



## Volume XI, Issue II – February 2022

### Welcome

#### [Welcome to the February 2022 Edition and What Should We Publish in the PMWJ?](#)

By David Pells, Managing Editor (USA)

### Letters to the Editor

#### [On the Subject of PMI's PMBOK Guide, 7<sup>th</sup> Edition](#)

By Dr. Kenneth Smith (USA/The Philippines)

### Interviews

#### [Creation of the PMP and some things I've learned about Project Management since then, Interview with Lee Lambert, Author, Consultant, Popular Speaker, PMP Co-Founder, PMI Fellow \(USA\)](#)

By Yasmina Khelifi (France)

#### [The Great Resignation in the USA and Big Reveals for PM Professionals from PMI's 2021 Survey, Interview with Mike DePrisco, Interim President & CEO and Chief Operating Officer \(COO\), Project Management Institute \(USA\)](#)

By Ipek Sahra Ozguler (Turkey)

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### Featured Papers

#### [Assessment of the Effectiveness of Construction Managers on Maintaining Quality, Cost and Time on Project Delivery in Delta State - Case Study of Isoko Community \(Nigeria\)](#)

By Christopher Eseoghene Omajuwa and Prof N. B. Iheama, PhD (Nigeria)

#### [The Role of Leadership on the Operational Performance of State-Owned Enterprises in Zimbabwe](#)

By Dr. Graham Anesu Mhlakaza (Zimbabwe) and Prof. Dawid de Villiers, PhD (South Africa)

#### [Black Soot Menace and its Impact on Residential Buildings in Rivers State](#)

By Irene Chinwe Efekalam, PhD (Nigeria)

## **[Addressing Corruption Risks in the Construction Industry and its Projects](#)**

By Bob Prieto (USA)

## **[Project management maturity and excellence models: Stirring in the fruit bowl](#)**

By Henny Portman (The Netherlands)

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## Series Articles

### **[The Changing Project Management Landscape \(Project Management in Southern Africa: Approaches, Experience, Trends\)](#)**

By Prof Les Labuschagne, PhD (South Africa)

### **[What is Scrum? \(Sensemaking in the Agile Forest\)](#)**

By Henny Portman (The Netherlands)

### **[2. What's in a name? Portfolios, programs and projects in owner-organisations' strategic and operations management contexts \(Project-related Contributions to Organisational Objectives\)](#)**

By Alan Stretton (Australia)

### **[The Customer Success Manager \(CSM\) in Project Business \(Project Business Management\)](#)**

By Oliver Lehmann (Germany)

### **[Impact Leaders and Leadership Trends for 2022 \(Positive Leadership in Project Management\)](#)**

By Frank Saladis (USA)

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## Advisory Articles

### **[What it takes to be creative and innovative](#)**

By Angelica Larios (Mexico)

### **[Sampling for More Effective & Efficient Program/Project Progress Reporting](#)**

By Dr. Ken Smith (The Philippines/USA)

### **[Project Management in Team Extension](#)**

By Ramadevi Lanka (India/USA)

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## Commentaries

### **[Cyber Security for the Project Manager: Am I at Risk?](#)**

By John Cable (USA)

## **Stakeholder-led business case development**

By Louise Worsley (South Africa)

## **Business Intelligence through the Application of Data Analytics and Systems Engineering Principles with focus on Project Success**

By Danie du Plooy (South Africa)

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## Reports

### **PMI France Update and Major Projects & Programs Underway in France (Project Management Update from Paris)**

By Yasmina Khelifi (France)

### **Updates about Association of Project Professionals Finland; PMI Finland Chapter; Olkiluoto 3 nuclear power plant; Hanhikivi 1 nuclear power plant; Helsinki's Länsimetro extension; Raide-Jokeri light rail project; Kruunusillat [Crown Bridges] projects (Finland Project Management Roundup)**

By Dr. Jouko Vaskimo (Finland)

### **2021 Maturity Research (Project Management Update from Belo Horizonte)**

By Manuel Carvalho da Silva Neto (Brazil)

### **Initiative and creativity are moving forward at PMI Madrid Spain Chapter (Project Management Update from Madrid)**

By Alfonso Bucero (Spain)

### **PMOGA India PMO Awards 2021, New Chief Communications Officer, New Advisor, New Members (Project Management Update from Bengaluru and PMO Global Alliance India Hub)**

By Kartikeyan Ramamurthy (India)

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## Recent News

*[Diana Serikbay joins PMWL research team in Kazakhstan](#)*

*[UNESCO pledges to have at least 80% of the seabed mapped by 2030](#)*

*[Early Registration Open for 14<sup>th</sup> UT Dallas Project Management Symposium in May 2022](#)*

*[Managing Multiple Projects](#)*

*[Mindful Project Management](#)*

*[Wideman PM Website updates announced for February 2022](#)*

***Prof Carrie Sturts Dossick at UW in Seattle appointed PMWJ Honorary Academic Advisor***

***Rethinking Project Management for a Dynamic and Digital World***

***The latest edition of the APM Competence Framework has launched***

***Project Management in Southern Africa: Approaches, Experience, Trends***

***Prof Vito Introna appointed PMWJ Honorary Academic Advisor in Italy***

***Prof Iris D. Tommelein appointed Honorary Academic Advisor***

***AI and the Project Manager***

***Project Management Stream at 10<sup>th</sup> AMEU International Conference***