, which include the ESC Lille, **IPMA**, **Journyx**, **Keller Graduate School of Management**, **The Graduate Program in Project Management at the University of Texas at Dallas**, **Threon Group** and **The World Bank**. Please click on their logos and visit their websites. Sponsors receive visibility and publicity in the *PM World Today* e-Journal that is emailed to thousands worldwide, and on the *PM World Today* home page at [www.pmworltdoday.net](http://www.pmworltdoday.net). If your organization is interested in sponsoring *PM World Today* please contact [editor@pmforum.org](mailto:editor@pmforum.org).

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Good luck with your projects!

David L. Pells  
Managing Editor



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**David L. Pells** is the Managing Editor of *PM World Today* and of [www.pmforum.org](http://www.pmforum.org), one of the world's leading online sources of project management news and information. David is an internationally recognized leader in the field of professional project management, with over thirty years' experience in project management. His professional experience includes a wide variety of programs and projects, including engineering, construction, transit, defense and high technology, and project sizes ranging from several thousand to ten billion dollars. He served on the board of directors of the Project Management Institute (PMI®) twice, and was awarded PMI's Person of the Year award in 1998 and Fellow Award in 1999. David can be reached via email at: [editor@pmforum.org](mailto:editor@pmforum.org)