The PMI Educational Foundation (PMIEF), a nonprofit charitable organization, recognizes the advancement of project management through its awards program. Student and professional award recipients are recognized for their contributions to the project management profession through scholarly research and practical application of project management skills, both inside and outside the workplace.

Meet the recipients of the PMIEF 2018 awards:

The **Kerzner Award for Excellence in Project Management** is sponsored by International Institute for Learning, Inc. (IIL) to recognize a project manager who most emulates the professional dedication and excellence of Harold Kerzner, MS, MBA, PhD.

**Recipient:** Sudhakar Ravada, B.Tech, MS, ITIL, PMP, PgMP  
**Project:** Driving User Adoption of Innovations Within Organizations

Mr. Ravada is a North America services and program manager at Applied Materials, located in California, USA. He led the effort to successfully establish an enterprise private computer-aided design (CAD) Cloud.

After delivering the above outcomes, he led efforts to replace the homegrown cloud infrastructure with industry-class desktop virtualization solutions. This significantly reduced his global capital expense by 50 percent.

Eventually he standardized and integrated the CAD Cloud operations across 11 global regions, leading to the program’s successful closure in late 2016. When searching for best practices, he learned that in digital innovations (his area of work), this problem is typical across organizations and happens despite state-of-the-art innovations. Mr. Ravada further discovered that the problem is specific to scenarios where customers have a choice of using traditional ways of work versus innovation, and the innovation project team doesn’t have much organizational power to enforce the change.

**Finalist:** Eduardo Militão Elias, MBA, PMP  
**Project:** Values Generating Value

Mr. Elias is the CEO of Iben Engenharia, located in Brazil. Iben Engenharia is a service and technology company for civil construction and project management, programs and portfolios in Brazil.

Mr. Elias developed an extensive methodology for managing real estate projects at the strategic, tactical and operational levels, based on the theoretical concepts that he developed and gathered in more than 10 years of research, two books published and direct involvement in the project management field. The methodology included the development of management tools ranging from frameworks for the application of agile techniques to proprietary technological platforms developed internally by Iben Engenharia. These platforms for portfolio, program and project management systematized Iben Engenharia’s management processes, which aim to provide projects with greater operational precision and a greater strategic contribution.

The **Community Advancement Through Project Management Award** emphasizes the pro bono contributions of individuals, PMI chapters and corporations/government agencies that increase the capacities of nonprofit/nongovernmental organizations (NGOs) by transferring project management knowledge.

**Individual Project Manager Category**  
**Recipient:** Carla Johnson  
**Nonprofit Partner:** Educational Resources of Monterey: Hidden Hills Ranch  
**Project:** Grant Writing and Business Plan Development

Ms. Johnson currently works as a student success consultant/project manager at Hartnell Community College.

**Recipient:** Carla Johnson  
**Nonprofit Partner:** Educational Resources of Monterey: Hidden Hills Ranch  
**Project:** Grant Writing and Business Plan Development
District in Salinas, California, USA. She volunteered her time and project management skills to Hidden Hills Ranch in Salinas. Hidden Hills Ranch’s mission is, “connecting children and families to nature in order to educate and grow.” Ms. Johnson worked with the nonprofit for over a year in various areas of the organization. She successfully revamped its marketing exposure, developed a new board member application and set expectations that included becoming active participants in fundraising.

**PMI Chapter Category Recipient:**
PMI Fort Worth Chapter (Texas, USA)

**NGO/Nonprofit Partner:** Prison Entrepreneurship Program (PEP)

**Project:** Prison Entrepreneurship Program Project Management Training

PMI Fort Worth Chapter’s program of project management training to the participants of the Prison Entrepreneurship Program, or PEP, have helped over 400 men gain critical life skills in their journey to create business plans, graduate to become servant leaders and achieve success after parole. The project was led by past chapter president Michele Gagne, PMP, and Vice President of External Relations Cindy Vandersleen, PMP.

PEP was established in 2004 and has pioneered innovative programs that connect the nation’s top executives, entrepreneurs and MBA students with convicted felons. The nonprofit’s entrepreneurship boot camp and re-entry programs are proven solutions for preventing recidivism, maximizing self-sufficiency and transforming broken lives.

The **Donald S. Barrie Award**, sponsored by the former PMI Design-Procurement-Construction Specific Interest Group, acknowledges students in the fields of design, procurement and/or construction by providing a useful contribution to the engineering and construction industry.

**Recipient:**
Ahmed Mohamed Nabil Ahmed Ali, MSc, PMP

**Title of Paper:**
Critical Analysis of Change Management

During Mr. Ali’s professional and academic career, he has applied knowledge, experiences, tools and skills to provide research entitled “Critical Analysis of Change Management.” This paper examined the importance and role of change management in:

- Developing leaders capable of administrative creativity;
- Developing technology;
- Evolving management practices;
- Increasing trust and interaction among members of the management team;
- Increasing the likelihood of success of the project;
- Dealing with staff resistance to sound change management; and
- Building the skills and competencies needed for organizational change.

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required for program managers, how to empower, how to make the program roadmap and how to access resources overall. In addition, he analyzed the interrelations among program management, strategy alignment, stakeholder involvement and benefits management.

Then he used ancient military strategy in warring states’ vertical and horizontal alliances as a case study of program management. The warring states period (475–211 B.C.) was an era of division in ancient China. Toward the end of this period, the Qin state became disproportionately powerful. As a result, the policies of the other six states became overwhelmingly oriented toward dealing with the Qin threat, with two opposing schools of thought. One school advocated a “vertical,” or north-south alliance, in which the states would ally with each other to repel Qin. The other advocated a “horizontal,” or east-west alliance, in which a state would ally with Qin to participate in its ascendancy.

Finally, Mr. Yang ended the lecture asking the attendees to consider how to solve the dilemma in another case from the perspective of systematic thinking as an exercise.

Awards Celebrate Research and Pro Bono Contributions to the Project Management Field
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The James R. Snyder International Student Paper of the Year Award recognizes excellence in student development of original concepts in project management. Papers are selected based upon the research and creative effort that are best directed toward advancing the concepts, tools and techniques of managing project-oriented tasks.

North America Region
Recipients: Queeneth Odimegwu, SM.S.; Beenish Malik, MS
Title of Paper: Mandatory Integrity Statement for Multi-site Project Management (MSPM) Team Project
This paper focused on the integration of all project management skills that were applied in the construction of a library in Nigeria. The project background was illustrated, followed by a comprehensive description, requirements, assumptions, constraints, boundaries, work breakdown structure, project control and management. The project cost was considered and the two authors identified the pricing system in Nigeria and ran an analysis to foresee future financial constraints and how to minimize them. This project was successfully executed while maximizing resources and minimizing cost.

Europe, Middle East and Africa (EMEA) Region
Recipients: Taiwo Abraham, MBA, ITIL Expert, CSM, CSSGB, PMP; Joo Y. Jung, PhD
Title of Paper: PMO Longevity: Implementation Phase Inputs and PMO-Operations Management Integration
Mr. Abraham was supervised by Professor Jung of the University of Texas Rio Grande Valley. The co-authors focused on helping organizations understand the various project management office (PMO) implementation decisions that may have a significant influence on the longevity of their PMOs. The research adopts a unique view premised on existing findings on organizational knowledge management, competence retention and popular learning curve theory to argue for the need for PMO longevity and integration with operations management. The authors explore a likely explanation for the typical short life span of PMOs by scrutinizing some inputs of the PMO implementation phase.

Yang Chaochung discusses systematic thinking.