



Volume XI, Issue VIII – August 2022

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Welcome

[Welcome to the August 2022 PMWJ, The 10th Anniversary Edition](#)

By David Pells, Managing Editor (USA)

Letters to the Editor

[Happy 10th Anniversary to PM World Journal and Congratulations](#)

By Spring (China)

[Congratulations to PM World Journal](#)

By Gaurav Dhooper (India)

Tribute

[Happy Anniversary to PM World Journal](#)

PMWJ Advisors, Authors and Correspondents offer tributes and memories

Interviews

[Adaptability will be The Key! Interview with Ricardo Viana Vargas, Executive Director of Brightline Initiative, Managing Partner at PMOotto.ai, Past Chair, Project Management Institute \(Brazil\)](#)

By Yasmina Khelifi (France)

[The People Side of Change Management Is Harder, Interview with Tim Creasey, Author, Researcher, Speaker, Chief Innovation Officer, Prosci \(Australia, Canada, USA\)](#)

By Yu (Spring) Yanjuan (China)

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

Featured Papers

[How COVID-19 will Impact the Future of Project Management and the Work of Healthcare Technicians \(But not only them\)](#)

By Eng Daniela Pedrini (Italy)

[Project Manager's Competencies in Nonprofit Projects of Pakistan](#)

By Dr. Arif ud din (Pakistan)

[Inflation Hedging Potentials of Residential Real Estate Investments in Akwa Ibom State, Nigeria](#)

By Mbosowo Ebong Ekpo, PhD; Hosanna Moses Attai, MSc; Aniedi Akaninyene Isok (Nigeria)

[Thirty+ Years of Developing and Assessing COMPETENT PROJECT PRACTITIONERS using Project Based Learning - Notes from the Field and "Lessons Learned"](#)

By Dr. Paul D. Giammalvo (Indonesia / USA)

[The Origins and History of Earned Value Management](#)

By Patrick Weaver (Australia)

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

Student Papers

[Report on Scientometric Analysis of "The role of Big Data in Modern Project Management"](#)

By Aibek Zhambyl, Aidana Abdeshova, Zhanel Kenzhibayeva (Kazakhstan)

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Series Articles

[Measuring social impact of projects and programs \(Projects and Project Management for a Sustainable Social Impact\)](#)

By Reinhard Wagner (Germany)

[The Minimum Viable Product \(MVP\) unraveled \(Sensemaking in the Agile Forest\)](#)

By Henny Portman (The Netherlands)

[Rejecting Risk Management? Prepare to Manage Crises! \(Project Business Management\)](#)

By Oliver Lehmann (Germany)

[Creating a Positive Team Culture \(Positive Leadership in Project Management\)](#)

By Frank Saladis (USA)

[Identifying High-Risk Projects: A brief guide \(Practical Project Risk Management\)](#)

By Martin Hopkinson (UK)

Getting Ideas: How to Gather Requirements (Quick Tips for Team Leaders)

By Jeff Oltmann (USA)

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Advisory Articles

Is leadership enough to run a project? The importance of followership

By Dr. Angelica Larios (Mexico)

Analyzing Risks “By the Numbers”: A “Quick & Easy” Approach to Quantifying Complexity

By Dr. Kenneth F. Smith (Philippines/USA)

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Commentaries

Making a Difference for Everyone

By Dr. Mark Reeson (UK)

Further thoughts on Pells’ 2021 suggestion for broader, more comprehensive life cycle models for program/project management

By Alan Stretton, PhD (Hon) (Australia)

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

Reports

Cycle of Seminars on the value of Project Management in public projects (Project Management Update from Madrid)

By Alfonso Bucero (Spain)

Nuclear, large and small; Alternative energy including tidal and wind; Construction problems, and White Tailed Eagles (UK Project Management Roundup)

By Miles Shepherd (UK)

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)

PMOGA AI Conference; PMO Global Awards Quarter Finals/Semi-Finals; Super Star PMO Podcast; PMO India Awards 2022; Research project "Current State of PMOs in India"; "PMOs in Transformation"; and Acknowledgments and References (Project Management Update from the PMO Global Alliance India Hub)

By Linda Oltmann (Germany and India)

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Second Editions

[Relevant challenges and lessons in the implementation of a Project Management Office in a legislative power: The experience of the National Chamber of Representatives of Argentina \(2016-2019\)](#)

By Paloma Martin (Argentina)

[An Agile Coach's View of Successful Agile Transformations](#)

By William "Red" Davidson (USA)

[Thriving with FR-Agile \(Fitted-Requisite-Agile\)](#)

By Chaitali Chheda (USA)

[Exploring the Perspectives of Private Sector Project Managers as to Project Portfolio Management Practices](#)

By Dr. J. D. Pullen (USA)

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Book Reviews

[Supply Management and Procurement: From the Basics to Best-in-Class \(J. Ross Publishing\)](#)

By Robert W. Turner

'Reviewed by Michael Fellers (USA)

[A Holistic Approach to Lessons Learned: How Organizations Can Benefit from Their Own Knowledge \(CRC Press\)](#)

By Moria Levy

Reviewed by Anne Bartlett (USA)

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Recent News

[Barriers to Women in the Project Profession](#)

[Call for Papers – 4th University of Nairobi International Conference on Project Planning and Management](#)

[Enrollment Open for Alma Mater Europaea's Doctor of Science in Project Management \(PM DR\)](#)

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

[4th World Project Management Forum, 14-15 December 2022, New Delhi, India – Live & Virtual](#)

Broken to Better – New book to inspire teams

Agile beyond IT – New book by Adrian Pyne announced

Prof Mohamad Fadi Harake at ESLI Paris appointed PMWJ Honorary Academic Advisor