



**7th Annual Project Management
Australia Conference Incorporating
the PMI Australia National
Conference**

August 2010

Proceedings of the Annual Project Management Australia Conference Incorporating the PMI
Australia National Conference (PMOz)
Building the Global Recovery
Brisbane, 23-26 August 2010

Publication of any data in these proceedings does not constitute a recommendation. Any opinions, findings or recommendations expressed in this publication are those of the authors' and do not necessarily reflect the views of the conference sponsors and organisers. All papers in this publication have been released for reproduction by the respective authors and/or organisation.

ISBN: 978-0-9807680-2-2

CONFERENCE OFFICE

Eventcorp Pty Ltd
PO Box 3873
South Brisbane BC QLD 4101
AUSTRALIA
Tel: +617 3334 4400
Fax: +617 3334 4499

Table of Contents

SUSTAINING OUR PEOPLE – AN EXPLORATION OF PROJECT BASED STRESSORS	5
Alicia Aitken	
AGREE OR DISAGREE? LEVEL OF ALIGNMENT BETWEEN PROJECT MANAGERS AND STAKEHOLDERS ON PERFORMANCE INDICATORS	16
Fiona Cheung Roxanne Zolin J Rodney Turner Kaye Remington	
STRATEGIC DRIVERS OF DELIVERY CAPABILITY	23
Lynn Crawford	
THE ROLE OF PROJECT PORTFOLIO MANAGEMENT (PPM) IN REBUILDING AND DEVELOPING BUSINESS AND INDUSTRY	37
Bryan Fenech	
REALISTIC PERFORMANCE MEASUREMENT – WHAT’S THE BENEFIT?	42
Peter Hals	
REQUIREMENTS FOR BUILDING TECHNICAL TEAMS?	53
Ed Hoffman	
TRANSITIONING FROM REDUCTIONISM TO ROBUST, HOLISTIC AND INTEGRATIVE MODELS OF PROJECT MANAGEMENT	62
David Levick	
INVESTIGATING THE ROLES, RESPONSIBILITIES AND PRACTICES OF PORTFOLIO MANAGERS IN AUSTRALIA: A LITERATURE REVIEW AND RESEARCH OUTLINE	70
Aileen Koh Lynn Crawford	
AGILE AND PLAN-DRIVEN SOFTWARE DEVELOPMENT METHODOLOGIES CO-EXISTENCE: A CASE STUDY	77
John Paterson Tayyab Maqsood	
THE INCREASING IMPORTANCE OF CUSTOMER MANAGEMENT IN THE PROJECT ENVIRONMENT	91
Johann Pretorius	
ON THE FORMAT OF A PROJECT PURPOSE STATEMENT	100
Michael J. Ryan	

THE NEED TO ADDRESS REWORK AS PART OF PROJECT SCOPE MANAGEMENT	108
Michael J. Ryan Peter A.D. Brown Alan McLucas	
EXERCISING GOVERNANCE ACROSS PORTFOLIOS, PROJECTS AND PROGRAMMES USING COBIT, PRINCE2 AND MSP	116
David Schrapel	
THE ROLE OF RISK IN GOVERNANCE	120
David Schrapel	
THE MYTH AND REALITY OF PROJECT MANAGEMENT	123
Aaron J. Shenhar	
GENERATING PROJECT OUTCOMES	129
Ofer Zwikael John Smyrk	
*PROJECT MANAGEMENT – THE HIGH GROUND OF PROFESSIONALISM OR THE SWAMP OF THE REAL WORLD	143
Barrie Todhunter	
LEADERSHIP OF COMPLEX VIRTUAL TEAMS: NEW CHALLENGES FOR PROJECT MANAGERS IN THE 21ST CENTURY	156
David Tuffley	
INHIBITORS TO OPTIMAL PROJECT PORTFOLIO SELECTION	166
Doug Wheeler Bambang Trigunarsyah	
21ST CENTURY PROJECT MANAGEMENT = OPEN SOURCE BODY OF KNOWLEDGE	176
S. Jonathan Whitty	