



## Volume XI, Issue IX – September 2022

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### Welcome

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

By David Pells, Managing Editor (USA)

### Interviews

#### [More than Juggling! Some Personal Insights on Managing Multiple Projects, Interview with Elizabeth Harrin, FAPM, Award-winning Author, Blogger, Speaker, Creator of A Rebel's Guide to Project Management \(UK\)](#)

By Yasmina Khelifi (France)

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### Featured Papers

#### [The role of project human resource management on a merge and acquisition process](#)

By Yousra Chebbo (Lebanon)

#### [Second Order Pareto Analysis](#)

By Pascal Bohulu Mabelo (South Africa)

#### [The Origins and History of Earned Value Management: “A Contractor’s Perspective”](#)

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

#### [Revisiting models of organisational and project contexts](#)

By Alan Stretton, PhD (Hon) (Australia)

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### Series Articles

#### [Prioritizing in an agile team \(Sensemaking in the Agile Forest\)](#)

By Henny Portman (The Netherlands)

**[The Experience Focused Portfolio Decision-Making \(The Connected Future Business Culture: The Great Project Management Accelerator\)](#)**

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

**[Pre and Post Risk Mitigation Estimates: A brief guide \(Practical Project Risk Management\)](#)**

By Martin Hopkinson (UK)

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

By Dr. Lynda Bourne)

**[Gathering Information: Brainstorming \(Quick Tips for Team Leaders\)](#)**

By Jeff Oltmann (USA)

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## Advisory Articles

**[7 Challenges faced in Hybrid Project Management Framework environments](#)**

By Shyamkumar Narayana (India/USA)

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## Commentaries

**[Update: the exposure of small UK project management organisations to fraud](#)**

By Dr. Robert Chapman (USA)

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## Case Studies

**[Successful implementation: A central element to fully materialize the benefits of a project](#)**

By Manuel Ancizu (Spain)

## Reports

**[Bad Project News, Mixed News, Good News, The Peljesac Bridge and Bionic Project Managers \(UK Project Management Roundup\)](#)**

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)

**[Always ahead of the Professional Associations in Spain \(Project Management Update from Madrid\)](#)**

By Alfonso Bucero (Spain)

**[Super Star PMO Podcast, Partnership with Kinara Capital, PMO India Awards, Online Global Community, Acknowledgements and References \(Project Management Update from PMO Global Alliance India Hub\)](#)**

By Linda Oltmann (Germany and India)

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## Second Editions

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By Erica Kolatch (USA)

**[Demonstrating Product Success in an Agile Project Environment](#)**

By Susan Hostetter (USA)

**[Two Worst to First Stories and What Should Leaders Learn from Them](#)**

By William "Red" Davidson (USA)

**[Hybrid PM innovations: Joining the dots and becoming more efficient](#)**

By Shika Saka (USA)

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## Book Reviews

**[Implementing Project and Program Benefit Management \(Taylor & Francis\)](#)**

By Kenn Dolan

Reviewed by Carlos Perez (USA/Venezuela)

**[Management Lessons from the Great Explorers \(CRC Press\)](#)**

By Ralph Kliem

Reviewed by Danny Boswell (USA)

**[PROJECT MANAGEMENT: Integrating Methodologies and Behaviors \(EGEA Spa - Bocconi University Press\)](#)**

By Marco Sampietro

Reviewed by Federico Minelle (Italy)

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*[Diana Serikbay completes PM Research Internship](#)*

*[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 \(PM DR\)](#)*

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