

## Welcome to the May 2016 PMWJ

*David Pells, Managing Editor*

Welcome to the May 2016 edition of the **PM World Journal** (PMWJ). This 46<sup>th</sup> edition of the Journal contains **34** original articles, papers and other works by **44** different authors representing **20** different countries. News articles about projects and project management around the world are also included. We think the international content of the PMWJ sets it apart; we hope you agree. Since the primary mission of the journal is to support the global sharing of knowledge, please share this month's edition with others in your network, wherever they may be.

### This month in the Journal

This is another full edition with some excellent contributions from around the world. We start with a featured **Interview** with Professor Semih Bilgen, Yeditepe University in Istanbul, the 2016 Program Committee Chair for the Turkish National Software Engineering Symposium (UYMS) being held in Çanakkale on October 24-26. The interview was conducted by İpek Sahra Özgüler, PM World's international correspondent in Istanbul. The interview includes discussion of the importance of software engineering for project managers. Read this interesting interview.

Four **Featured Papers** are included this month on some interesting topics. Dr. Lev Virine, Michael Trumper and Eugenia Virine in Canada have authored another highly interesting (and entertaining) paper titled "*How to Process Project Information.*" Isaac Abuya in Kenya has contributed another important paper for project professionals and political leaders in his country titled "*Development Projects as Mechanism for Delivery of Public Services in Kenya.*" Essam Lotffy in UAE has authored a new paper titled "*Progressive Elaboration of Project Management Processes*" in which he discusses some basic principles. Finally, "*Supply Chain Management and Construction Project Delivery: Constraints to its Application*" is a research paper by Benedict Amade, Prof Edem Akpan, Dr. Emmanuel Ubani and Prof Uzoma Amaeshi at the Federal University of Technology in Uwerri, Nigeria. Featured papers are serious works that contribute to the P/PM body of knowledge.

Series authors Alan Stretton (Australia), David Hillson (UK), Marco Sampietro (Italy), Ann Pilkington (UK), and Darrel Hubbard and Dennis Bolles (USA) are back with good new articles in their respective series. Prof Darren Dalcher (UK) has authored another interesting introductory article for Peter Taylor's Advances in Project Management series article, both offering new perspectives on the "social project manager". Alan wraps up his series on "*increasing project management contributions to helping achieve broader ends.*" Dr. Hillson provides another Risk Doctor Briefing on "*Effective Risk Facilitation*". Prof Sampietro offers more good advice for project team members, this month related to "*Project Team Members and Project Meetings.*" Dennis and Darrel discuss the important role of "*the Enterprise PMO in Operations Business Management.*" Ann reflects on "*communicating in*

*crisis*”, something all project managers should be prepared for. Series articles are by global experts so please read these important new contributions this month.

Four **Advisory** articles are included this month by authors in Egypt, India and the USA. All provide useful information, solutions to common problems facing project managers. If you don't have time to read all of these, assign someone on your team to do so. Perhaps one person can read each article and report back to the team if there is anything useful. Hopefully all four articles this month will help someone.

Four **Commentary** articles are also included. The first is another article by Paul Pelletier in Canada on project management and bullying in the workplace. Paul is both a PMP and an attorney; read his articles. He's an expert on this topic. The second commentary is by Lisa Hodges in Ohio who reflects on some of the issues she sees among companies trying to implement project management processes. It seems that PMBOK-based systems are not always successful; she recommends combining PMBOK with PRINCE2. What do you think? The third commentary is from Monica Gonzalez in Argentina, responding to Paul Pelletier's recent paper on bullying; Monica suggests using “sustainability principles” to help create a bully-free workplace. The fourth article in this category is by PMI Fellow Rebecca Winston in Idaho titled “*Check Your Stress for Your Health and Your Career.*” The title makes the important point; read the article and send us your reaction.

Another interesting **Case Study** is included this month. “*The Complexities of Programme Management: Case Study of Trans-ASEAN Gas Pipeline*” is by Anton Setiawan, Alya Shahroom, Ting Huang and Noor Zahidah. The co-authors are recent graduate students at Heriot-Watt University in Edinburgh, United Kingdom and originally hail from Hong Kong, Indonesia and Malaysia. It's a good paper, especially worth reading by anyone interested in the ASEAN region.

Six fascinating **Reports** are included this month. PM World correspondent Emils Pulmanis in Latvia has provided a “*Report on the Fifth International Scientific Conference on Project Management in the Baltics*” held at the University of Riga in April. His report includes highlights and a link to the conference proceedings. Read his report, then consider participating next Spring. The other five interesting reports are by correspondents Taopheek Babayeju in Nigeria, Cecilia Boggi in Argentina, Alfonso Bucero in Spain, Kushtrim Mehmetaj in Kosovo and Miles Shepherd in the UK. The reports by Cecilia and Alfonso are in both English and Spanish. If you are interested in the global project management profession, don't miss these reports.

Three **Second Edition** papers are also included; two are papers from the Riga conference mentioned in the previous paragraph. The third is a paper originally presented at an international research conference last year in Dortmund, Germany. “*Effective Knowledge Management in Agile Project Teams: Impact and Enablers*” is by Pawel Paterek from Poland. “*The Secret Ingredient for Successful Project Leadership*” is by Dr Lynda Bourne in Australia. “*Applying Project Management Methods to the Creation of a Startup Business Plan: the Case of Blenlee*” is by Jolita Kiznyte of Lithuania (currently in Berlin), Marcos Welker (Germany) and Prof Andre Deschange (Germany). We thought these papers worth republishing; I hope you agree.

Five book reviews are also included. Book reviews can be important since they assess contents of new books on a wide range of current topics in the PM field. We take a serious approach to book reviews, believing that they can be a source of new knowledge as reviewers add comments and critiques based on their personal experiences and perspectives. Read the book reviews; you may learn something.

The balance of this edition contains news stories about people, projects, programs, research, education, the PM profession and industry around the world. Check out the “Breaking News” on the [www.peworldjournal.net](http://www.peworldjournal.net) website. We post news related to projects and project management on a regular basis. The breaking news articles are then included in the PMWJ. So if you missed a news article in recent weeks, just check the categories of interest in this month’s journal.

### **Invitation to Share Knowledge**

We invite you to share your experience and research related to program and project management. A wide variety of original works are included in the PMWJ each month. Share knowledge and gain visibility for yourself and your organization; publish an article or paper in the PMWJ. See our [Calls for Papers](#) and review the [Author Guidelines](#) for the journal. Then just email your original work to [editor@peworldjournal.net](mailto:editor@peworldjournal.net). The PMWJ is not a refereed journal; however we can publish your work quickly for sharing with thousands of readers around the world and for immediate reference.

### **Opportunities to get involved**

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, opportunities to build a professional resume by authoring works for the journal, and free membership in the PM World Library. For more, visit <http://peworldjournal.net/team/international-correspondents/> or contact [editor@peworldjournal.net](mailto:editor@peworldjournal.net).

If you are teaching project management at a college or university anywhere in the world, or an active academic leader or researcher in the P/PM field, our “Offer for Students of Project Management” provides three areas of potential interest to students – publishing opportunities, free library memberships and a virtual research internship. We will soon introduce a Research Scholar opportunity. For information about these programs, please contact [info@peworldlibrary.net](mailto:info@peworldlibrary.net).

### **New in the Library**

Visit the **PM World Library** (PMWL) at [www.peworldlibrary.net](http://www.peworldlibrary.net). The PMWL contains all works originally published in the PMWJ (more than 1500 works), with around 750 authors now showcased, along with many other resources. The Scholar-level membership allows access to two massive EBSCO business publications databases, which should be of interest to educators, students and

researchers worldwide. Scholar membership fees have been cut in half recently (to about the cost of a monthly latte in the USA), so please check it out.

## University Interns

A virtual project management **research internship** program was launched in late 2015 for the PMWL for students of project management at accredited universities worldwide. A dozen university interns are now conducting research and contributing new resources for the library, as you can see in the [New-in-the-Library](#) postings. [Learn about our interns here.](#) To learn more about opportunities for students, go to <http://pmworldlibrary.net/students/>. The PMWL is intended to support continuous learning in the field of program and project management but is proving especially useful for students. Help us create a truly global resource for the PM profession; visit [www.pmworldlibrary.net](http://www.pmworldlibrary.net) and become a member.

## Thanks to Authors and Sponsors

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 also want to thank our advisors, correspondents and contributing editors around the world. These teams include leaders from academic and professional organizations in around 50 countries.

I also want to thank our advertisers and sponsors: **CRC Press (USA)**, **Drexel University Online (USA)**, **Project Management Center for Excellence at The University of Maryland (USA)**, **Cranefield College of Project and Programme Management (South Africa)**, **GPM - Green Project Management (USA)**, and **The Project Management Program at The University of Texas at Dallas (USA)**. Go to [www.pmworldjournal.net](http://www.pmworldjournal.net) and click on their logos at the top of the page to learn about world class PM educational products and programs. If your organization is interested in sponsorship or advertising, please contact [editor@pmworldjournal.net](mailto:editor@pmworldjournal.net)

## Share it forward

If you found something interesting in the PMWJ this month, please **SHARE IT FORWARD** - send the link to colleagues, co-workers or friends. If you have 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.

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

Good luck with your projects!

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**David L. Pells** is Managing Editor of the ***PM World Journal*** ([www.pmworldjournal.net](http://www.pmworldjournal.net)) and Managing Director of the PM World Library ([www.pmworldlibrary.net](http://www.pmworldlibrary.net)). 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 energy, engineering, construction, defense, transit, 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. Since 2010 he is an honorary member of the Project Management Association of Nepal. From June 2006 until March 2012, he was the managing editor for the globally acclaimed PMForum.org website and of the *PM World Today* eJournal. He occasionally provides high level advisory services for major programs and global organizations. David has a BA in Business Administration from the University of Washington and a Master's degree in business from Idaho State University in the USA. He has published widely, spoken at conferences and events worldwide, and can be contacted at [editor@pmworldjournal.net](mailto:editor@pmworldjournal.net).

To see original works by David Pells, visit his author showcase in the PM World Library at <http://pmworldlibrary.net/authors/david-l-pells/>