



## Volume XII, Issue IV – April 2023

*Notice: The positions, views and information contained in works published in the PM World Journal are those of the authors of such works and do not necessarily represent the views or opinions of the PM World Journal or the publisher of this journal.*

### Welcome

#### [Welcome to the April 2023 PMWJ](#)

By David Pells, Managing Editor (USA)

### Letters to the Editor

#### [On the topic of project schedule and completion forecasting](#)

By Dr. Ken Smith (The Philippines)

### Interviews

#### [Building Communities and Moving Forward, Interview with Carol Martinez, Global Community Engagement Manager, PMI \(USA\)](#)

By Yasmina Khelifi (France)

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

### Featured Papers

#### [Management and Leadership of Complex Collaborative Digitalization Projects and Programs](#)

By Prof. Dr. Brane Semolic (Slovenia) and Prof. Dr. Pieter Steyn (South Africa)

#### [It is Time to Shift to Integrated Business and Project Management](#)

By Ali Jaafari, PhD (Australia)

#### [The Development of a Task Management Software \(TMS\): A bridge between Project Management's sub-activities \(especially in multi-project context\) and "ordinary" assignments to follow](#)

By Marianna Spezie and Damiano Bragantini (Italy)

**[An aggregation of some general management and associated antecedents of modern project management](#)**

By Alan Stretton (Australia)

**[Assessing Delay – the SCL Options](#)**

By Patrick Weaver (Australia)

**[Applied Earned Value Management Based on “Cost Engineering Principles”- With Practical Case Studies for Validation Purposes](#)**

By Dr. Paul D. Giammalvo (Indonesia)

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

## Series Articles

**[Understanding and Managing Shortages in the Healthcare Industry \(Healthcare and Project Management\)](#)**

By Dr. Deepa Bhide (India)

**[Who defines public policies and policy programs? \(Let’s Talk About Public Projects\)](#)**

By Stanislaw Gasik, PhD (Poland)

**[Kanban in a nutshell \(Sensemaking in the Agile Forest\)](#)**

By Henny Portman (The Netherlands)

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

By Martin Hopkinson (UK)

**[Taking Action: Multivoting + Fist-to-Five + SBAR \(Quick Tips for Team Leaders\)](#)**

By Jeff Oltmann (USA)

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

## Advisory Articles

**[Machines don't know any sensitivities: Objective resource management](#)**

By Thomas Schlereth (Germany)

**[Collective Resolve - Conduct that tackles failures of productivity and growth](#)**

By Martin Price (UK)

**[Inside the mind of a toddler: Using storytelling for impactful project success](#)**

By Keith Tinashe Katyora (South Africa)

**[5 Immutable Principles of Project Success](#)**

By Glen B. Alleman (USA)

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

## Commentaries

### [The Futurist Project Manager](#)

By Charlotte Kemp (South Africa)

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

## Personal Stories

### [MY FINAL PROJECT, Though hopefully not my 'Last Post!'](#)

By Dr. Kenneth Smith (The Philippines/USA)

## Reports

### [Zimbabwe's 300MW Thermal Power Project Launched](#)

By Peter Banda (Zimbabwe)

### [A Mega Conference in View: The 2023 Dubai International Project Management Forum \(Project Management Update from Abu Dhabi\)](#)

By Obi Omoregie (UAE)

### [Project Management Competence Center at SUPSI \(University of Applied Sciences and Arts of Southern Switzerland\) \(Project Management Update from Lugano\)](#)

By Antonio Bassi (Switzerland)

### [International PMO Day, Services Australia Win PMO of the Year, New PMI Report with PwC Kicks Off a Lively Debate \(Update from the House of PMO\)](#)

By Lindsay Scott (UK)

### [Updates about Association of Project Professionals Finland; PMI Finland Chapter; Olkiluoto 3 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)

### [PMI Global Volunteer Summit 2023, Madrid \(Spain\): Together We Can! Together We Did!](#)

By Dr. Deepa Bhide (India) and Yasmina Khelifi (France)

### [PMI Madrid held an event and its Annual Assembly \(Project Management Update from Madrid\)](#)

By Alfonso Bucero (Spain)

### [PMOGA India Hub - Lead Volunteers Meet \(Update from PMO Global Alliance India Hub\)](#)

By Sri Sudharshan.M (India)

**[Good news \(BREXIT, CCUS, CC Technology\), Not so good news \(Orsted & Hornsea wind farm in the North Sea\), A Tale of 110 Trees, Judgement of Benefits, Cricket in USA, and Scottish Osprey in Barbados \(UK Project Management Roundup\)](#)**  
By Miles Shepherd (UK)

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

## Second Editions

**[Need for Holistic Application of Cognitive Readiness for Project Value Creation: Complete Leadership for Project Team Success](#)**

By Ivano Di Filippo (Italy), Rebecca Winston (USA), Dr. Jesus Martinez Almela (Spain)

**[From agile software development to management agility: The way forward](#)**

By Darren Dalcher, PhD (UK)

**[Back to the Future: Projects & Project Management to Meet Basic Human & Social Needs or Malthus and Maslow Revisited!](#)**

By David L. Pells (USA)

*[To see other recently published second edition papers, click here](#)*

## Book Reviews

**[Polaris Lessons in Risk Management \(Multi-Media Publications\)](#)**

By Dr. John J. Byrne

Reviewed by Kristyn Popejoy (USA)

**[SYSTEMS ENGINEERING: Fifty Lessons Learned \(CRC Press\)](#)**

By Howard Eisner (USA)

Reviewed by Tracy Gilmore (USA)

**[Future Ready: The Four Pathways to Capturing Digital Value \(HBR Press\)](#)**

By Stephanie L. Woerner, Peter Weill and Ina M. Sebastian

Reviewed by Shauna Skolnick (USA)

**[Agile Project Management: A Mandate for the 21st Century \(PM Solutions\)](#)**

By Karen R.J. White (USA)

Reviewed by Low Daniels, Jr. (USA)

**[Contemporary Project Management: Plan-Driven and Agile Approaches, 5<sup>th</sup> Edition \(Cengage\)](#)**

By Timothy J. Kloppenborg, Vittal S. Anantatmula and Kathryn N. Wells

Reviewed by Joseph Dziurman (USA)

**[Managing Engineering Processes in Large Infrastructure Projects \(Cambridge Scholars Publishing\)](#)**

By Pascal Bohulu Mabelo (South Africa)

Reviewed by A. W. Schultz (USA)

**[The Triumvirate Approach to Systems Engineering, Technology Management and Engineering Management \(CRC Press\)](#)**

By Thomas J. Day

Reviewed by Richard Fisher (USA)

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

## Recent News

***Critical chain project management delivers efficiencies at GSK***

***Keynote Speakers and Program Set for 15<sup>th</sup> UT Dallas Project Management Symposium in May 2023***

***Last week to register for April University of Maryland hybrid Project Management Symposium***

***Talk Around the Clock – join PM leaders on 14 April***

***Join the Authors Collaboration Challenge***

***Free PM World Library Membership for residents of Ukraine***

***Keynote Speakers announced for 11<sup>th</sup> IPMA Research Conference in Nanjing, China***

***Projects in Sustainability – Project Management Forum 2023, Lugano***