



Volume VI, Issue 12 – December 2017

In This Edition

[The First Annual PMWJ Editor's Choice Awards, and... Welcome to the December 2017 PMWJ](#)

By David Pells, Managing Editor

Featured Papers

[Elements of the Mathematical Theory of Human Systems - Part 1: Assessment of the Results of Human Actions and Activities Based on the Method of State Equations](#)

By Pavel Barsegyan (Armenia / USA)

[An organizational strategic framework, and project and other contributions to achieving strategic objectives](#)

By Alan Stretton)

[Development of a project portfolio management model for executing organisational strategies: A normative case study](#)

By Martin J. Smit (South Africa)

[Under-Spend: An EVM Analysis of 60 Projects in the Sahel](#)

By Stephen Fierbaugh (USA)

[Critical Factors Hindering Successful Implementation of World Bank-Assisted Local Empowerment and Environmental Management Projects in Imo State, Nigeria](#)

By Dr. Ibeawuchi Ifeanyi Echeme (Nigeria)

Series Articles

[Team dynamics and the perils of agreement \(Advances in Project Management\)](#)

By Prof Darren Dalcher, PhD (UK)

[Invisible Traps in Project Management Lead to Crisis \(Advances in Project Management\)](#)

By Constance Dierickx, PhD (USA)

The Evolution of Risk (Risk Doctor Briefing)

By Magda Stepanyan (The Netherlands)

Grass Root Involvement in a Mega Program (Managing and Working in Project Society)

By Tomas Blomquist, PhD; Nils Wåhlin, PhD; and Rolf A. Lundin, PhD (Sweden)

Freebie Projects and The Project Business Management Office (PBMO) (Project Business Management Series)

By Oliver Lehmann (Germany)

Advisory Articles

Agile Transformation for Organisations and Projects

By Thomas Walenta (Germany)

Modern PM & Digitization "CHANGE"

By Britta Eremit (Germany)

Commentaries

Using the CIA and AAA Models to Explain Cybersecurity Activities

By Livinus Obiora Nweke (Nigeria)

Personal Stories

It's Time to Open Your Heart

By Almahdy Eltonsy (Egypt)

Student Papers

Pre-Contract Phase Between a Producer and a Distributor in the Film Industry

By Amy Nguyen, SKEMA Business School, Paris (France)

Project Managers, be careful: NDAs are becoming standards!

By Sarah Chaouche, SKEMA Business School, Paris (France)

ADR adaptations in Indian Highways EPC Construction Projects: Safeguarding Mutual Interests

By Chiranjit Sonowal, SKEMA Business School, Paris (India)

Managing international student academic disputes in the postgraduate programs of French business schools

By Quan Sheng, SKEMA Business School, Paris (China)

[The Sales Process from a Project Manager's Perspective](#)

By Jonas Fieux Bencze, SKEMA Business School, Paris (France / Germany)

[How an Effective Contract and its Enforcement Could Have Prevented the Challenger Disaster](#)

By Nana Kwabena Osei, SKEMA Business School, Paris (Ghana / France)

[Building Information Modelling Impact on Contracts](#)

By Ilias Hafsi, SKEMA Business School, Paris (Morocco)

[Should there be an Internal Contract between PMO's and Functional Departments?](#)

By Xiaohua Zeng, SKEMA Business School, Paris (China)

[Dispute methods resolution comparison toward the Aircraft contracts](#)

By Laura Faivre, SKEMA Business School, Paris (France)

[Contracting Strategies in Large Engineering Projects](#)

By Sara Rifai, SKEMA Business School, Paris (Morocco)

Reports

[The PMI Madrid Chapter celebrated its second professional Congress on November 23rd 2017 \(Project Management Update from Madrid – \[English\]\(#\) & \[Spanish\]\(#\)\)](#)

By Alfonso Bucero (Spain)

[Updates from Project Management Association Finland, PMI Finland Chapter, Olkiluoto 3 and Hanhikivi 1 nuclear power projects, Helsinki's Länsimetro extension and Raide-Jokeri light rail transit projects \(Finland Project Management Roundup\)](#)

By Dr. Jouko Vaskimo (Finland)

[International Project Management Institute \(UPYE\) in 2017; Turkish Professional Project Managers' Institute \(TPYME\) Update \(country report\)](#)

By İpek Sahra Özgüler (Turkey)

Book Reviews

[The Essentials of Managing Quality for Projects and Programmes \(Routledge\)](#)

By John Bartlett

Reviewed by Venkata Ramana Edagottu, PMP (USA)

[The Camino Way: Lessons in Leadership from a Walk Across Spain \(AMACOM\)](#)

By Victor Prince

Reviewed by Laura Basurto, PMP (USA)

[Say YES to Project Success: Winning the Project Management Game \(Notion Press\)](#)

By Karthik Ramamurthy and Sripriya Narayanasamy

Reviewed by Raju Rao, PMP (India)

Succeeding with Senior Management: Getting the Right Support at the Right Time for Your Project (AMACOM)

By G. Michael Campbell

Reviewed by David Kressin, PMP (USA)

Extreme Teams: Why Pixar, Netflix, Airbnb, and Other Cutting-Edge Companies Succeed Where Most Fail (AMACOM)

By Robert Bruce Shaw

Reviewed by Heather Creer-Rygalski, PMP (USA)

Driving Digital: The Leader's Guide to Business Transformation Through Technology (AMACOM)

By Isaac Sacolick

Reviewed by Kim Hylton-Reed, PMP (USA)