



## Volume XII, Issue X – October 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 October 2023 PMWJ](#)

By David Pells, Managing Editor (USA)

### Interviews

#### [Let's Direct our Potential for Creating Something Good and Useful! Interview with Lenka Pincot, Chief of Staff to the CEO, Project Management Institute](#)

By Yasmina Khelifi (France)

#### [Inspiring the Youth: An Intergenerational Conversation with a Globally Trained Project Management Teacher-Scholar, Interview with Dr. Yan Liu, Author, Teacher, Scholar Research Fellow at Nanjing University \(China\)](#)

By Elaine Chao (USA)

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

### Featured Papers

#### [Revolutionizing Feasibility Studies: A Proprietary Complex Model for Atmospheric API 650 Storage Tank Cost Estimation in National Oil Company](#)

By Samuel Yonathan Montang (Indonesia)

#### [Navigating the Transition from Project Management to Product Management](#)

By Devang A Patel, Sakhi Aggrawal and Kevin Dittman (USA)

#### [An Introduction to Urgent Emergency Project Management](#)

By Prof. Dr. M.F. Harake (France)

#### [Circular Economy: What does it mean for Project Professionals?](#)

By Raju Rao (India)

**[Benchmarking Indonesia's Downstream Oil & Gas Construction: Evaluating Project Scheduling and Cost Estimating Processes Against Global “Best-Tested and Proven” Practices](#)**

By Muhammad Fadhli Zilikram (Indonesia)

**[Risk Management and Project Context](#)**

By Pascal Bohulu Mabelo (South Africa)

**[Bridging the Time Gap: Exploring Escalation Method for Accurate, Precise, Reliable, and Valid Project Budgeting](#)**

By Glenn Cahya Dwi Ramadhan (Indonesia)

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

## Series Articles

**[Team Management in Healthcare Projects \(Healthcare and Project Management\)](#)**

By Dr. Deepa Bhide (India)

**[Projects in state development phases \(Let's Talk About Public Projects\)](#)**

By Stanislaw Gasik, PhD (Poland)

**[Project Business and Chinese Stratagems, Pt. 4: Stratagems for Confusion \(Project Business Management\)](#)**

By Oliver Lehmann (Germany)

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

By Martin Hopkinson (UK)

**[Network to Share and Learn - Part 1 \(Making a Modern Project Manager\)](#)**

By Yasmina Khelifi (France)

**[Part 6 Architecture and Models \(The Road to Responsible Collaboration\)](#)**

By Robin Hornby (Canada)

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

## Advisory Articles

**[Bridging the Gap between Risk Assessment and Risk Management with Data](#)**

By Mruga Patel (USA)

**[The Crucial Role of Project Management in Advancing Healthcare Access and Universal Health Coverage](#)**

By Rudi de Koker (South Africa)

**[Responding to the top 10 causes of stalled AI/ML projects](#)**

By Yogi Schulz (Canada)

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

## Commentaries

[Some potential current and future-related topics for project management to consider addressing in more detail](#)

By Alan Stretton (Australia)

[Project Processes: A short reminder on project life span and life cycle](#)

By Muhamed Abdomerovic (USA)

[On Digital Project Management: Outstanding Issues for Consideration, Review & Resolution](#)

By Dr. Kenneth Smith (Philippines/USA)

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

## Reports

[ISO/TC 258, ISO Technical Committee for Project, Program, and Portfolio Management, convenes in Philadelphia, Pennsylvania, USA](#)

By Dr. Jouko Vaskimo (Finland)

[Breaking news from the Project Management Communities' Associations in Italy \(Project Management Update from Rome\)](#)

By Alessandro Quagliarini (Italy)

[Something Old, Something New, Something Less Controversial, Future Taxis, Some Worrying Signs, Something Sporty, Trivial Pursuits and Habitat Boost \(UK Project Management Roundup\)](#)

By Miles Shepherd (UK)

[Updates about Association of Project Professionals Finland; PMI Finland Chapter; Raide-Jokeri light rail project; Kruunusillat \[Crown Bridges\] projects \(Finland Project Management Roundup\)](#)

By Dr. Jouko Vaskimo (Finland)

[Passion, Persistence and Patience – A heritage from past PMI Madrid Chapter Presidents \(Project Management Update from Madrid\)](#)

By Alfonso Bucero (Spain)

[PMO Insights: Improving Strategy Delivery & PMO Performance with Blockchain & Generative AI; PMO India Awards 2023 \(Update from PMO Global Alliance India Hub\)](#)

By Sri Sudharshan M (India)

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

## Second Editions

[Strategic Program Management: Key to “giga” Program Delivery](#)

By Bob Prieto (USA)

## **[“Long Covid” Effect on Managing Projects and PMOs](#)**

By Darrel Hubbard (USA)

## **[Ace Your Next Digital Transformation Initiative](#)**

By Farzad Khan (USA)

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

## **Book Reviews**

### **[Fundamentals of Project Management, 4th Ed \(AMA\)](#)**

By Joseph Heagney

Reviewed by Priya Viswanathan (USA)

### **[The Persuasive Project Manager](#)**

By Dr. Bill Brantley

Reviewed by Betsey Katiti, PMP (USA)

### **[Getting Along: How To Work with Anyone \(Even Difficult People\) \(HBR Press\)](#)**

By Amy Gallo

Reviewed by Krystal Blackwell (USA)

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

## **Recent News**

***[APM response to scrapping of second phase of HS2](#)***

***[GAPPS invites reviews of Tools for Assessing Relative Complexity of Projects and Programs](#)***

***[UT Dallas announces open position for Professor to Teach Project and Operations Management](#)***

***[Demand Increases for Project Professionals with AI Skills, Yet PMI Research Finds Only 18% Have Practical Experience](#)***

***[The Future of Projects – GAPPS Thought Leadership forum #58 to be held in Cape Town during 21-22 October](#)***

***[PMI Unveils the 2023 Future 50 List Celebrating 50 Standout Rising Leaders Reshaping the Future](#)***

***[Dr. Timothy Kloppenborg appointed PMWJ Honorary Academic Advisor in Ohio](#)***

***[A Manifesto for project management research](#)***

***Global AI Ecosystem Platform Launched***