

## PM WORLD TODAY – AUGUST 2008

## Editor's Perspective on the Current Issue

*By David L. Pells, Managing Editor*

Welcome to the August 2008 edition of ***PM World Today***. Since 1998, *PM World Today* has been a leading online source of educational and informative articles and information about project management. As the reach and reputation of this publication grow, we continue to seek new authors and ideas to share with others who want to advance their careers and organizations. If you have something to share, please consider sending us an article or story for publication.

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 professionals who want to share knowledge and gain more visibility in the PM world as authors and contributors.

This month's **Editorial** is entitled "*How many project managers do you see – on your project?*" I have always liked those puzzles where one is challenged to find hidden objects in a picture. Perhaps faces or foxes or footballs, often in a maze or jumble of images. Recently I have seen a computer game based on the same challenge, in that case, to find objects among a jumble of images in various rooms in a home. There is a similar puzzle on most programs and projects – how many projects or subprojects are there and how many project managers? These questions are probably more important than most of us realize. Please take a look at this article and let me know if you agree or not.

Three **Letters to the Editor** are included this month. **Max Wideman** in Canada has responded to Russ Archibald's Letter to the editor in May on the subject of "Future Energy." According to Max, "In a perfect world, applying "sound 'strategic project management' concepts" is a captivating thought, but has anyone yet come across any governmental agency applying "sound 'strategic project management' concepts" if indeed such things even exist?" **Rebecca Winston** in Idaho, writes "*on the subject of PM for Earth Sciences*", "...the profession must begin to discuss new ways to package the focus of integration and the communication of project activities and risks. The PM is being asked to be more communicator for the technology or technology area than technologist, and he or she is not prepared to answer that call." **Earl Glenwright**, from a project assignment in Gabon, writes "*On the Subject of Lee Lambert's Survey, Fred Baker's Letter to the Editor & Bob Youker's Volley*" and concludes "We have met the enemy and, you got it, us!" Please see their comments, then send us your own thoughts or reaction.

Five **Viewpoints** articles are included this month. **Earl Glenwright** has provided a very interesting article entitled "*The Evolution and Demise of Activity Float!*" Is the use of float really dead as a scheduling concept, as Earl suggests? According to Earl, "During the past 50 years the Critical Path Method has matured from its very limited abilities into a sophisticated, comprehensive, and complex process. Some of the original concepts are no longer valid, Activity Float being one of them..." If you have been involved in developing project schedules, then don't miss this opportunity to jump into the debate.

**German Bernate** in Bogota, Colombia has contributed another interesting Viewpoints article entitled "*Mobbing!*" According to German, "The 21st Century brings with it novelties on Administration and Management literature. Several Spanish authors are dealing with a very ancient problem of humanity, keeping for its definition the name in the language in which it was initially proposed: mobbing." See German's article for a discussion of a common organizational problem. His article is available in both English and Spanish.

**Kevin Archbold** in Tucson, Arizona, has provided another interesting article, weighing in on the subject of "*Why has there been increased interest in project management over the past decade?*" According to Kevin, "...many of us are managing projects, whether or not we have the title of project manager, and that project management skills are beneficial for a wide range of employees. Similarly, there has been a wider recognition that projects in all industries benefit from project management, not just the "traditional" industries of engineering, construction, and more recently IT..." Kevin provides seven good reasons why PM is growing. Please let us know if you agree, or if you can think of additional reasons.

**Ed Fern** in California shares his opinion about the latest edition of PMI's PMBOK Guide in "*Condolences to the PMBOK® 4<sup>th</sup> Edition Committees!*" According to Ed, "When paradigms shift, those who are lodged in the old paradigm are likely to look ridiculous. Yet, most of us are very reluctant to let go of the familiar. With the Fourth Edition of PMBOK, we can clearly see that PMI has not considered the possibility that any new paradigm may be emerging.." Ed raises some points that you may or may not agree with. Either way, please let us know in a Letter to the Editor.

**Florin Gheorghiu** in Bucharest, Romania has provided an article entitled "*For those who want to get on the PM road without organizational re-engineering!*" According to Florin, "...companies have been urged to embrace the project management philosophy, burning stages and swapping years of knowledge accrued in order to re-align their corporate strategy with the course of events and to bring business parameters back on track....but let us see how easy is this way before getting rocky...mature organizations know this process takes years..." Florin discusses a common problem, the tendency for organizations to try to simplify, take

shortcuts and fast track the implementation of professional PM, without going through some necessary stages. If you have some experience or perspective on this topic, please share it in a Letter (email) to the Editor.

The **Featured Interview** this month is with Robert Rovinsky, Director of IT Enterprise Services, Office of the Chief Information Officer, U.S Federal Aviation Administration, Washington, DC. His office reviews and helps prepare the capital investment business cases reported to the Office of Management and Budget (OMB) as part of the annual budget process. He also co-leads the implementation of earned value management (EVM) in the FAA, and his office produces the FAA's IT strategy and conducts software and process engineering reviews of FAA programs. In this very interesting interview, Bob describes the FAA's experience with implementing EVM for improved program management, a very important topic for other governmental agencies in the USA and elsewhere.

**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, Greece, the UK, and the USA.

The first paper was a Keynote presentation at the PM-04: 4th SCPM & 1st IPMA/MedNet Project Management Conference in the Mediterranean, 29-31 May 2008, Chios Island, Greece. Entitled "*Project Management in a Futurist Environment*", the paper was co-authored by Professors **Dean Kashiwagi**, PhD and **Kenneth T. Sullivan**, PhD, along with graduate students **Marie Sullivan** and **Jacob Kashiwagi**, all at Arizona State University in the USA. According to the authors, "The demands for higher performance and increased efficiency have emphasized the importance of risk management for project managers (PM). Using a traditional approach, PMs would increase management, direction and control to minimize risk. A new approach has been developed, which depends on alignment techniques..." This paper was presented in Chios by Professor Kashiwagi and is republished here with consent of authors and conference organizers.

A second paper from the Chios conference included this month is "*Virtual Public Administration: Improving Public Administration Procedures through Project Management*". Authors are **Georgios T. Kapogiannis**, PhD Candidate, and **Yiannis E. Polychronakis**, senior lecturer, at the University of Salford in the UK, along with **Nikostratos E. Polychronakis**, a network manager for Forthnet in Crete. According to the authors, "The best way to contribute to electronic and mobile Government is by creating a public administration network in virtual communities. This is essentially the definition of Virtual Public Administration (VPA). The success of the VPA is based on the virtual project management application. Our paper examines, theoretically and empirically, how VPA could potentially contribute to better public administration services and how effective project management application could facilitate the proposed transition." This paper is republished here with permission due to the importance of promoting PM in the public sector.

**Mark Kozak-Holland** in Canada, frequent and popular contributor to *PM World Today*, is back with part 24 in his series on "*Winston Churchill, the Agile Project Manager*." Mark uses "Lessons from History" to teach modern PM. His paper this month is entitled "*Historical events of September 1940*." According to Mark, "...Part 23 looked at the sequence of historical events in August 1940 for the utilization and the effectiveness of Churchill's solution. To date it had performed well and proven its value. This article looks at how it allowed the team to react with agility in the phase four (final phase) of the battle. This starts in September when the city of London is heavily bombed, "the Blitz", as the Luftwaffe retaliate to the RAF bombing raids on Berlin (August 24-29) and hope to destroy British morale." This is another fascinating look back in history with lessons still to be learned! Read the article, learn and be entertained again this month!

**Russell Martinelli** and **Jim Waddell** in Oregon, USA have contributed a paper entitled "*Gaining Competitive Advantage with Program Management*." According to the authors, "As product or service complexity increases, program management becomes increasingly valuable as a development model in delivering competitive cost advantage. The value comes from the horizontal nature of program management that focuses attention on cross-disciplinary collaboration within the team." Please read their paper and send your reaction to the authors or to us.

One **Case Study** is included this month. Entitled, "*Introduction of Project Management Courses at University: A Case Study*", the paper is by professor **Mitra Arami, PhD**, Head of the Project Management Competence Center at the University of Applied Science bfi in Vienna, Austria. This paper was also originally presented at the PM-04: 4th SCPM & 1st IPMA/MedNet Project Management Conference in the Mediterranean, 29-31 May 2008, Chios Island, Greece, for which PMForum was Media Partner. It is reprinted here with permission. Since good case studies are hard to find, we have republished this paper in order to provide additional recognition to the author and to disseminate it as widely as possible. In this case, the paper should be of interest to those involved in designing or developing a PM program at a major university.

**PM Tips & Techniques** papers provide an opportunity for project management consultants, experts, trainers and companies to share knowledge and practical advice for solving problems or addressing major PM issues. Seven advisory papers are included this month.

**Avinoam Nowogrodski**, CEO of Clarizen in the USA, has provided a good article entitled "*Project Management: it is all about the execution!*" According to Mr. Nowogrodski, "Today's business environment is constantly changing, with trends such as globalization and outsourcing greatly altering the pace in which companies operate, and as a result their team and group dynamics. Companies are making decisions at a faster pace, and they are constantly challenged with maintaining

their competitive edge. In order to keep up with ever-evolving ecosystems, a company needs to ensure good execution on its initiatives, as well as an ability to rapidly respond to any external changes." This author makes some important points and provides some advice on how to focus the team's attention on execution.

**TD Jainendrakumar**, Scientist-D/Principal Systems Analyst/Joint Director, N.I.C, Ministry of Information and Communication Technology, Government of India in Madhyapradesh, India is back this month with an article entitled "*Agile – Software Project Management – Scrum methods.*" According to TD, "...what is changing in the project management?, it is the way we manage projects day to day, there are many ways to manage a project, now there is whirlwind happening in the project management world especially in IT Project Management that is called "Agile". So agile approach is the way of delivering projects. There are many agile development methods. Most of them minimize risk by developing software in short amount of time, and scrum is one among them..." He goes on to provide his understanding of the scrum methodology; an interesting and useful discussion.

**Kumar Sarma**, PMP, Quality Assurance Lead at Netscout Systems India Pvt Ltd, in Bangalore, India, has provided a first article entitled "*Information Security: what Project Managers should know and do about Insider Threat.*" According to Kumar, "Nowadays, info security breaches mainly happen because people are increasingly lured by the money that can be pocketed from this activity. Laws have changed. Info security issues have become serious and very important to the extent that that CEO's and CFO's of organizations are held responsible for major breaches with respect to the data they are entrusted with. Info security is now no longer a technical issue but a business issue..." This is an interesting discussion of a growing problem for many organizations and project teams.

**Randy Miller**, Technical Services Manager at Journyx in Austin, Texas, has provided a third and final article on the topic of "*The Technical Support Project: How to Create a Winning Team – Part 3!*" According to Randy, "Now that you have a new and improved technical support team in place, you need to let people know. This includes departments within your company and external customers, both of whom need different types of marketing. This article will outline some ideas on how to spread the good word. " Read Randy's article and let us know what you think of his suggestions.

**Jed Simms**, Founder and Executive Chairman of Capability Management and project-sponsor.com in Australia, has provided an article entitled "*Value Delivery Management.*" According to Jed, "Are you ready for a capability uplift? You have a choice. For usually the same cost, you can deliver real, measurable business value from your project; or you can deliver your project. The difference is in how you approach your project." Jed lays out four important steps for changing the paradigm and increasing the value of project delivery. This is useful advice for any Project Manager.

**Glen Koller**, PhD, author and expert advisor based in Tulsa, Oklahoma, USA, has provided a second article in his series on project risks, entitled "*Risk in Projects: Some first steps to begin to change Behaviors!*" According to Glen, "So, how can we create an organization and a culture that promote the best-portfolio reward system? That is, how do we encourage employees to take an objective view of their project and to want to spend money now to address potential (probable) threats and opportunities rather than attaining "hero" status later on by beating realized threats into submission with big bags of cash (i.e., firefighting)?" This is the second article in a series by Dr. Koller on project risk management, to be published in coming editions of PM World Today. Please let us know if Glen is hitting the mark.

**Michelle LaBrosse**, the talented CEO of Cheetah Learning, has provided another article entitled "*Declare your independence from Chaos!*" According to Michelle, "It's easy to get caught up in the speed of our hectic lifestyles both at home and at work. If you're finding that stress and chaos is becoming the norm, it's time to transform the storm into calm. Here are a few tips that I use to manage my stress and keep projects flowing in all aspects of my life." She goes on to offer eight suggestions for reducing stress and getting on with your projects. As always, Michelle's article is both entertaining and useful. Her article is distributed through Cheetah's Knowhow Network, in which *PM World Today* is included.

Three **Book Reviews** are included this month. **James Mason** has provided a review of "*Principles of Project Management*", a book by **Meri Williams** and published in 2008 in Australia by SitePoint Pty Ltd and in the USA by O'Reilly Media. **Randy Gannoe** has provided a review of "*The Handbook of Program Management*" by **Dr. James Brown** and published in 2008 by McGraw Hill in the USA. **Hussein (Paul) Mzee** in Dallas has provided a review of "*Project Decisions: The Art & Science*," by **Lev Virine** and **Michael Trumper** in Canada and published in 2008 by Management Concepts in the USA.

Mason, Gannoe and Mzee are alumni of the Graduate Program in Project Management at the University of Texas at Dallas (UT Dallas). Our book reviews are provided through a cooperative program between PMForum and UT Dallas. (PMForum provides the books, graduate students and alumni receive the books and provide a review; we publish the book reviews in *PM World Today*.) Authors and publishers of project management books who would like to have their PM books reviewed through this process are welcome to contact me at [editor@pmforum.org](mailto:editor@pmforum.org).

**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. 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. Twelve Reports are included this month from correspondents in Argentina, Australia, Canada, Ecuador, Ethiopia, Greece, Nigeria, Peru, South Africa, Spain, and the UK.

**Ana Maria Rodriguez** in Rosario, Argentina has provided another solid report on activities at the PMI Buenos Aires chapter, and the new branch in Mendoza. Ana Maria briefly describes the July meetings in those two cities and the upcoming sessions on August 7<sup>th</sup> and 18<sup>th</sup>, respectively. With regards to launch of a new PM organization in Rosario, she reports "The group of professionals that are part of PMIBA Rosario Committee have decided momentarily not to continue the path to become a Branch... It will continue actively working spreading information on the PM profession as PMRos, a community independent from PMI." She also mentions the PMI Global Congress in Sao Paulo in August, and discusses the recent economic and political crisis in Argentina related to the proposed tax on food exports – which affected many programs and projects in Argentina, not just those related to agriculture. Ana Maria's report is provided in both English and Spanish languages.

**Brenda Treasure** in Melbourne, Australia has provided a report in which she describes a recent PMI Melbourne Chapter event entitled ""Getting, Giving and Gaming Service Levels - an overview of how to establish and negotiate successful service level agreements, and the dangers and effects of gaming behaviour in service level regimes" featuring **Claudia Iannazzo**, Head of Commercial, Infosys Technologies Australia. Brenda also discusses the upcoming 5th Annual Project Management Australia (PMOZ) Conference to be held in Melbourne. PMOZ, incorporating the PMI Australia National Conference, subtitled "Delivering benefits in an increasingly complex world through effective Portfolio, Program and Project Management", will be held during 18-20 August 2008. According to Brenda's report, **Iain Fraser**, former PMI Chair, has agreed to deliver a keynote speech.

**Alcides Santopietro** in Montreal, Canada has provided another update from Quebec Province. In his report on the PM Profession, Alcides describes the upcoming "Project of the Year Prize for 2008", an awards program at the PMI Montreal Chapter that is expected to generate a lot of buzz and competition in five categories of industry. He also mentions a big new project in the Montreal area, the launch of a new aircraft manufacturing plant in Quebec by Bombardier, to make their "C-Series" jets there. It is expected to mean at least 4,000 new jobs. Other News affecting projects and project management is also discussed in Alcides interesting and entertaining article.

**Irwin José Franco** in Guayaquil has provided an update on "*Project Management Training in Ecuador.*" According to Irwin, "In Ecuador, especially during the last year, .. a substantial increase in the offering of project management training (has been

noticed). This increase is reflected in the constant publication in printed media or in massive campaigns of electronic bulletins offering options ranging from introductory courses of 8 hours to several months of academic programs.” He describes types of training, the role of universities and other institutions, and what PM professionals in Ecuador seem to be looking for. This is a good update from this South American country. José has again provided in report in both English and Spanish languages.

**Getachew Teklemariam Alemu** in Addis Ababa has provided an interesting report from Ethiopia entitled “Ethiopia Today” and subtitled “Poverty – Work – Satisfaction – PMO”. Getachew begins with a philosophical question “Why is Ethiopia so Poor?” that comes to him early one Friday morning, and with a description of a chance encounter and conversation at the beginning of a typical workday in Addis. Getachew then answers the question “What makes working in a project management office (PMO) enjoyable?” for him and for others in similar environments. He offers five important considerations that may actually apply everywhere. Please read his interesting report, then send Getachew your reaction.

**Theofanis Giotis**, PMP, International Correspondent in Athens, has provided a Project Management Update from Greece. In his full and news article, Theofanis reports on the results of several major events in Greece sponsored by the PMI Greece Chapter and KPMG. Theofanis provides a full report with some great photos from the recent “Project Risk Management Symposium 2008” in Athens, featuring Dr. **David Hillson**, one of the world’s best known risk management authorities. Theofanis’ report on KPMG’s 4<sup>th</sup> IT Forum in June, which focused on customer relations management (CRM) and project management, is also interesting. Finally, Theofanis reports about a successful Project Management Conference in Cyprus, also organized by the PMI Greece Chapter. There seems to be a lot happening in Greece this year.

**O. Chima Okereke**, PhD, International Correspondent in Port Harcourt has provided another report on “Current Events Affecting Projects & Project Management in Nigeria,” this one entitled “*Issues on Energy Products and their Prospects on Economic Development activities.*” Chima describes the hike in the price of diesel fuel, removal of oil subsidies and building of new refineries, and his personal observations. According to Chima, “...whilst it is convenient to blame the government for all our problems, we need to take the greater share of the blame. Out of indiscipline we abuse such facilities that the government has put in place to help our domestic, commercial and economic development activities...” Once again, Chima provides some current and useful perspective on issues that project managers are dealing with on a daily basis in his country.

**José Machicao** in Lima has provided a short “*Peruvian Update*” in both Spanish and English, with a focus on the public sector in Peru. José describes the recently concluded “5<sup>th</sup> Summit between Latin American and Caribbean countries and Europe”, held in Lima, which resulted in the “Declaration of Lima.” He also

mentions that Peru's debt rating has improved with the Standard and Poor's Ratings System, which can help with the financing of public programs and projects, and a recent change in leadership at Peru's Ministry of Economy and Finance. Peru celebrated its Independence Day on July 28 with a positive message from the President. Please read José's report this month.

**Jaycee Kruger**, International Correspondent in Johannesburg, is back this month with a report on Project Management in South Africa. Jaycee reports on developments at PMSA (Project Management South Africa association) and the PMI South Africa Chapter, and some recent developments related to PM Research in South Africa. According to Jaycee's report, "One exiting new initiative for PMSA is the intended appointment of a senior professional to manage the day-to-day operations of the organization." Jaycee also writes, "At the most recent PMI Research Conference which took place in Warsaw, Poland in July 2008, **Carl Marnewick** and **Les Labuschagne**, both from the University of Johannesburg, presented one of only two research papers delivered at the event by South African researchers..." Jaycee's report ends with some background information about the researchers.

**Alfonso Bucero** in Madrid has again provided a good snapshot on PM in Spain this month, in both English and Spanish. In a section entitled "*Professional Integration and Training for the Architects (ETSAM) in Madrid*", Alfonso describes the "Master in Project Management, from the School of Architects in Madrid..." as being both broad and exhaustive. In his section entitled "*Santiago de Compostela (Lugo) celebrates the Project Management Summer Days*", Alfonso states "Santiago de Compostela (Escuela Politécnica Superior) celebrated the Project Management Summer Days on July 17th and 18th. Project managers from business and University fields shared and learned each other in this great Event. Over one hundred professionals attended this Event." This is another interesting report about project management in Spain.

**Bob Owen**, our International Correspondent based in Manchester, UK, has provided an interesting "*Report on the Lean and Agile Project Management Forum*". According to Bob, "The Lean & Agile Project Management Forum, sponsored by the International Group for Lean Construction, was held on 14 July 2008 in Manchester, UK. The conference lasted the entire week, seven days and included forum, workshops and discussions." Bob has provided a full report on the sessions, including excerpts from the keynote speeches and results of workshops. Bob summarizes, "the day was a great success, drawing together an extremely mixed audience for an excellent example of iterative and incremental learning. Good luck to all the new converts!" Please see his interesting article.

**David Shannon**, International Correspondent in London, has provided an interesting Project Management Update under the subtitle "*Project Management profile being raised.*" In his report, David reviews several recent events and developments, including a recent APM workshop at the UK Institute of Directors,

the research results on “the value of project management” recently announced at PMI’s research conference in Poland, a special event organized by APM “Inspire” at the UK’s House of Lords, the issuance of the first edition of the PPPRM News by the UK’s Office of Government Commerce, and the publication of three new books on project, programme and strategy management. This is an interesting and important report from our newest correspondent in the UK. Thank you, David!

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 welcomed two project management authorities to the **PM Ambassadors™ Speakers Bureau** this month, **Carol Dekkers** and **Mary McKinlay**.

**Carol Dekkers**, based in Florida and who has been a PMForum correspondent since January 2007, is a recognized authority on software development PM and quality metrics for software and systems projects. A busy and oft-requested speaker, Carol has presented key papers and speeches at events in 25 countries around the world in recent years. She has been recognized as a visiting scientist at the Software Engineering Institute in the USA, has been registered as a professional engineer in Canada, and is the co-author of two new books: *Program Management TOOLKIT for software and systems development* (Talentum); and *The IT Measurement Compendium: Estimating and Benchmarking Success with Functional Size Measurement* (Springer).

**Mary McKinlay** is Managing Director of Mary McKinlay Projects Ltd and a current vice president of the International Project Management Association (IPMA). Mary is also an Adjunct Professor of Project Management at Ecole Superieure de Commerce de Lille (ESC Lille) in Lille, France. She has worked in Project Management for over 30 years, mostly in the defence sector, as practitioner, researcher, expert and trainer. Mary’s areas of expertise include Project and Programme Management, Risk Management and Systems Engineering, with a special interest in Aerospace and Defence. Based in London, Mary advises organizations and speaks on project management throughout the UK and other countries. Mary has also announced her availability to speak at events worldwide via the PM Ambassadors™ Speakers Bureau.

We also want to welcome a new correspondent this month. **Andrej Skarabot** in Slovenia was named an International Correspondent for PMForum and *PM World Today* on 13 June to provide news and information from that historic country in south central Europe. Professor Skarabot is one of the most respected project management experts in Slovenia. He recently retired from the University of

Ljubljana where he taught project management for over 25 years. Beginning in 1965, Andrej was the first in Slovenia to write articles and teach network analysis or project management. Since then, he has extensive experience working and consulting on more than 80 projects, including construction, pharmaceutical, electro, mechanical engineering and governmental. Professor Skarabot is currently President and First Assessor of the Slovenian Certification Body (SloCert) for the International Project Management Association (IPMA). He is also an assessor for IPMA's International Project Management Award. For many years, he was a member of the Executive Committee for the Slovenian Project Management Association; he is an Expert of the Slovenian Economics Union. Dr. Skarabot has taught more than 300 seminars and published over 190 articles and papers on economics, business and project management, in journals and international conferences. Fluent in Croatian, English and German languages, Andrej lives in Ljubljana, Slovenia.

Please see the articles about Carol, Mary and Andrej in the PM Community News section of this edition.

We want to welcome a new sponsor this month, **The Palatine Group** in New York, and thank our continuing sponsors that include the **ESC Lille, IPMA, Journyx, Keller Graduate School of Management, PM Guru, The APM Group, The Graduate Program in Project Management at the University of Texas at Dallas, Threon Group, TPG The Project 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 each month, and on the *PM World Today* home page at [www.pmworldtoday.net](http://www.pmworldtoday.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. He has published widely and spoken at PM conferences and events worldwide. David can be reached via email at: [editor@pmforum.org](mailto:editor@pmforum.org)