

Welcome to the November 2023 PMWJ ¹

David L. Pells
PMWJ Managing Editor

Welcome to the November 2023 edition of the PM World Journal, the 135th monthly edition of this practitioner-oriented publication. This month's PMWJ is another diverse and interesting edition, with 29 new works by 42 different authors representing 15 different countries. The new editions this month bring our totals to 4,857 works by 1,910 different authors representing 90+ countries published in the PMWJ to date and now archived in the PM World Library.

A Short Reminder – Why we are here.

For our regular readers and authors, this probably isn't necessary, but for new readers I thought it might be useful to clarify the purpose and objectives for this journal. What is it all about anyway? The PMWJ is a practitioner-oriented digital publication. While its format was modeled on that of traditional academic journals, the PMWJ is not a refereed academic journal. We don't keep track of impact factors, although we most likely have one due to the quality and depth of some of our contents.

Rather the PMWJ is intended to be a resource for both sharing knowledge and practical learning. The journal also provides an important service to professionals who want to both share information and get published (which is an essential step for career development). In that regard, we don't publish anything anonymously; every work in the PMWJ is accompanied by an author profile with background summary, photo and location – usually with a national flag for their home country. While many argue that content should stand on its own, I argue that one's background, education, experience, location and even culture can be relevant to fully understanding an article or paper.

Finally, the PMWJ publishes original works in various categories to both increase variety as well as facilitate contextual understanding and usefulness. We also keep things simple, no complicated submittal process or wait times. Authors just email an original work to me along with bio and photo; I review and apply our standard format. All works are then returned to authors for final approval or editing prior to publication. Neither authors nor readers are charged any fees. The PMWJ is a free online publication; works received by the 20th of each month can normally be included in the next monthly edition. Please consider sharing your experience, knowledge or research through the PMWJ. Just send me something to publish.

Now, what's in this month's journal?

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This month in the Journal

One **Letter to the Editor** is included in this edition on the topic of project management for disasters and emergencies, by a professional in the UK looking for opportunities in this field. If you are in this business or know of an opening, please read this article and contact Mr. Owan.

One **Interview** is included this month, courtesy of PMWJ correspondent **Yasmina Khelifi** in Paris, with **Dr. Darius Danesh**, CEO of the Australian Institute of Project Management (AIPM). I've been wondering what AIPM is up to recently. Dr. Danesh answers some of those questions along with some interesting personal observations. Please check out this interesting interview.

Three **Featured Papers** are included this month. The first is the result of a research project on "PM role on Sustainability Objectives" by **Antonio Bassi** and nine graduate students and colleagues in the Department of Innovative Technology at the University of Applied Science and Arts of Southern Switzerland (SUPSI) in Lugano-Viganello, Switzerland. **Rachmad Ramila** in Indonesia has authored another research paper titled "Risk and Opportunities Analysis for DBC (Design Build Competition) Bidding Strategy as Alternative for EPC Petrochemical in Indonesia." "Proactive Crisis Project Management: How to Stay Vigilant in Turbulent-Unstable Environments" is the third featured paper, authored by **Prof. H. K. Harake** in France.

Eight **Series Articles** are included by nine authors in six countries, all of whom are well known experts in the PM field. **Dr. Deepa Bhide** in India is back with another powerful article related to "Healthcare and Project Management" titled "Knowledge Management in Healthcare Projects". Another important work! **Dr. Stanislaw Gasik** in Poland has authored the next in his series on "Let's Talk About Public Projects", with this month's article titled "Citizens' participation in public projects". "Cracking the Excellence Code" is the latest article by **Dr. Harold Kerzner** and **Dr. Al Zeitoun** in the USA in their series on "The Great Project Management Accelerator".

Oliver Lehmann in Germany has authored the next article in his very interesting series on "Project Business and Chinese Stratagems, Pt. 5: Stratagems to Win Ground". **Martin Hopkinson** in the UK has penned another brief guide in his "Practical Project Risk Management" series, this one on "Net Present Value Risk Modelling." **Robin Hornby** in Alberta, Canada has provided a final article in his series on "The Road to Responsible Collaboration", this one titled "Part 7 Build a Delivery Organization." **Prof Darren Dalcher** in UK has provided a provocative new article titled "Who needs knowledge? The never-ending pursuit of understanding." The final series article is a new one by **Robert Buttrick** also in the UK titled "Enduring Lessons in Project Management?" The series articles are by true thought leaders in the PM field, so please check them out each month.

Four **Advisory Articles** are included this month. **Irina Poghosyan** in the UK is the author of "PRINCE2 Agile® and its Practical Implementation on Company 'X'". "Does your project sponsor need help?" is by **Yogi Schulz** in Canada and **Jocelyn Lapointe** in the USA. **Gopinath Venu** in California is back with a timely article titled "Security and Ethical

Issues to be aware of while using AI for Project Managers”. And **Dr. Ken Smith** in The Philippines is back with another new article titled “Revisiting the Thai Scale: Two New Templates for Targeting & Project Performance Assessment.” Each of these articles should be useful for some readers.

Only one **Commentary Article** is included this month but it’s a good one. **Alan Stretton** in Sydney has authored an important new article titled “Commentary on the need to focus as much attention on *other strategic work* as on projects in managing organisational strategic initiatives”. Alan keeps reminding us of important topics that are missing or inadequately treated in PM bodies of knowledge. This month’s article is no exception. Please read it and share a reaction.

Four of our most active International Correspondents have contributed **Reports** this month. **Lindsay Scott** in the UK has provided a fascinating new “Update from the House of PMO”. As Lindsay shows, there a lot going on in the PMO arena in England. **Dr. Jouko Vaskimo** is back with an update about Association of Project Professionals Finland, PMI Finland Chapter and two major projects: Helsinki’s Raide-Jokeri light rail project, and the Kruunusillat [Crown Bridges] projects. **Miles Shepherd** in Salisbury, England has provided another entertaining and newsy report covering such topics as Good News, Nuclear News, Small projects, HS2 and more. **Sri Sudharshan** in India has provided a new “Update from the PMO Global Alliance India Hub”, including news that PMI is acquiring PMOGA as well as result of their recent PMO Insight virtual panel discussion. These reports are an opportunity to read about PM developments in other places, always informative and often very interesting.

In the **Second Editions** section, a good 2011 paper by **Ricardo Vargas**, PhD, PMI Fellow, and two papers from the 14th UTD PM Symposium earlier this year are included. Ricardo’s paper is titled “Urgency: A Critical Factor in Project Planning.” “Make Your Schedule Work for You: Six Tips to Maximize Schedule Performance” is a good and useful paper by **Christa O’Brien** and **Trevor Grindland**, program managers at Northrup Gruman in Texas. “A Project Management Spotlight on Performance Testing” is by Texan **Bill Sundermann**.

Four **Book Reviews** are included this month, by PMI Dallas Chapter members who can claim PDUs when their reviews are published. PMI and other professional bodies offer continuing education credits for works published in reputable publications, so if you need PDUs or CEUs, consider authoring a book review or article for the PMWJ.

A few **Recent News** articles related to project management and PM World are also included. Please note the calls for papers for the April 2024 UMD Symposium and the May 2024 UTD PM Symposium. If you have some important PM-related news to report, please email the story to me.

I hope you find this month’s edition interesting or useful, and

Have a great month!

About the Author



David L. Pells

Editor/Publisher, PMWJ
Texas, USA



David L. Pells, PMI Fellow, HonFAPM, ISIPM, PMA is Managing Editor and publisher of the *PM World Journal* (www.peworldjournal.com) and Managing Director of the PM World Library (www.peworldlibrary.net). David is an internationally recognized leader in the field of professional project management with more than 40 years of experience on a variety of programs and projects, including engineering, construction, energy, defense, transit, technology and nuclear security, and project sizes ranging from thousands to billions of dollars. He occasionally acts as project management advisor for U.S. national laboratories and international programs, and currently serves as an independent advisor for a major U.S. national security program.

David Pells has been an active professional leader in the United States since the 1980s, as founder and president of several PMI chapters, founder of PMI's first SIG (Project Earth), and member of the PMI board of directors twice. He was founder and chair of the Global Project Management Forum (1995-2000), an annual meeting of leaders of PM associations from around the world. David was awarded PMI's Person of the Year award in 1998 and Fellow Award, PMI's highest honor, in 1999. He is also an Honorary Fellow of the Association for Project Management (APM) in the UK; the Instituto Italiano di Project Management (ISIMP) in Italy; and Project Management Associates (PMA) in India.

Former managing editor of *PM World Today*, he is the creator, editor and publisher of the *PM World Journal* (ISSN: 2330-4880). David has a BA in Business Administration from the University of Washington and an MBA from Idaho State University in the USA. He has published widely and spoken at conferences and events worldwide. David lives near Dallas, Texas and can be contacted at editor@peworldjournal.com.

To see other works by David Pells, visit his author showcase in the PM World Library at <http://peworldlibrary.net/authors/david-l-pells/>