



## **Volume XI, Issue III – March 2022**

### Welcome

#### [Welcome to the March 2022 PMWJ](#)

By David Pells, Managing Editor (USA)

### Letters to the Editor

#### [On Ukraine: The Undesirable Power of Projects](#)

By Antonio Nieto-Rodriguez (Belgium)

#### [On the Subject of Brief Risk Management Guides](#)

By Martin Hopkinson (UK)

### Tribute

#### [Dr. Martin Barnes, CBE, APM Founder: 1939-2022](#)

PMWJ Advisors and Authors offer tributes and memories

### Interviews

#### [Onboarding, the Power of Projects and the Exciting Future of Project Management and APM, Interview with Adam Boddison, Chief Executive Officer, APM \(UK\)](#)

By Miles Shepherd (UK)

#### [Women PowerUP in Project Management, Interview with Priya Patra, Founder, Women PowerUP Network, Passionate Volunteer, Community builder \(India\)](#)

By Yasmina Khelifi (France)

#### [Project Management is towards a More Business-Savvy Perspective, Interview with Gary Heerkens, Author, Consultant, Speaker, Teacher, President, Management Solutions Group \(USA\)](#)

By Yu (Spring) Yanjuan (China)

#### [PM Trends for 2022, Interview with Dave Garrett, Chief Strategy and Growth Officer, PMI \(USA\)](#)

By Ipek Sahra Ozguler (Turkey)

[To see other recently published interviews, click here](#)

## Featured Papers

### [The Origins and History of Cost Engineering](#)

By Pat Weaver (Australia)

### [Earned Schedule Application to Projects with Performance Interruption](#)

By Walt Lipke (USA)

### [Effect of Task-Force Team Formation on the Successful Completion of Research and Development Projects in Nigeria](#)

By Ibeawuchi Ifeanyi Echeme, PhD (Nigeria)

[\*To see other recently published featured papers, click here\*](#)

## Series Articles

### [The quest for artificial intelligence in projects \(Advances in Project Management\)](#)

By Prof Darren Dalcher (UK)

### [AI and the Lazy Project Manager \(Advances in Project Management\)](#)

By Peter Taylor (UK)

### [Projects and project management in the context of society \(Projects and Project Management for a Sustainable Social Impact\)](#)

By Reinhard Wagner (Germany)

### [Is agile always better? \(Sensemaking in the Agile Forest\)](#)

By Henny Portman (The Netherlands)

### [3. From project outputs to organisational outcomes and benefits, and the roles of user groups, and of program/project management \(PPM\) \(Project-related Contributions to Organisational Objectives\)](#)

By Alan Stretton (Australia)

### [The Continual Innovation Culture \(The Connected Future Business Culture: The Great Project Management Accelerator\)](#)

By Dr. Harold Kerzner and Dr. Al Zeitoun (USA)

### [Strategic Project Governance in a Non-Projectized Environment: A South African Perspective \(Project Management in Southern Africa: Approaches, Experience, Trends\)](#)

By Sinaye Mgolombane (South Africa)

### [A Project Business Healing Day \(Project Business Management\)](#)

By Oliver Lehmann (Germany)

### [Risk Identification: A brief guide \(Practical Project Risk Management\)](#)

By Martin Hopkinson (UK)

[\*To see other recently published series articles, click here\*](#)

## Advisory Articles

### [Want projects to move fast and robust? Try standardization](#)

By Manuel M. Ancizu Beramendi (Spain)

[\*To see other recently published advisory articles, click here\*](#)

## Commentaries

### [Balancing Leadership and Management in Projects](#)

By Christopher Worsley (South Africa)

### [Communication – still the cornerstone of project success](#)

By Jürgen Oschadleus (Australia)

### [The “P’s” & “Q’s” of Assessing Program & Project ‘Outcome’ Effectiveness](#)

By Dr. Kenneth Smith (The Philippines / USA)

### [Risk Management, a Business Fundamental, and how young Boy Scouts 11 to 18 years of age seem to know more about this with their Boy Scout Motto of ‘Be Prepared’ than business leaders, executives and managers](#)

By Michael Marshall, PhD (USA)

### [Governance of projects: A success factor or constraint for effective project delivery?](#)

By Martin Smit, PhD (South Africa)

### [A Socio-Political Perspective to Construction Project Leadership: History, Evolution, and Future](#)

By Dr. Sherif Hashem, PhD (Qatar)

### [The Evolution of Project Leadership](#)

By Audrey Mphela (South Africa)

### [Embracing the Agile Mindset in Any Project Environment](#)

By John Cable (USA)

[\*To see other recently published commentary articles, click here\*](#)

## Case Studies / Program Histories

### [History of the Project Management Program at the University of Maryland](#)

By John Cable (USA)

## Reports

### [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)

[The PMI Madrid Spain Chapter will hold elections of the Board of Directors in March 2022 \(Project Management Update from Madrid\)](#)

By Alfonso Bucero (Spain)

[PMO India Awards 2021 ceremony, Senior Director Projects & Alliances, Blog Post Competition, New Members \(Update from PMO Global Alliance India Hub\)](#)

By Linda Ottmann (Germany & India)

[To see other recently published reports, click here](#)

## Recent News

[\*Green Project Management \(GPM\) announces Strategic Partnership with Project Management Institute \(PMI\) to Advance Sustainability in Project Management\*](#)

[\*Dr. Martin Barnes, CBE, APM Founder: 1939-2022\*](#)

[\*Balzhan Khamitova joins PMWL research team in Kazakhstan\*](#)

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

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

[\*Managing Multiple Projects\*](#)

[\*Mindful Project Management\*](#)

[\*Rethinking Project Management for a Dynamic and Digital World\*](#)

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

[\*AI and the Project Manager\*](#)

[\*Project Management Stream at 10<sup>th</sup> AMEU International Conference\*](#)