



## Volume XI, Issue VII – July 2022

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By David Pells, Managing Editor (USA)

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Prof Stephen Wearne (UK)

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#### [Mindful Project Management Helps Deal with Uncertainty, Interview with Elmar Kutsch, Author, Project Manager, Associate Professor, Cranfield School of Management \(UK\)](#)

By Yu (Spring) Yanjuan (China)

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### Featured Papers

#### [A framework for internship programmes in South Africa](#)

By Alice Lubega and Cecile Schultz (South Africa)

#### [Project, Program and Portfolio Management for the National Recovery and Resilience Plans in the European Union](#)

By Federico Minelle, Massimo Pirozzi, Alessandro Quagliarini, Francesca Apponi, Francesca Brusciotti, Damiano Buzzi and Marianna Mancone (Italy)

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## Student Papers

### [Digitalisation and Artificial Intelligence in Project Management](#)

By Sreeja Sivadas and Hugo Nowak - SKEMA Business School (France)

### [The Tetris of the Olympic Games and the establishment of temporary infrastructure: How can modular logistics improve the sustainable managerial processes of the Olympic Games?](#)

By Maxime Hanrion Nicholls, Baki Altun, Ludovic Pires Dos Santos and Hamza El Mounni - l'École Supérieure de Logistique Industrielle - ESLI (France)

### [Warehouse Automation: Enhancing companies' performance by meeting customers' expectations: How can a structured warehouse automation project enhance a company's supply chain flow and meet its customers' expectations?](#)

By Valentin Chaillot, Maïssa Madi, Milouda Chahed and Anne Gondou - l'École Supérieure de Logistique Industrielle - ESLI (France)

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## Series Articles

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By Henny Portman (The Netherlands)

### [Source-orientated Parent-Child Risk Breakdown: A brief guide \(Practical Project Risk Management\)](#)

By Martin Hopkinson (UK)

### [Rethinking Teams \(Project Management in the time of Covid\)](#)

By Dr. Lynda Bourne (Australia)

### [The Digitally Enabled Estimating Enhancements \(The Great Project Management Accelerator\)](#)

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

### [Five Whys \(Quick Tips for Team Leaders\)](#)

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By Dr. Torill Bigg (UK)

### [Three Simple Questions](#)

By Anil Seth (India)

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## [Ownership in \(temporary\) organizations unraveled](#)

By Carlijn Nelis, Björn Prevaas and Manon Ruijters (The Netherlands)

## [Project Portfolio-Level KPIs for Effective Management of Financial Performance](#)

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By Alan Stretton (Australia)

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### [The PMI Madrid Chapter promotes PMI initiative on Academic Development in Project Management \(Project Management Update from Madrid\)](#)

By Alfonso Bucero (Spain)

### [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)

### [PMO Insights, New Regular Member, Research 2022, Acknowledgements and References \(Project Management Update from the PMO Global Alliance India Hub\)](#)

By Linda Oltmann (Germany and India)

### [Good News, Possibly Good News, Not So Good News, APM News and Closing Remarks \(with birds\) \(UK Project Management Roundup\)](#)

By Miles Shepherd (UK)

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By Stacey Cellier, PMP and Melissa Cowart (USA)

### [Your project failed, what now?](#)

By Stephanie Bailey Brown, PMP (USA)

### [A New Role for the Seasoned Project Manager – Advocate for Project Management Ready Youth](#)

By William Moylan, PhD (USA)

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Reviewed by Manuel Ancizu (Spain)

### [HCMBOK - The Human Change Management Body of Knowledge Third Edition \(CRC Press\)](#)

By Vicente Goncalves and Carla Campos

Reviewed by Flora S. Bartek, PMP (USA)

### [Culturally Tuning Change Management \(Auerbach Publications\)](#)

By Risto Gladden

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By Anand Vijayakumar

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