



## **Volume V, Issue 9 – September 2016**

### **In This Edition**

[Welcome to the September 2016 Edition of the PM World Journal and Buy your Team a Lunch](#)

By David Pells, Managing Editor

### **Letters to the Editor**

[On the subject of the Editor's monthly Welcome article](#)

By Chris Bragg (Bahrain)

### **Featured Interview**

[Interview with Nukhet Hayriye Akinci Gokaltay](#)

By İpek Sahra Özgüler (Turkey)

### **Featured Papers**

[Successful Program Delivery Starts Long Before the Program Does – Part 3](#)

By Frank Parth (USA)

[Developing Multi-Attributes Portfolio Selection Model For Downstream Oil & Gas Projects](#)

By Rico Milza, CCP (Indonesia)

[Program management Procedure and Precise Education for Constructing Local Government Greater Operative](#)

By Adil Hayat (Pakistan)

[Project Control / Project Controller Defined – A Key Word Analysis of Current Job Descriptions as the Basis for Exam and Competency Assessment Scoring Models](#)

By Dr Paul D. Giammalvo (Indonesia)

[Sustainability as a competence of Project Managers](#)

By Gilbert Silvius, PhD (The Netherlands)

[Suggestion Box as Tool for Improving Construction Site Health and Safety Performance in Nigeria](#)

By Victor Okorie, PhD (Nigeria)

## Series Articles

[The unspoken role of sponsors, champions, shapers and influencers: Balancing organisational concerns and personal values for effective project and programme initiation \(Advances in Project Management\)](#)

By Prof Darren Dalcher (UK)

[Exercising Agency – Making a Difference in How Projects Are Initiated \(Advances in Project Management Series\)](#)

By Mark E. Mullaly, PhD, PMP (Canada)

[Managing project contexts \(Project Integration, Interfaces and Context Management\)](#)

By Alan Stretton (Australia)

## Advisory Articles

[Effective Employee Engagement to Decrease Projects Complexity](#)

By David Tain (Canada)

[Scaling Agile Adoption through Local Agile Centers of Excellence](#)

By Eric O'Brien, Rebekah Knapp, Harshad Desai and Kurt Seifert (USA)

[Project Leadership: Top 10 Cardinal Principles – Part 2](#)

By Hareshchandra Thakur (India)

## Commentary

[The Rio Olympics: Explaining the UK's Impressive Results through Project Management](#)

By Prof Marco Sampietro (Italy)

## Second Editions

[Successful Control of Major Project Budgets](#)

By Dr. Steen Lichtenberg (Denmark)

[Leveraging Expertise: What Every Project Manager Really Needs to Know about Leadership](#)

By Laszlo A. Retfalvi, P.Eng., PMP, PMI-RMP (Canada)

[Leading in Moments of Change, Conflict and Crisis: Employing Emotional Intelligence as a Tool for Agile Scrum Masters and Project Managers](#)

By Brian Vanderjack (USA)

[The Change Management Implications of Scaling Agile](#)

By Danielle Cooper and Darla Gray (USA)

[Uncovering All Of The Risks On Your Projects](#)

By Paul Burek (USA)

## Reports

[2016 IPMA Italy National Congress; September event – The Role of the Project Manager in the Production Systems chain; Maire Tecnimont strengthens its presence in Russia and Caspian; Ansaldo Energia awarded contracts in Indonesia; 2016 Global Young Crew Workshop \(Project Management Report from Milan\)](#)

By Luca Cavone (Italy)

[Brexit Update; Infrastructure Projects; Government Major Projects Portfolio; Major Projects in the News \(UK Project Management Roundup\)](#)

By Miles Shepherd (United Kingdom)

[Oikiluoto 3; Hanhikivi 1, Länsimetro extension, Raide-Jokeri project \(Finland Project Management roundup\)](#)

By Jouko Vaskimo (Finland)

[As the year goes, activities of PMI Chapters in Argentina \(Project Management Update from Buenos Aires\)](#)

By Cecilia Boggi (Argentina)

[Majlinda Kelmendi makes history; To the heart of the Balkans with National Geographic; Ski slopes in Brezovica \(Project Management Update from Prishtina\)](#)

By Kushtrim Mehmetaj (Kosovo)

## Book Review

[\*Visual Six Sigma: Making Data Analysis Lean, 2<sup>nd</sup> Edition \(Wiley\)\*](#)

By Ian Cox, Marie A. Guadard, Mia L. Stephens

Reviewed by Mary E. S. Townsend (USA)

[\*75 Ways for Managers to Hire, Develop, and Keep Great Employees \(AMACOM\)\*](#)

By Paul Falcone

Reviewed by Jennifer Arroyo, PMP (USA)

[\*Leadership Patterns for Software and Technology Professionals \(CreateSpace\)\*](#)

By Matt McBride

Reviewed by Eldon Zorinsky, PhD, PMP (USA)

[\*System Engineering Management, Fifth Edition \(Wiley\)\*](#)

By Benjamin S. Blanchard and John E. Blyler

Reviewed by Edward Raibick (USA)

[\*PMP Project Management Professional Exam Review Guide, Third Edition \(Sybex/Wiley\)\*](#)

By Kim Heldman, Vanina Mangano, Brett Feddersen

Reviewed by Amitha Nag (USA)