



## **Volume III, Issue 11 – November 2014**

### **In This Edition**

[Welcome to the November 2014 Edition of the PM World Journal](#)

By David Pells, Managing Editor

### **Letters to the Editor**

[On the Subject of Yan Gelrud's paper in the October PMWJ on "The Algorithm for generating an optimal investment portfolio"](#)

By Max Wideman (Canada)

### **Featured Papers**

[The Effect of Organizational Unwritten Rules on PMO Success](#)

By Essam Lotffy (UAE) and Frank Parth (USA)

[Public Sector Project Management Application and Sustainability Problems, Case of EU Member State – Latvia](#)

By Emils Pulmanis (Latvia)

[Gamifying Agile Projects to Drive Employee Engagement and Performance](#)

By Chandan Patary (India)

[Can Multidimensional WBS be the Solution for IT Project Issues](#)

By Asma AlFadha (Oman)

### **Series Articles**

[Other Categories, and combination of categorization matrices \(Program/Project Categorization\)](#)

By Alan Stretton, PhD (Hon) (Australia)

[How Acquired Knowledge is transformed into Competencies \(IPMA Education and Training\)](#)

By Morten Fangel, PhD (Denmark)

[The Program Management Continuum \(Program Management\)](#)

By Russell Martinelli, Jim Waddell, Tim Rahschulte (USA)

## [Maturity in Project Management: The Italian Experience \(Project Management Maturity\)](#)

By Andrea Fraticelli (Italy), Russell D. Archibald (Mexico), Darci Prado (Brazil)

## Advisory Articles

### [Inspirational Leadership and the role of a Vision](#)

By Thomas Walenta (Germany)

### [Overcoming Volunteer Work Challenges: Lessons Learned from the PMI Arabian Gulf Chapter](#)

By Hatem H. Shabaan (Kuwait)

### [The Six Functions of Governance](#)

By Lynda Bourne, PhD (Australia)

### [Leadership and Intelligence: Lessons for Oil and Gas Project Leaders in Nigeria](#)

By Lucky Enajite Edjenckpo (Nigeria)

## Case Studies

### [The Value of a Common Project Culture and Key Aspects on How to Achieve it](#)

By Richard Romander (Sweden)

### [Successful New Product Development: Good Development Team mixed with Project Management; add some \(no so\) Common Sense and Stir](#)

By Mike Venter (USA)

## Second Editions

### [Introduction to Earned Schedule](#)

By Walt Lipke (USA)

### [Creating an Elite PMO: Solving Challenges through Collaboration](#)

By Matthew London (USA)

### [The Role of Critical Thinking in Project Management](#)

By Phil Caputo (USA)

### [The Technical Project Manager – Paradox or Paradise?](#)

By Zelda Jones (USA)

## Reports

### [Project Management Update from Milan](#)

By Luca Cavone (Italy)

[Project Management Report from Germany](#)

By Reinhard Wagner (Germany)

[ScrumAlliance Global Gathering in Berlin](#)

By Theofanis Giotis (Greece)

[Report from IPMA World Congress in Rotterdam](#)

By Jouko Vaskimo (Finland)

[UK Project Management Round Up](#)

By Miles Shepherd (England)

## Book Reviews

[Applying Lean Six Sigma in the Pharmaceutical Industry \(Gower\)](#)

By Bikash Chatterjee

Reviewed by Arvind Tripathi (USA)

[Effective Complex Project Management: An Adaptive Agile Framework for Delivering Business Value \(J. Ross\)](#)

By Robert K. Wysocki

Reviewed by Ash Jantrania (USA)

[A Compendium of PMO Case Studies Reflecting Project Business Management Concepts \(PBMconcepts\)](#)

By Dennis Bolles and Darrel Hubbard (USA)

Reviewed by Raju Rao (India)

[The Risk Doctor Cures for Common Risk Ailments \(Management Concepts\)](#)

By David Hillson, PhD

Reviewed by Michael H. King (USA)

[Effective Project Management: Traditional, Agile, Extreme, 7<sup>th</sup> Edition \(Wiley\)](#)

By Robert K. Wysocki

Reviewed by Mike Goss (USA)

[Rescue the Problem Project: A Complete Guide to Identifying, Preventing and Recovering from Project Failure \(AMACOM\)](#)

By Todd C. Williams, PMP

Reviewed by Jimmy J. Goddard (USA)