

## PM WORLD TODAY – MARCH 2009

## Editor's Perspective on the March 2009 Edition

*By David L. Pells  
Managing Editor*

Welcome to the March 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 "***Project Management as a National Competency! How Modern Project Management can help organizations, industries and economies***" If modern PM can help an organization become more efficient, productive and competitive in the global economy, it seems logical that if more organizations within specific industries embrace PM best practices, then that industry will become more productive. If organizations and industries within states and countries become more efficient and competitive, then local economies will benefit. This article builds on this theme first advanced by Ed Naughton in Ireland and the project-oriented society research underway by Roland Gareis' team at the Vienna University of Economics and Business Administration in Austria. Please read this month's editorial and let me know what you think.

Four **Letters to the Editor** are included in this edition. **Jaycee Kruger** in South Africa has written in "***NGO shark feeding on relief projects***", that a PM Manifesto for NGOs is needed, after news surfaced regarding NGO mismanaged projects in Zimbabwe. **Bill Duncan** in Massachusetts has contacted us "on the definition of a project" in response to the letter to the editor by Mr. Stanislaw Gasik in Poland on the same topic in the February *PM World Today*. **Sandra Sears** in Brookshire, Texas wrote in "on the subject of Project Management and Accountability," our February editorial. According to Sandra, "*Thank you so much for writing this article. Somehow we should make sure the President's team reads this or otherwise becomes cognizant of these approaches...*" **Suraj Dahal** in Kathmandu,

Nepal in "*Making Contact Again from Nepal*" mentions that the PM Association of Nepal has now been formed and offers to join PMForum's Correspondent Network. If you have any comments or reactions to these letters, please send us an email.

Five **Viewpoints** articles are included this month. **James Brown**, PhD, president of SEBA<sup>®</sup> Solutions Inc. in Florida and author of *The Handbook of Program Management*, is back with another interesting paper entitled "***Why is a book on the brain in the top 25 of Amazon's leadership books?***" According to Dr. Brown's introduction, "*I believe personal productivity and performance as a project manager are directly correlated. Just like we have to lead a project team, we have to lead ourselves to a higher level of a productivity and effectiveness... I just read the book Brain Rules... and found it so insightful and valuable that I sent a copy to my select clients...*" Please read this interesting article and let us know what you think.

**Guy Giffin** in the UK has contributed an inspiring article entitled "***If only we could do that again...***" ***Project Practice Grounds: Improving Project Performance in the 21st Century.***" According to Guy, "*Pilots, surgeons, soldiers, stage actors and cricketers have all long understood the importance of practising their activities in order to improve their performance and reduce the risk of failure in the real world... In contrast, project managers have to use their real projects, real organisations and real customers as their main practice ground. Accordingly, the learning process, especially during complex and uncertain projects, can be very expensive and a common sentiment amongst project managers is: "if only we could do that again..."*" Guy has a suggestion. Read this article to learn how to gain some practice BEFORE managing the next big project.

**Michael O'Brochta**, President of Zozer, Inc. and former Director of Project Management Certification for the CIA in Washington, DC, has contributed another stimulating article entitled "***Great Project Work Unappreciated!***" According to Michael, "*The feeling is unmistakable; you have accomplished some great work, but it goes unappreciated. Didn't anyone notice, or care?... So, why bother striving for excellence? Why endeavor to apply project management best practices if you are likely to be the only one of a few who knows or cares?*" Read this highly entertaining opinion piece for some interesting perspective on a common problem in our profession.

Dr. **Paul Giammalvo** in Jakarta, Indonesia has authored another good paper on the topic of "***Exploring the Role of Professional Codes of Ethics as Applied to Project Management in Helping to Fix the Global Financial Crisis.***" According to Paul, "*Is simply not stealing, cheating or lying sufficient to differentiate the true professional from everyone else in the crowd?... Let's explore the PMI Code of Ethics by comparing it against other professional Codes of Ethics. The first benchmark is the grandfather of all codes of ethics, Hippocrates's and his "Hippocratic Oath" taken by all doctors....*" Paul again raises some good points and asks some hard questions. What is your opinion on this topic?

**Barry LePatner** in the USA has authored a paper entitled "**Road Work Ahead! Five Solutions for Repairing the Nations Infrastructure!**" According to Barry, *"The economy isn't the only national system that needs repairing. As this past summer's levee breaks and other recent disasters indicate, America's infrastructure is also in serious trouble...We all know the nation's vast infrastructure problems cannot be fixed overnight. However, by aggressively moving toward a solution now—rather than applying a series of ineffective 'band-aids'—we can begin to make real improvements that will benefit our country for generations to come..."* If you are an American, read this article. Does the American Recovery & Reinvestment Act go far enough? Send us your opinion.

Two **Featured Interviews** are included this month. The first is Part 1 of an interview with **Paul Dinsmore**, well known author and consultant based in Rio de Janeiro but who has been educating and entertaining organizations and PM professionals in North America for decades. In "**Part I – The Early Years of a Project Life: How Projects & Project Management led me to Brazil,**" Paul describes some of the big projects and highlights of his first 25 years after university. For those of you who thought you knew Paul Dinsmore, please see this month's Featured Interview for a lot of new stuff. Paul has had a very interesting life.

The second interview, provided by PMForum's International Correspondent in Houston, **Quang Ton**, is with **Tom Johns**, Chairman of the Business Management Consultant Advisory Council and Managing Director of Americas for BMC. Mr. Johns was in Houston to speak at the 3<sup>rd</sup> International Houston Conference on Project Management Best Practices in late February. In response to Quang's questions, Mr. Johns describes the conference objectives and outcomes – useful for anyone considering attending BMC events around the world this year.

**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.

**"Human Effort Dynamics and Schedule Risk Analysis"** is a paper by Dr. Pavel Barseghyan in Texas. According to Pavel, *"Human work duration and related risks are the results of human actions. Therefore quantitative analysis of human action dynamics is becoming a problem of paramount importance...In most cases contemporary schedule risk analysis is not adequate because we do not know the form of the risk function. Hypothesizing the normal distribution for that purpose is not adequate because it leads to undesirable results... this paper suggests a qualitative explanation of the need for Heavy (Fat) tail distributions for schedule risk analysis and an analytical derivation of the closure time distribution function..."* We think that Dr. Barseghyan is making an important contribution to the scientific

field of project risk analysis and planning. This is the first of several papers on this topic that we expect to see from Pavel.

**"Synergy between PMBOK® and MS Project 2007®: A Schedule Management Perspective"** is a paper this month by **Satya Narayan Dash**

and **Uttam Kumar Singh** in India. According to the authors, *"MS Project 2007® (MSP) and the 3<sup>rd</sup> edition of Project Management Body of Knowledge (PMBOK® Guide) very much go hand in hand... This paper focuses on - how best a PMP® or a professional with sound understanding on PMBOK® Guide can use and apply MSP for Schedule Management, by exploiting the synergy between MSP and PMBOK® Guide..."* Perhaps this paper will be useful to those of you who use MS Project while trying to adhere to the latest *PMBOK Guide* from PMI.

**"Conformance Characteristic Curve for IT Project Quality Management"** is a featured paper this month by **Senthil Kumaran** in Switzerland. According to Senthil, *"System testing or conformance testing is a critical phase in Software Development Life Cycle. The developed software must be evaluated and tested to ensure its conformance with the specifications which translates the customer business requirements... The testing of the software incurs cost and the objective of the "Sample Testing" is to minimize the cost of testing with certain acceptable risk levels..."* Read this paper for some perspective on quality and testing issues on software development projects.

**"Report from the Global Alliance for Project Performance Standards, Workshop #15, Pretoria, South Africa"** is a featured paper and International Report by **Dr. Paul D. Giammalvo**, who lives in Indonesia. According to Paul's report, *"I am back in Jakarta from a hectic, but very productive Workshop #15 for the Global Alliance for Project Performance Standards (GAPPS), held at the beautiful Pretoria University Campus, Pretoria, South Africa, from 21 - 23 Feb, 2009... Despite the global recession, attendance was good and as always, the camaraderie and commitment was outstanding, as was the food!! During this working session, 4 streams were being developed: (1) Mapping of the GAPPS Competency Standards; (2) Marketing and Communications; (3) Endorsement Process; and (4) Program Manager Performance Standards..."* Read Paul's paper for a full report with latest news from the GAPPS team.

One **Case Study** is included again this month, another by **LeRoy Ward**, Executive Vice President at ESI International in the USA. **"Tetra Pak Partners Achieve World Class Project Management"** is a paper describing another ESI assignment and success story. According to the paper, *"The world's leading food processing and packaging solutions company provides safe, innovative and environmentally sound products that meet the needs of hundreds of millions of people around the world each day. Founded in Sweden in 1951, today the company boasts more than 20,000 employees and operations in more than 165 countries. In 2007, it delivered*

*137.3 billion packages... Tetra Pak focuses project management toward improvements in new product development, product and service delivery to its customers, and improving its own internal operations..."* This is an interesting story about PM implementation at a global company, well worth reading.

**PM Tips & Techniques** papers provide an opportunity for project management consultants, experts, trainers and organizations to share practical advice for solving problems or addressing major PM issues. Four advisory papers are included this month, with one also translated into Spanish.

**Florin Gheorghiu** in Bucharest, Romania, has contributed a useful advisory article entitled "**Basic Guidelines for Commissioning Scheduling of Public Buildings.**" According to Florin, "*This article is meant to set some basic principles when construction projects enter the final turn to completion and to provide some basic guidelines and industry approaches...*" We hope this short article is useful, especially those staring out in the construction planning and scheduling field.

**Curt Finch**, CEO of Journyx, Inc. in Austin, Texas and **Bruce McGraw**, CEO of Cognitive Technologies in the USA are the authors of "**How to Successfully Execute IT Projects!**" According to Curt and Bruce, "*According to a 2008 Gartner report, 15% of all IT projects failed that year because of high cost variance, while 18% were unsuccessful because they were substantially late.<sup>1</sup> This means that in 2008, 1 in 3 technology projects failed. Why such a dismal success rate? Such projects primarily involve the management of human resources in order to accomplish the target schedule, cost, and quality, so it is safe to assume that poor resource management played a large role...*" The authors suggest some ways to stop the bleeding and managing project resources more effectively.

**Lonnie Pacelli** is back with another tips article entitled "**Why Didn't We Do a Good Project Schedule?**" According to Lonnie, "*I can remember vividly my very first project schedule. My manager gave me the mission statement and an overall timeframe he thought it should take for me to complete the project. I diligently broke the schedule down to lower levels of detail... I worked for days on end with my face buried in a computer screen developing the schedule. What I ended up with was a horrendously detailed project plan... by golly, the schedule met my manager's timeframe request...*" Once again, Mr. Pacelli tries to bring some reality back into a project manager's life and processes, which we can all use from time to time.

We include another article by **Michelle LaBrosse**, well-known consultant and training specialist in the USA, entitled "**When Passion Meets Recession.**" According to Michelle, "*Think of the recession for just a moment as a person... Whether you can get Mr. Recession to leave tomorrow, or if he decides to stick around for a while longer, just get on with your life. Use whatever it is you're passionate about to propel you forward, and if your passion is Project Management,*

*this is a tool that can actually help you capitalize on volatile times. Yes, you can actually capitalize on the recession with Project Management...*" Michelle's article this month is also available in Spanish, thanks to the translation by **Roberto Toledo Rodríguez**, MBA, PMP® of Alpha-Consultoria in Mexico City. We want to thank Mr. Toledo for his contribution again this month.

Two **Book Reviews** are included this month. **Randy Gannoe** has provided a review of "*Cheetah Negotiations*", a book by **Michelle LaBrosse** and **Linda Lasky**, published in the USA by Maklaf Press in 2005. **Jeff Werner** in Texas has provided a review of "*Dynamic Scheduling with Microsoft Project 2007*", a book written by **Rodolpho Ambriz** and published by J. Ross Publishing and the International Institute for Learning in the USA in 2008. Mr. Gannoe and Mr. Werner are 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 their books reviewed can contact [editor@pmforum.org](mailto:editor@pmforum.org).

**Second Editions** are previously published papers that we feel deserve to be republished, due to their lasting value or because their subjects are suddenly relevant again. Second Editions may also be papers originally published in a language other than English. This month we republish a paper co-authored by **Wayne Abba** (USA), **Russell Archibald** (USA/Mexico), **David Pells** (USA) and **Miles Shepherd** (UK). The paper is entitled "*The Power of Independent PM Reviews for Global Programs: The GTRI Example*" and was originally presented at the 22<sup>nd</sup> IPMA World Congress in Rome, Italy in November 2008. The authors describe the successful use of independent program management reviews on a major global security program being financed by the US government. The GTRI program is also an example of a government program on which best practices are being implemented, a good model for governmental programs everywhere in today's economic environment.

**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. This month, many of our correspondents have again provided news and perspectives on projects and project management in their cities

and countries, while the world remains in economic turmoil. We hope you find these reports interesting and educational. The following reports are included:

- **Ana Maria Rodriguez** in Rosario, Argentina – in *“Project Management News from Argentina”*, describes the uncertain economic environment for projects in Argentina today and provides an update on activities planned by the PMI Buenos Aires chapter and its various branches. (English & Spanish)
- **Peter Mello** in Brazil – in *“Project Management News from Brazil,”* discusses some upcoming project management events in the country and provides some perspective on the economic situation affecting projects and PM in Brazil. (English)
- **Getachew Alemu** in Addis Ababa, Ethiopia – in *“Ethnic Federalism and Project Management in Ethiopia”*, has provided some personal comments and perspective on ethnic diversity in Ethiopia and how this needs to be considered during the planning and implementation of development projects in the country. He provides some suggestions. (English)
- **Jouko Vaskimo** in Helsinki, Finland – in *“Project Management Update from Finland,”* provides a good update on the PM profession and education in Finland, and describes three big successful projects in the country – a major new harbour, major mining project and a new power station. (English)
- **Manfred Rieck** in Wiesbaden, Germany – in *“Project Management News from Germany”*, provides an update from PMI chapters around the country and from the GPM (German Association for Project Management). Manfred also provides an update on the German projects landscape, the effects of financial and economic crises, and government interventions that may stimulate IT investment. (English)
- **Raju Rao** in Chennai, India – in *“The Economic Slowdown and Projects in India”*, suggests that the global economic turmoil is leading more Indian IT and technology companies to look to the internal Indian market for projects and growth, especially the Indian government. He also describes the growing emphasis on “green” projects in India, and how the real estate and construction sectors have been affected by the economy and banking crisis. (English)
- **Jose Machicao** in Lima, Peru – in *“Project Management News – Peruvian Update”*, describes “Three Big Events” that have given Peruvians more to be proud of in recent weeks – a Peruvian film winning at the Berlin Film Festival, a Peruvian born woman winning the WBA super featherweight boxing title in New York in February, and a report in *The Economist* about the growth of entrepreneurship in Peru. (English & Spanish)

- **Florin Gheorghiu** in Bucharest, Romania – in *“Project Management and Adding Value to the Business in Distress - How Project Management endures tough times in Romania”* presents a strong argument that PM professional associations must do a much better job of explaining the benefits and value of project management to executives and organizations, especially in today's economy when some companies are laying off their most valuable resources – their project managers. (English)
- **Alexander Tovb** in Moscow, Russia – in *“News from Projects & Project Management in Russia”* describes one of the biggest and most visible projects in Russia today, the *“Bolshoi Theater Renovation Project”*. One of the world's cultural icons, the Bolshoi Theatre has been undergoing a complete restoration since 2005. With reports that completion may slip again due to the economy, this project has been in the news again recently in Moscow. Alex provides an update. (English)
- **Jaycee Kruger** in Gauteng Province, South Africa – in *“Project Management News from South Africa”*, discusses developments at PM South Africa (surveys and communities of practice) and the PMI South Africa Chapter. Jaycee also provides an update on three new project management qualifications coming from the SAQA organization. (English)
- **Alfonso Bucero** in Madrid, Spain - *“Project Management in Spain: Monthly Report,”* describes the election of a new president at the Spanish project management association for Construction (AEDIP) and the March 3 general meeting and election of officers at the PMI Madrid Chapter. (English & Spanish)
- **Miles Shepherd** in the UK – in *“UK Project Management Roundup”*, reviews the general impact of the credit crunch on projects in UK, a new Climate Change programme launched by the UK government, and news from the 2012 London Olympics – the new Handball Arena is apparently on track. (English)
- **Liliana Buchtik**, our newest correspondent in Montevideo, Uruguay – in *“Project Management Update from Uruguay”*, mentions that the PMI Montevideo Chapter will hold its annual meeting and election of officers in early March 2009. She then describes the general economic environment for projects in Uruguay, which appear better than in many other countries, and some major local projects and trends. (English)
- **Ron Taylor** in Washington, DC, USA – in *“Project Management Update from Washington”*, provides a report on recent meetings at three PMI chapters in the Washington, DC area. (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 welcome **Professor Pieter Steyn** in South Africa who was named an International Academic & Editorial Advisor for PMForum and *PM World Today* on February 4, 2009. Dr. Pieter Steyn is Founder and Principal of Cranefield College of Project and Programme Management, a South African Council on Higher Education / Dept of Education accredited and registered Private Higher Education Institution offering an Advanced Diploma, Postgraduate Diploma and Master's Degree in project and programme-based leadership and management. Professor Steyn holds an engineering degree (BSc Eng), MBA and Doctorate in business management and is a registered Professional Engineer. He was professor of Project and Operations Management at the TUKS Graduate School of Management, University of Pretoria from 1990 until retiring in 1998. Pieter was Chairperson of the Commission of Enquiry into the Swaziland Civil Service in 1993; Project Leader of the Strategic Management Team for the Gauteng Government's Welfare Department and Corporate Core, 1994 to 1996. He founded the Cranefield College of Project and Programme Management in 1998. Pieter is a founder Fellow of the Production Management Institute of South Africa, and a member of the Association of Business Leadership, Industrial Engineering Institute, Engineering Association of South Africa and Project Management South Africa (PMSA). He is founder and past President of the Association of Project Management, South Africa (APMSA) and South Africa's former representative on the Council of Delegates of the International Project Management Association (IPMA). He is currently a member of IPMA's Research Management Board.

We also want to express a warm welcome to **Liliana Buchtick, PMP** in Montevideo, Uruguay who was named an International Correspondents for PMForum and *PM World Today* in February. Ms. Buchtik is also the President of Buchtik Global, a firm providing consulting and training services in project management (PM) and information technology (IT), in Spanish and English, working in Uruguay, other Latin American countries, North America and Europe. Liliana holds a bachelor's in Information Systems Analysis from ORT Uruguay University. She has a Diploma in Directing People from ISEDE School of Business in Uruguay, and is a graduate of the PMI Leadership Institute Master Class 2007 in USA. She has been working in North America, Europe and Latin America in the IT and PM fields for the past nine years in private, government, and not for profit organizations. She currently works virtually from Uruguay as a Consultant for PMI, and has been an IT Project Manager for PMI. She masters the PMI Methodologies

and has participated in one of the PMBOK Guide translation projects for PMI. She is bilingual English-Spanish and understands Portuguese.

Please see the articles about Professor Steyn and Liliana Buchtik in the PM Community News section of this edition of *PM World Today*.

We want to welcome two new sponsors this month, **Project Management Resource Group** in Ohio, which is presenting the 2<sup>nd</sup> Annual Women in Project Management Conference that is touring the USA this year, and **The George Washington University** in Washington, DC. As you will notice, we have introduced new banner advertising on [www.pmworldtoday.net](http://www.pmworldtoday.net) this month, along with the standard sponsor icons. While we regret the addition of banner ads, we need to attract enough income to cover operations. If your organization is interested in this major new marketing opportunity, which will continue to grow as our visibility and reputation in the PM world increase, please contact me at [editor@pmforum.org](mailto:editor@pmforum.org).

We also want to thank our ongoing sponsors again this month which include the **Graduate Program in Project & Programme Management at ESC Lille, IPMA, Journyx, Multi-Media Publications, PMGuruOnline, PMO Consulting, Program Management Academy, The APM Group, 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 (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 [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)

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<sup>i</sup> (Apfel, Hanford, Light, Stang, Mieritz, & Fitzgerald, 2008)