



## **Volume X, Issue IX – September 2021**

### Welcome

#### [Welcome to the September 2021 PMWJ](#)

By David Pells, Managing Editor (USA)

### Interviews

#### [Project Management Should Be Context-based, Interview with Michael Pace, President of IPMA-USA, Assistant Professor at Texas A&M University \(USA\)](#)

By Yu Yanjuan, PMR (China)

#### [30+ Years of Project Management, Interview with Michel Operto, Marketing PMO and Blogger, Co-founder of PMI France 25 years ago \(France\)](#)

By Yasmina Khelifi (France)

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### Featured Papers

#### [Representative examples of operational users converting project-related outputs to outcomes and benefits within an organisational strategic-and-operations framework](#)

By Alan Stretton (Australia)

#### [Assessing the Impact of Risk Management Techniques on the Cost of Building Projects in South-East Nigeria](#)

By Okechukwu Ekwelem, Dr. Kevin C. Okolie, Dr. Fidelis O. Ezeokoli and Michael I. Okongwu (Nigeria)

#### [Investigation of Environmental Factors Causing Dysfunctions within Project Teams in the South-South Geopolitical Zone of Nigeria](#)

By Dakorinama A. K. George, Dr. Kevin Chuks Okolie, Dr. Fidelis Okechukwu Ezeokoli and Michael Ikechukwu Okongwu (Nigeria)

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## Series Articles

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By Jeremy C. Bellah, PhD (USA)

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## Advisory Articles

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By Dr. Kenneth Smith (USA & The Philippines)

### [Leadership – Fulcrum Above & Beyond](#)

By Gaurang Vora (India)

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## Commentaries

### [The Everlasting Importance of a Common Project Management Language](#)

By Massimo Pirozzi (Italy)

### [Project Managers' RACism Problem](#)

By Timothy Grayson (Canada)

### [How Net Zero Carbon Differs from Carbon Neutral](#)

By Dr. Torrill Bigg (UK)

### [The Workplace Moving Forward: How the Pandemic Changed the Workplace](#)

By John Cable (USA)

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## Case Studies

### [A Strategic Management and Portfolio approach to improving health outcomes of people living with life limiting conditions in the Mid-West of Ireland](#)

By Seamus Woods (Ireland)

## Reports

### [Digital Transformation – Sustainable Supply Chain \(Insights Series – 2\)](#)

By Ipek Sahra Ozguler (Turkey)

### [Updates from Project Management Association Finland, PMI Finland Chapter, Olkiluoto 3 and Hanhikivi 1 nuclear power plants, Helsinki's Länsimetro extension, Raide-Jokeri light rail transit project, and Kruunusillat \[Crown Bridges\] \(Finland Project Management Roundup\)](#)

By Dr. Jouko Vaskimo (Finland)

[Citizen Development in the Project Economy \(Project Management Update from Madrid – English & Spanish\)](#)

By Alfonso Bucero (Spain)

[Project Curator, Space Projects, Summer Projects, Wildlife Projects, Space Projects, Film Projects, Traditional Projects and a Salute to Japan \(UK Project Management Roundup\)](#)

By Miles Shepherd (UK)

[Project Management Update from India and PMO Global Alliance India Hub](#)

By Kartikeyan Ramamurthy (India)

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## Second Editions

[The Focus, Roles & Responsibilities of a Program Management Office](#)

By Bob Prieto (USA)

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## Book Reviews

[\*The Business of WE: The proven 3-step process for closing the gap between us and them in your workplace \(HarperCollins\)\*](#)

By Laura Kriska

Reviewed by Dr. Marjorie Anne Fox (USA)

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## Recent News

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[\*Wideman PM Website updates announced for September 2021\*](#)

[\*Laurie Ferrier appointed PM World Correspondent in Brussels\*](#)

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[\*Prof Mladen Radujković named Honorary Global Advisor\*](#)

**[Call for Application – AMEU ECM International Doctoral Study in Project Management](#)**

**[Nathalie Drouin appointed Honorary Academic Advisor](#)**

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