

## PM WORLD TODAY – JULY 2009

## Editor's Perspective on the Current Edition

By **David L. Pells**  
Managing Editor

Welcome to the July 2009 edition of *PM World Today*. Since 1998, *PM World Today* has been a leading online source of educational and informative articles and stories about project management. As the global reach of this online publication grows, we continue to seek new authors who want to share knowledge or advance their careers. If you have project management knowledge (or a story) to share, please send an article for publication. We are especially interested in those that contribute to solving global problems.

Each month the Editor's Perspective on the Current Edition provides a short overview of the contents of the current edition of *PM World Today*. This month's edition again contains articles, news 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 service for PM experts, leaders and professionals who want to share knowledge, get published or gain more visibility in the PM world.

This month's **Editorial** is entitled "**Refreshed! The Value of PM Conferences Revisited (Again) - or - What was refreshed at the 23<sup>rd</sup> IPMA World Congress in Finland.**" This is a follow-on to my April 2008 editorial entitled "The Value of Project Management Conferences Revisited: My Recent Experience in Tokyo." Why should one attend a major international conference? Just as I had found last year in Japan, the benefits to myself and our organization were widespread, significant and very valuable. For those who have not yet had this experience, or have had some difficulty in either gaining the benefits or persuading management to fund your trip, here are some tangible things to consider.

**Letters to the Editor** are emails received over the last month from readers who wanted to respond to some issue, comment on a paper, make a statement or weigh in for one reason or another. This month we include three short letters, one from Bill Duncan in Boston, and two from John Schlichter in Georgia, USA. These are interesting so please take and look; if you have a response, send an email to me.

**Viewpoints** articles are opinion pieces by project management practitioners, professional leaders and experts. Two viewpoints articles are included this month. **Getachew Teklemariam Alemu** in Ethiopia in his article entitled "**Withered Hope!**" states, "*After two years, in this critical time of global financial meltdown, the Ethiopian economy remains ailing as exports of the country have decreased significantly, the once skyrocketing oil price has emptied the national reserve,*

*inflation is still high (in double digits) eating up people's income, private transfers are decreasing significantly, and power shortages are still the major headache of the economy... Meanwhile, the only way of accounting for the uncertain future - proper planning (with precise risk analysis) – seems to be left aside...'* Please read this frank assessment and call for action from our correspondent in Addis Ababa.

**Rebecca Winston, JD**, Former PMI Chair and PMForum global advisor in Idaho, USA has authored a viewpoints article this month entitled "**Hot Blooded – Check it and Whoops!**" According to Becky, "*Somewhere along the line we still have not convinced executives and senior managers that the magic wand and checking for a pulse does not a project manager make. The 'I dub thee Sir or Lady Project Manager' is not the secret to success...*" Please read this paper, then weigh in with feedback in a letter (email) to the editor.

The **In Tribute** article this month is for **Professor Vladimir Voropajev**. In "**Tribute to Professor Vladimir Voropajev on the Occasion of his 75<sup>th</sup> Birthday**", I have shared some of my adventures, history and personal story about Dr. Voropajev, founder and president of the Russian Project Management Association SOVNET in Moscow. Going back to our first meeting in 1992, some of our early events, meetings, and travels are described, including some in far away places like Samara, St. Petersburg, Tokyo and Yakutsk. This is a story that I wanted to tell, especially since Vladimir has undergone recent heart surgery and was unable to participate in the recent IPMA World Congress in Helsinki, the first one he has missed in over 15 years. We hope you enjoy this tribute to a global leader, good friend, and accomplished human being.

**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.

"**Quantitative Analysis of Team Size and its Hierarchical Structure**" is a paper by **Dr. Pavel Barseghyan** of Plano, Texas and Yerevan, Armenia. According to Pavel, "*Typically, successful project teams are composed of compact groups of specialists, constituting a hierarchy... This work is devoted to the quantitative study of the problem of justification of the hierarchical structure of project teams through the analysis of connectivity and communication between people. The study is based on the theory of Massively Interconnected Systems and the differential equation of connectivity...*" Dr. Barseghyan has provided another important contribution to the science of project management. He would, however, like more feedback, so if you have any reactions to his paper this month, please let us know.

"**Strategic Program Management: Key to 'giga' program delivery!**" is a paper by **Robert Prieto**, senior vice president of Fluor Corporation in the USA and one of America's leading authorities on infrastructure projects, program management and the construction industry in general. According to the author, "*Across many*

*markets we are seeing dramatic growth in the scale and complexity of capital construction programs... we are seeing a new set of non-linear scaling effects come into play as we scale up to programs in the tens of billions. I have referred to this new scale of programs as "giga" programs to highlight the differences from current day mega programs..."* This is an interesting paper on an increasingly relevant and important topic. Please read it this month.

**"Basic project-oriented models of consulting company activities"** is a featured paper by **Dmitry Sadkov** and **Grigory Tsipes** in Moscow, Russia. According to the authors, *"The first Russian consulting companies emerged in mid-1990s and grew out of IT companies, which had been spontaneously developing as project-oriented companies. Yet we had to make quite a long and complicated journey from realizing the usefulness of project management to applying it efficiently in the consulting business. All of our company's operations are carried out in projects - marketing, presale, commercial projects and investment. Various combinations and sequences of such projects make up the following three basic operational cycles of the company - the product cycle, the customer cycle, and the development cycle..."* The authors provides an interesting discussion of some of the organizational and business related issues they have addressed while implementing project management in a consulting company. Their paper is included in both English and Russian languages.

**"Classifying Program/Project Customers/Clients"** is a featured paper by **Alan Stretton**, PhD, in Sydney, Australia. According to the author, *"There is a substantial amount of material on stakeholders in the program/project literature, but surprisingly little about customers. When customers are mentioned, more often than not they are listed as just another set of stakeholders. This contrasts sharply with my own experience in providing professional program/project services to external customers, where the customer is king, and distinctions between customers and stakeholders are normally very clear..."* We think this paper makes an important contribution to the whole topic of customer and stakeholder relations for program and project management. We think you will agree. Also, Alan would like some feedback, so if you read this paper, please send a reaction to Dr. Stretton and/or to me at [editor@pmforum.org](mailto:editor@pmforum.org).

**PM Advisories** (formerly PM Tips & Techniques) are papers by project management consultants, experts, trainers and organizations who share practical advice for solving problems or addressing project management related issues. Six advisory papers are included this month, with one translated into Spanish.

**Peter Taylor**, Director of a PMO at Siemens PLM Software in the UK and author of the book *The lazy project manager*, has contributed an interesting (and entertaining) paper entitled **"The Art of Productive Laziness."** According to Peter, *"In this article we will consider the essence of prioritising and remaining positive when facing problems in your projects; of addressing the challenges to our*

*projects but in a 'productive lazy' way...."* We think you will enjoy this article, and it might even be useful.

**Glen Koller**, PhD, a project risk consultant and expert based in Tulsa, Oklahoma, USA, has contributed part 9 in his series on risk management with "**Risks in Projects: The Road to Success!**". According to Glen's introduction, "*Well, in almost all of the past articles of this series of 10, I have focused primarily on the problems, hurdles, and challenges associated with implementing a risk-based process in any organization. In this 9<sup>th</sup> article, I will stress 5 steps to success that I deem to be essential...*" We hope you enjoy this one as much as the previous articles in the series.

**Jeff Oltmann**, principal consultant at Synergy Professional Services, LLC in Portland, Oregon, USA, is back with part 2 in his PPM series with a paper entitled "**Project Portfolio Management – The Art of Saying No!**" According to Jeff, "*Can your organization say "no"? Effective project organizations focus their limited resources on the best projects, declining to do projects that are good but not good enough. They use a discipline called project portfolio management (PPM) to make and implement these tough project selection decisions. Part 1 of this series reviewed the benefits and process of PPM. This article .. will explore the first step of the PPM process, clarify business objectives...*" Mr. Oltmann provides some useful guidelines for implementing effective portfolio project management.

**Keith Clark**, Principal at Moorhouse Consulting in the UK, has contributed a paper entitled "**Mentoring! Developing the Next Generation of PPM Leaders.**" According to Keith, "*It's all very well investing in training for your project managers (PM) but are their new skills successfully applied in the 'real world' of the programmes and projects that they manage? In other words, are you seeing a return on your training investment? .. forward thinking organisations are turning to one-to-one development approaches such as mentoring, to ensure that not only do they get best value out of their training but to be sure that their best PMs are getting access to deep knowledge and are fully tuned in...*" Working under the eye of an older hand has always been useful; Keith discusses the value of this age-old approach that is gaining new traction in technology organizations.

**Michelle LaBrosse**, well-known project management consultant and training specialist in the USA, is back with an article entitled "**Project Management! Your Key to Self Sufficiency**" According to Michelle, "*Summer is the time for gardening, and this summer, gardening has had a resurgence. Call it eco-awareness or getting back to our roots (pun intended), gardening is more than a hobby; it's the most basic form of self-sufficiency. It also allows me to combine two passions: Project Management and being in the great outdoors...*" Michelle's articles are always educational and entertaining, and this month is no exception. This month's article is again available in both English and Spanish, thanks to

**Roberto Toledo Rodríguez**, MBA, PMP® of Alpha-Consultoria in Mexico City. We want to thank Mr. Toledo for his translation again this month.

**Donald Pillittere**, Subcontract Manager with ITT Space Systems Division and adjunct professor at Rochester Institute of Technology in New York, USA, has authored "**The 4 Ps of Project Management – the PMPs**" According to Don, "*Every aspect of business comes with the soup du jour of tools most notable by their easy to remember acronyms... What is missing in my opinion is a simple tool that can be used by project leaders to guide them along the project expedition. My personal favorite among the many acronyms is the 4Ps of the marketing mix: Product, Price, Place and Promotion...*" Don is an entertaining and engaging writer, as his article this month shows. Please give it a read and let us all know your reaction.

**Second Editions** are papers that have been previously published and that we think have lasting or currently relevant topics, republished in *PM World Today* with the consent of the author and full acknowledgement of original publication. This month we include "**Earned Value Management (EVM) Techniques for Engineering and Prototype Production Activities**," a paper by **Sergio Gerosa** and **Claudio Capodiferro** of Thales Alenia Space Italia in Italy. The paper *was originally presented at the PMI'99 Annual Seminars/Symposium – PMI's 30<sup>th</sup> Annual Symposium on Project Management in Philadelphia, Pennsylvania, USA in October, 1999.* We think this paper has lasting relevance and value, especially for the management of complex programs and projects.

One **Book Review** is included this month. **Buck Field** has provided a review of "**A Guide to the Project Management Body of Knowledge (PMBOK® Guide) Fourth Edition**", the updated base standard published by the Project Management Institute (PMI®) in the USA in 2008.

Mr. Field is an alumni of the Graduate Program in Project Management at **The University of Texas at Dallas** (UT Dallas). Most of our book reviews are provided through a cooperative program between PMForum and The 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 a book reviewed can contact [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 around the world and what is reported by these

active and motivated PM professionals. We hope you find these reports as interesting and educational as we do. The following reports are included this month:

- **Ana Maria Rodriguez** in Rosario, **Argentina** – in *“Project Management News from Argentina”* discusses project management professional developments at the PMI-Buenos Aires Chapter, and the Cordoba, Mendoza and Rosario branches (and committees). (English & Spanish)
- **Irwin José Franco** in Guayaquil, **Ecuador** – in *“Project Management News from Ecuador”* discusses recent developments related to the formation of the PMI Ecuador Chapter, in Quito. (English & Spanish)
- **Ahmed Saleh Mokhtar** in Cairo, **Egypt** – in *“Project Management Update from Egypt”*, describes latest developments at the PMI MENA Chapter, as well as several big interesting Egyptian projects. (English)
- **Getachew Teklemariam Alemu** in Addis Ababa, **Ethiopia** – in *“Projects & Project Management in Ethiopia Today”*, reflects on various aspects of “Project Management in Ethiopia amid the Global Financial Crisis.” (English)
- **Jouko Vaskimo** in Helsinki, **Finland** – in *“Project Management Update from Finland,”* provides a summary of the recently completed 23<sup>rd</sup> IPMA World Congress in Helsinki in June. (English)
- **Theofanis Giotis** in Athens, **Greece** – in *“News About Projects & Project Management in Greece,”* briefly describes the recently completed 2<sup>nd</sup> Project Management Conference in Cyprus in June, and the big national project “of a lifetime”, the Acropolis Museum Project in Athens. (English)
- **Raju Rao** in Chennai, **India** – in *‘Unique Project for a billion people in India’*, describes the Unique Identification (UID) card project being implemented across the country now, a fascinating big project affecting all Indian citizens and employers. (English)
- **Ammar Mango** in Amman, **Jordan** – in *“Report on Projects and Project Management in Jordan,”* discusses the implications of a new Free Trade Agreement signed by Jordan and Canada.” (English)
- **Suraj Dahal** in Kathmandu, **Nepal** – in *“Project Management Update from Nepal”*, describes the results – the “goodies” – brought back from the IPMA World Congress in Helsinki by the team from Nepal, a nine-person group that was one of the largest delegations in Helsinki. (English)

- **O. Chima Okereke**, PhD, in Port Harcourt, **Nigeria** – in *“Report on Projects & Project Management in Nigeria,”* discusses the recent visit to Nigeria of Russian president Dmitry Medvedev and the signing of various major agreements that will affect big projects in various sectors in the country, including energy, space and transportation. (English)
- **Artur Bialy** in Kraków, **Poland** – in *“Project Management Update from Kraków,”* discusses Poland as a European research & development center, project management professional organizations and events, and several big national projects. (English)
- **Florin Gheorghiu** in Bucharest, **Romania** – in *“Back Down Just Above the Scratch! The Recoil of Project Management at Every Level!”* discusses the negative impact on projects, project managers and the project management profession of the economic situation in the country. (English)
- **Jaycee Kruger** in Gauteng Province, **South Africa** – in *“Project Management News from South Africa,”* provides a brief report on developments at PMSA and the PMI South Africa Chapter, and mentions the launch of a PRINCE 2 Interest Group, an event scheduled for July. (English)
- **Alfonso Bucero** in Madrid, **Spain** – in *“Project Management in Spain: Monthly Report,”* describes the annual Project Management Days for Construction event in Madrid in June, sponsored by the Project Management Association for the Construction industry (AEDIP), and the upcoming 13th International Congress on Projects Engineering on July 8, 9 and 10, 2009 in Badajoz, Spain sponsored by the Projects Engineering Spanish Association (AEIPRO) and the International Project Management Association (IPMA). (English & Spanish)
- **Miles Shepherd** in Salisbury, **United Kingdom** – in *“UK Project Management Roundup,”* looks at some exciting British car projects for land speed records, provides an update on London Olympics preparations, and reveals a major development of interest to researchers who publish in the *International Journal of Project Management*. (English)
- **Liliana Buchtik** in Montevideo, **Uruguay** – in *“Project Management Update from Uruguay”* presents the results of her interview with **Armen Santurian** – President and **Gloria Folle**, Communications Director, PMI Montevideo Chapter, and describes the recent PMI Montevideo Chapter Conference and Project of the Year Award presented to a major Uruguayan meat processing company (for an IT project). (English)
- **Ted Koval** in Omaha, Nebraska, **USA** – in *“Project Management Update from Omaha,”* reports on how various states in the Midwestern USA are spending their stimulus funds on a wide variety of programs and projects. (English)

- **Quang Ton** in Houston, Texas, **USA** – in "*Project Management Update from Houston*," describes the election process and current open positions at the PMI Houston Chapter, PMI's oldest chapter – chartered in 1974. (English)
- **Ron Taylor** in Washington, DC, **USA** – in "*Project Management Update from Washington*," provides an update on recently completed and upcoming meetings at PMI chapters in Washington, DC and Baltimore, Maryland. (English)

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 thank our sponsors this month which include **Chronicle Graphics, the Graduate Program in Project & Programme Management at ESC Lille, IPMA, Journyx, Multi-Media Publications, Palatine Group/ Management Worlds, PMGuruOnline, PMO Consulting, Program Management Academy, The APM Group, The George Washington University, The Graduate Program in Project Management at The University of Texas at Dallas, The University of California – Irvine Extension, The US Department of State, Threon Group, Wiley** (the publishers), 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 (contents emailed to thousands worldwide each month), and on the *PM World Today* website at [www.pmworldtoday.net](http://www.pmworldtoday.net). If your organization is interested in sponsoring the global *PM World Today* eJournal please contact me at [editor@pmforum.org](mailto:editor@pmforum.org).

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Good luck with your projects!

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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 continues to advise several major organizations and programs. 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 is also an honorary Fellow of Project Management Associates (PMA), the Indian National PM society, and of the Russian Project Management Association SOVNET. David has published widely, spoken at PM conferences and events worldwide, and can be contacted at: [editor@pmforum.org](mailto:editor@pmforum.org)