



Volume II, Issue XI – November 2013

In This Edition

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

By David Pells, Managing Editor

Featured Papers

[Cloud Center of Excellence Implementation: An Economic Expansion Catalyst for Emerging Economies](#)

By Helen Ching (Canada) and Donald Hammons (USA)

[Unlocking a Project Team's High Performance Potential using Cognitive Readiness: A Research Report and Call to Action](#)

By Russell Archibald, (Mexico/USA); Ivano Di Filippo (Italy); Daniele Di Filippo (Italy); Shane Archibald (USA)

[Establishing Project Requirements of a Local Healthcare System in Cameroon](#)

By Mario Kossman, PhD (Germany/UK)

[Simulation Based Training – The Next Generation of Project Management Training](#)

By Prof Avraham Shtub, PhD (Israel)

[Communication and Contacts in Massively Interconnected Systems, Part 3 – Theory of Connectivity Functions, Group Characteristics of Connectedness and Rent's Rule](#)

By Pavel Barseghyan, PhD (Armenia/USA)

[Adequacy of Builders' Risk Insurance Policy in Nigeria Building Industry](#)

By Adeleke Jacob Sola (Nigeria); Taiwo Arowojolu-Alagwe (Nigeria); Esan Martins Taiwo (Nigeria) & Buari Tirimisiyu Abiodun (Nigeria)

[Utilization of Project Sentiment Analysis as a Project Performance Predictor](#)

By Bob Prieto (USA)

Series Articles

[Enterprise Project Governance Series: How to Manage Projects Successfully Across the Organization, Part 11 – Performance Based EPG](#)

By Paul Dinsmore (Brazil) and Luiz Rocha (Brazil)

[Risk Doctor Briefing: Using the “Six Value Medals” to Identify and Assess Risk](#)
By Dr. David Hillson (UK)

[IPMA Education & Training Series: Best E&T Papers from 27th World Congress](#)
By Prof John-Paris Pantouvakis, PhD (Greece) & Dr. Jesús Martínez Almela (Spain)

[Disposable System Development: A New Paradigm for Managing ICT Projects in the Innovation Age, Part 1 – How Business Changed PM Practice](#)
By Prof Hubert Vaughan (China)

Advisory Articles

[11 Common Mistakes that new or young Project Managers make](#)
By Dr. Harold Kerzner (USA)

[How Professionals Can Break Through the Menacing ‘Middle Mile’](#)
By Daniel C. Steenerson (USA)

[Trust, Credibility and Relationships: the Secret Sauce for the Successful PMO](#)
By Ahmad Iqbal (USA)

[Six Silent Killers of Productivity and Profitability](#)
By Chris Majer (USA)

[Effective Project Management of Virtual Teams](#)
By Natasha Nuells (USA)

[Mastering the Art of Healthy Business Relationships: 10 Don'ts that Destroy Life-Changing Connections at Work](#)
By Van Moody (USA)

[If you can change you will see how others can change](#)
By Alfonso Bucero (Spain)

Commentaries

[The PMO in an Agile World – challenges and opportunities for the PMO leader](#)
By Buck Kulkarni (USA)

[Accepting the Moniker of SME: The Onus of Experience](#)
By Rebecca Winston (USA)

[A note on management integration in project contexts](#)
By Alan Stretton (Australia)

[The Emperor's New Website](#)
By Sharon Hernstein (USA)

Interviews

[Interview with IPMA President Mladen Radujkovic](#)

By Ivy Elizabeth Bai (China)

[Interview with the President of IPMA Young Crew Dr. Daniel Collado-Ruiz](#)

By Ivy Elizabeth Bai (China)

Case Studies

[Stakeholder C.P.R. – Crisis Project Rescue](#)

By Frances Crossno (USA) and Carrie Weeks (USA)

Student Papers

[Competencies of an Effective Project Manager](#)

By Natasha Narh (South Africa)

Fiction / Works of Art

[What Boundaries? A Play about Project Management in Four Dimensions](#)

By Dr. Martin Barnes (UK)

Second Editions

[Stakeholders Aren't Always Right: Lessons from 'Argo'](#)

By Zelda Jones (USA) and Tracey Bell (USA)

[Managing Product R&D with Open Innovation: The Value of Project Management Practice](#)

By Prof Hubert Vaughan (China)

[Lean Agile for Project & Portfolio Management Efficiency](#)

By Sethu Kalyanakrishnan (USA)

[Beyond the Iron Triangle: Year One](#)

By Andrea Caccamese (Italy) and Damiano Bragantini (Italy)

[Practical Guide and Holistic Approach to Engaging Stakeholders in Project Portfolio Management](#)

By Huma Sohrwardy (USA)

[A Team-Based Approach to Continuous Improvement in Program, Project and Portfolio Management – The U.S. Government's Global Threat Reduction Initiative](#)

By Russell Archibald (Mexico/USA), Wayne Abba (USA), David Pells (USA), Miles Shepherd (UK) and Marc Zocher (USA)

Reports

[Report on IPMA Council of Delegates Meeting in Croatia](#)

By Jouko Vaskimo (Finland)

[Report on IPMA World Congress in Dubrovnik](#)

By Jouko Vaskimo (Finland)

[IPMA World Congress Report](#)

By Gordana Blazevic (Croatia)

[Report from IPMA Young Crew Workshop in Dubrovnik](#)

By Martina Pavlovic (Croatia)

[IPMA Recognises Excellence in Project Management – Report from IPMA Excellence Awards 2013](#)

By Ewa Bednarczyk (Poland)

[Project Management Report from Belo Horizonte](#)

By Manuel Carvalho da Silva Neto (Brazil)

[Project Management Update from Nigeria – 5th ProMaCon Nigerian National Project Management Conferences Successfully Concludes in Lagos](#)

By Taopheek Babayeju (Nigeria)

[Project Management Report from Milan](#)

By Luca Cavone (Italy)

[Project Management Report from Haiti – A Report on United Nations Office for Project Services \(UNOPS\) in Haiti](#)

By Shailesh Nepal (Port-au-Prince, Haiti)

[Project Management Update from Buenos Aires](#)

By Cecilia Boggi (Argentina)

[Project Management Update from Douala – Institutionalising Project Management in Cameroun](#)

By Marie Eliane Ndjib (Cameroon)

[UK Project Management Roundup](#)

By Miles Shepherd (UK)

[Two New IPMA Fellows – Ed Naughton and Bob Youker](#)

By Editorial Staff

Book Reviews

[*The Expanded and Annotated My Life and Work: Henry Ford's Universal Code for World-Class Success \(CRC\)*](#)

By Henry Ford, Samuel Crowther and William A. Levinson (USA)

Reviewed by Nazanin Mehrooz (USA)

[*Emotional Intelligence for Project Managers, 2nd Ed. \(AMACOM\)*](#)

By Anthony Mersino, PMP

Reviewed by John Chico (USA)

[*What Keeps Leaders up at Night: Recognizing and Resolving Your Most Troubling Management Issues \(AMACOM\)*](#)

By Nicole Lipkin

Reviewed by Stephen Rojak (USA)

[*Wingtips with Spurs \(Cowboy Wisdom for Today's Business Leaders\) \(Multi-Media\)*](#)

By Michael L. Gooch

Reviewed by Michelle Hesler (USA)

[*Disney U: How Disney University Develops the World's Most Engaged, Loyal and Customer-Centric Employees \(McGraw-Hill\)*](#)

By Doug Lipp

Reviewed by Tasha Johnson (USA)

[*Business Architecture: A Practical Guide \(Gower\)*](#)

By Jonathan Whelan and Graham Meaden

Reviewed by Larry L. Johnson (USA)

[*Project Management Metrics, KPIs and Dashboards - A Guide to Measuring and Monitoring Project Performance, 2nd Ed \(Wiley\)*](#)

By Harold Kerzner, PhD

Reviewed by Peter Lee (USA)