

## **Welcome to the December PMWJ**

*David Pells, Managing Editor*

Welcome to the December 2013 edition of the **PM World Journal** (PMWJ). This month's edition again contains a wide range of contents from around the world, with **37** articles, papers, reports and book reviews by **38** different authors in **15** different countries. An additional **30+** news articles about projects and project management around the world are included. Around **30** countries are represented by authors or subjects this month.

### **Invitation to Share Knowledge**

We invite you to share your knowledge and experience related to program, project and portfolio management. If you are an academic leader, graduate student, researcher or professional with some research results ready to publish, consider submitting a 'Featured Paper', 'Student Paper' or 'Case Study'. If you are an expert or executive with a solution to share, send us an 'Advisory' article. If you are an experienced program or project manager, project management professional or professional leader, consider sending us a 'Commentary' article about some topic of personal interest. We publish a wide variety of articles and papers, case studies and reports, book reviews and news stories. Share knowledge and gain visibility for you or your organization; publish an article, paper or story in the PMWJ. Just contact [editor@peworldjournal.net](mailto:editor@peworldjournal.net).

### **In This Edition**

We begin with two Letters to the Editor this month, from **Max Wideman** in Canada and Prof **Hubert Vaughan** in China. They both comment on recent articles in the PMWJ. If you have a reaction to something you read in this publication, share it with the world in an old fashioned letter to the editor – but send it by email please.

**3** authors in **3** different countries have contributed **Featured Papers** this month. **Pavel Barseghyan, PhD** is back with another important paper titled "*Equilibrium and Extreme Principles in Discovering Unknown Relationships from Big Data, Part 1: Methods of Advanced Data analytics in Light of the Equations of Mathematical Physics.*" In this groundbreaking paper, Pavel lays the groundwork; next month he will explain how these concepts apply to project management.

Professors **Vladimir Voropajev** and **Yan Gelrud** in Russia are back with another paper in their series on mathematical models for various project stakeholder groups, this month's paper titled "*Mathematical Modelling for Project Management Problems for Regulators.*" If you are interested in project management science, we suggest you download and read the entire series; you can find their papers at [www.peworldlibrary.net](http://www.peworldlibrary.net).

**Alan Stretton** has provided another paper titled "*Managing inter-project coordination within programs.*" Alan continues to explore the gaps in current project management standards and the literature, which we appreciate. We're also glad that he has chosen the PMWJ as his platform for sharing this new knowledge. Our Featured Papers are all

serious contributions to the P/PM literature, so although they may sometimes be long and somewhat academic, please consider reading them. Increase your knowledge!

**5 Series Articles** are included this month, by **6** authors in **4** different countries. **Darren Dalcher** is back with an introduction and another article in our *Advances in Project Management* Series. This month the topic is project finance and economics. Darren's introductory article titled "*Project Economics: Wishful thinking, conspiracy of optimism or a self-fulfilling prophesy*" gets to the heart of a major P/PM topic – better project financial management. The featured author this month, **Derek Salkeld**, offers some useful perspective and a possible solution in "*Let in the Light on Project Finances*." Don't miss these advanced discussions.

The 12<sup>th</sup> and final article in the series on "*Enterprise Project Governance: How to Manage Projects Successfully Across the Organization*," by **Paul Dinsmore** and **Luiz Rocha** in Brazil is included this month. Dinsmore and Rocha are the authors of the book [\*Enterprise Project Governance\*](#), published in the USA by AMACOM in 2012. Their article this month is on "*Transformation and Change*." Don't miss this final installment.

Another series article by IPMA leaders on Education and Training topics is also included. This month's article, "*The Iron Triangle under Threat*," is by **Ed Naughton** in Ireland. According to Ed, "*It would appear that we are now at a stage to consider new paradigms similar to the iron triangle but representing the changing face of project management...*" The Iron Triangle is indeed under threat, as also highlighted in two second edition papers this month. Read Ed's article, then the others; you'll be an expert on the topic.

A second article by **Prof Hubert Vaughan** in China is included this month, on the topic of "*Disposable System Development – A New Paradigm for Managing ICT Projects in the Innovation Age*." Hubert's second installment this month is subtitled "*How to Manage Projects Today and Tomorrow*." Professor Vaughan has developed some new concepts for managing IT projects; please read his first article last month, his new one here and send us some feedback. PMWJ series articles are authored by some of the leading P/PM experts in the world. We hope you enjoy them.

**6 Advisory Articles** are included this month, short articles providing suggestions on how to address an issue, solve a problem or accomplish something related to P/PM. **Chris Majer** (USA) has provided "*10 Obstacles that Prevent Positive Transformation and How to Overcome Them*." **Omar Muhamad** and **Abid Mustafa** in UAE are authors of "*Managing Stakeholders: Going beyond conventional wisdom*." **Van Moody** (USA) has authored "*Blurred Lines: Setting Healthy Boundaries at Work*." **Jeroen De Flander** in Belgium is the author of "*Great Project Managers facilitate SMALL choices*." **Marge Combe** in Wisconsin, USA, has provided "*Successful Change: Good Implementation is only a Third of the Equation*." **Brian Vanderjack** and **Charles Sprague**, both in the USA, are the authors of "*Agile Steps to Impress your Client with Killer Demos!*" These authors all provide some good advice. If you or your team are struggling with issues, perhaps these articles offer some solutions.

**3 Commentary Articles** are included this month, also from **3** different countries. Maybe you have heard about the disastrous launch of the government website in the United

States related to healthcare and health insurance, the so-called ObamaCare website. **Donald Hammons** (USA) weighs in on this issue with “*Healthcare.gov – Obama Website Project: A Retrospective.*” **Eyitayo Ogunmola** in Nigeria provides some perspective on NGO fund raising in his article “*Social Fund Raising: Adopting Project Management Best Practices.*” **Mark Reeson** in UK is back with another article on a major personal initiative, “*Project Management and Developing our Future Generations.*” Don’t miss these interesting opinion pieces this month. If you have some thoughts on some aspect of program or project management, please share them in a Commentary for the PMWJ.

We are happy to include another **Student Paper** this month. **Milcah Muriuki** in Kenya has submitted a major research report for PMWJ publication, entitled: “*The Role of Project Management Training in Determining Project Success: A Case Study of River Nzoia Basin Project in Kenya.*” Milcah’s research project and report were in support of her pursuit of a Master of Science Degree in Project Management, CBD-Mombasa Campus, Department of Entrepreneurship and Procurement, School of Human Resource Development, Jomo Kenyatta University of Agriculture and Technology, Mombasa, Kenya. Congratulations to Milcah on publication of her paper.

**5 Second Edition** papers by authors in **3** countries are included this month. “*Where to look when requirements do not exist in today’s software projects*” is by **Prof Hubert Vaughan**. This older paper supports his current series on ‘*Disposable System Development: A New Paradigm for Managing ICT Projects in the Innovation Age.*’ See his series article this month, then read this older paper too.

“*A Transformational Change at IBM*” is by **Susan Bivins** in the United States. In her paper, Susan describes changes at IBM as the company successfully transitioned from hardware to services in the early 1990s. It’s a primer on change management, another hot topic in the P/PM field today. “*Blow up the Iron Triangle – Rethinking Software Project Approaches and Goals to Increase Business Value*” is by **Jefrey Davidson**. These two papers were originally presented at the 7<sup>th</sup> Annual UT Dallas Project Management Symposium in Richardson, Texas, USA in August 2013.

“*Beyond the Iron Triangle: Year Zero*” is by **Andrea Caccamese** and **Damiano Bragantini** in Italy. This paper is a prequel to their Second Edition paper in the November PMWJ entitled “*Beyond the Iron Triangle: Year One.*” This month’s paper was originally presented at the 2012 PMI EMEA Global Congress in Marseille, France, republished here with the authors’ approval.

The Second Edition paper “*Project Selection in Large Engineering Construction Programs*” is by **Bob Prieto**, Senior Vice President at Fluor Corporation, one of America’s largest engineering construction firms. Bob is a frequent contributor to the PMWJ; this paper was originally published in the now discontinued *PM World Today* eJournal in June 2011, republished with Bob’s permission.

Second Editions are previously published papers that have continued relevance in today’s project management world, or which were originally published in conference proceedings or in a language other than English. Original publication acknowledged; authors retain

copyright. If you have an older paper for which you retain copyright and that you would like to share with the world again, consider republication in the PMWJ.

**5 Reports** are included this month, from Argentina, Cameroon, Germany, Spain and UK. Reports are provided by our International Correspondents around the world, or by professional leaders who are often reporting on recent major events. That is true this month as three of the reports discuss major events in Berlin, Buenos Aires, Douala and Mendoza. I want to thank these correspondents for their interesting reports this month. Read the reports section of the PMWJ each month for professional updates from around the world.

Another **Interview** by **Ivy Elizabeth Bai** in Shanghai, China is included this month. During her attendance at the IPMA Congress in Dubrovnik, she took the opportunity to interview IPMA Vice President **Stacy Goff**. The interview touches many topics, including project management in China, future trends and IPMA's competence-based approach to project manager certification; we are happy to publish this interview in the PMWJ.

**6 Book Reviews** are included this month. Book reviews provide great visibility for authors, books, publishers and the reviewers, as well as information about what's new and useful in these newly published resources. Don't ignore book reviews; they often contain new and important information about P/PM.

The balance of this edition contains news stories about people, projects, programs, research, education, the PM profession and industry around the world. One of those stories introduces our newest PMWJ correspondent, **Gordana Blažević** in Zagreb, Croatia. I want to again welcome her to our team. Please read the news article about Gordana in the People News section of the PMWJ this month.

Check out the daily "Breaking News" on the [www.pmworldjournal.net](http://www.pmworldjournal.net) website. We post news related to projects and project management on a daily basis. The breaking news articles are then included in the next PMWJ. So if you missed a news article in recent weeks, just check the categories of interest in this month's PMWJ.

There are thousands of programs and projects underway worldwide, with millions of stakeholders, so there are many stories that can be told. If you have an interesting story or news item about a program, project or project management topic, please send it to us for publication. If you are interested in becoming a regular contributor, consider becoming an **International Correspondent**. Correspondents receive high-level visibility in the PMWJ, introductions to others in the network, and opportunities to build a professional resume by authoring articles, papers and reports for the journal. (visit <http://pmworldjournal.net/team/international-correspondents/> for more info.)

I want to thank the authors who contributed to this edition of the PMWJ. Most have included an email address at the end of her or his author profile. If you find an article or paper useful or interesting, let the author know. Better yet, ask questions, start a discussion, share information and knowledge.

We want to thank our advisors, correspondents and contributing editors around the world. These teams include leaders from major academic institutions and professional organizations in more than 40 countries. In coming months we will add more representatives from the world's leading professional bodies and universities, and active professional leaders from various cities and countries.

Finally I want to thank our advertisers and sponsors: The Project Management Center for Excellence at **The University of Maryland (USA)**, **Cranfield College of Project and Programme Management (South Africa)**, **CRC Press / Taylor & Francis Group (USA/UK)**, **Drexel University (USA)**, **Gower Publishing Ltd (UK)**, **International Project Management Association - IPMA (Switzerland)**, **GPM - Green Project Management (USA)**, the **Program Management Academy (USA)**, **Drexel University Online (USA)**, The Project Management Program at **The University of Texas at Dallas (USA)**; and **Wiley Publishing (USA)**.

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If you found anything interesting or useful in the PMWJ this month, please **SHARE IT FORWARD** - send the link to colleagues, co-workers or friends. If you have project management knowledge or a story to share, submit an article or paper for publication. We are especially interested in those that contribute to solving global problems.

Each month we issue a **Call for Papers**, inviting experts, researchers and practitioners worldwide to share their knowledge by submitting an article or paper for publication. If you have knowledge to share, or an article or paper to publish, contact me.

Thank you for reading this month's edition of the PMWJ, and

Good luck with your projects!

David L. Pells

Managing Editor

[editor@peworldjournal.net](mailto:editor@peworldjournal.net)

## About the Author



**DAVID PELLIS**  
*Managing Editor, PMWJ*



**David L. Pells** is Managing Editor of the ***PM World Journal***, a global eJournal for program and project management, and Executive Director of the PM World Library. David is an internationally recognized leader in the field of professional project management with more than 35 years of experience on a variety of programs and projects, including engineering, construction, defense, energy, transit, high technology and nuclear security, and project sizes ranging from several thousand to ten billion dollars. He has been an active professional leader in the United States since the 1980s, serving on the board of directors of the Project Management Institute (PMI®) twice. He was founder and chair of the Global Project Management Forum (1995-2000), an annual meeting of leaders of PM associations from around the world. David was awarded PMI's Person of the Year award in 1998 and Fellow Award, PMI's highest honor, in 1999. He is also an Honorary Fellow of the Association for Project Management (APM) in the UK; Project Management Associates (PMA - India); and Russian Project Management Association SOVNET. From June 2006 until March 2012, he was the managing editor of the globally acclaimed *PM World Today* eJournal. He occasionally provides high level P/PM advisory support for major global programs and organizations. David has published widely, spoken at conferences and events worldwide, and can be contacted at [editor@pmworldjournal.net](mailto:editor@pmworldjournal.net).

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