

Welcome to the April 2024 PMWJ ¹

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Welcome to the [April 2024 edition of the PM World Journal](#) (PMWJ), the 140th monthly edition of this practitioner-oriented publication. This month's PMWJ is another diverse and interesting edition, with 30 new works by 36 authors representing 13 different countries. The new additions this month bring our totals to 5,013 works by 1,957 different authors representing 90+ countries published in the PMWJ to date and now archived in the PM World Library.

One **Interview** is included this month, courtesy of PMWJ correspondent **Yasmina Khelifi** in Paris, with **Professor Dr. Ronggui Ding**. Prof Ding is Vice President for Research and Publications for the International Project Management Association (IPMA). This is a timely interview as IPMA's 2024 PM Research Conference is being held at the University of Maryland later this month. Check out this interesting interview.

11 **Featured Papers** are included this month, by 17 authors in seven different countries. I think this is a record number of serious research papers that we have published in any single month over the last 12 years. These good papers are a mix of academic and professional research, by professors, graduate students and senior project management practitioners. The topics are directly or indirectly related to program and project management. Rather than mention all of the titles and authors, I can say that these are substantial works representing many hours of research and writing. So please review the titles and summaries and read one or two. Several are a little dry, several fascinating and some on significant topics. We are proud that serious researchers are choosing to publish their works in the PMWJ, which may be due to our simple submittal and fast publishing processes.

We are happy to include one **Student Paper** this month. Titled "Effectiveness of Software Applications in Construction Project Management", the paper is authored by **Ms. Iresha S. Hewage** in Sri Lanka. This paper was very interesting to me, as it could have been written 30-40 years ago about PM software systems being used in the United States or Europe. As personal computing and mobile technologies have proliferated, it seems to me that many organizations have abandoned traditional project management planning and control processes. Is anyone using critical path planning or integrated cost and schedule control systems anymore? It is also interesting to see this topic arise in an emerging economy where the construction industry is so important. Thank you to Iresha for tackling this important topic for her research.

Six **Series Articles** are included by eight authors in five countries. **Dr. Deepa Bhide** in India has teamed with **Tiffany Brewer** in Tennessee, USA in authoring another powerful

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article related to “Healthcare and Project Management” titled “Healthcare Technologies: Healthcare AI and Project Management for Pharmaceuticals and Medical Devices”. They have interviewed a number of senior executives and professionals in these fields and captured some current trends and projections. Very interesting!

Dr. Stanislaw Gasik in Poland has authored the next in his series on “Let’s Talk About Public Projects”; this month’s article is titled “How public projects differ from other projects, Part 1”. This article should be of interest to anyone working on public or government-related programs and projects, either on the government side or as contractors. Public projects are different in important ways; Dr. Gasik highlights some of the most significant differences in this first article on the topic.

“Selecting the Next PM” is the latest article by **Dr. Harold Kerzner** and **Dr. Al Zeitoun** in the USA in their new series on “The Future Project Culture”. **Martin Hopkinson** in the UK has penned another brief guide in his “Practical Project Risk Management” series, this one on “Project Risk Management Culture.” **Yasmina Khelifi** in Paris is back with a new article “Mentor People (Part 2)” in her series on “Making a Modern Project Manager”, based on her own career as a telecoms project manager. **Dr. Hugo Minney** in the UK has authored “Quantifying soft benefits”, a new article in his series on “Implementing BS202002: Benefits Management in Programs, Projects & Portfolios”. Don’t miss reading our Series articles, which are often enlightening and entertaining, and always informative.

Two **Advisory Articles** are included this month, by **Jeff Oltmann** in the USA and **Dr. Robert Chapman** in the UK. Jeff’s article titled “Why Can’t We Learn” is somewhat enlightening as he tackles a common dilemma for both individuals and teams. Robert offers a strong model for identifying and engaging key stakeholders who can impact project outcomes.

One **Commentary Article** is also included this month. Frequent contributor **Yogi Schulz** in Calgary has weighed in on a long-running problem project in Canada in his article titled “Project management lessons from the Phoenix HR/Payroll system fiasco.” While this might also be considered a case study, it captures some of Yogi’s observation with regards to some rather obvious project management questions. Perhaps he has captured some common aspects of many failed IT projects. What do you think?

A good **Case Study** is in fact included in this edition. **Dr. Waffa Adam** and **Joe Campa** in Ontario, Canada have authored “The Integrated PMO (IPM0): The Award-winning Journey of OPG”. Their article describes Ontario Power Generation’s (OPG) successful journey in integrating their practices, resulting in OPG being recognized as the Americas PMO of the Year for 2023 by PMO Global Alliance. They were intimately involved with OPG’s PMO and have shared some highlights and lessons learned.

Four of our most active International Correspondents have contributed **Reports** this month. **Miles Shepherd** in Salisbury, England has provided another entertaining and newsy report while **Dr. Jouko Vaskimo** in Finland is back with an update about Association of Project Professionals Finland, PMI Finland Chapter and the Kruunusillat

[Crown Bridges] projects. **Alfonso Bucero** in Madrid has authored a short report on project management in Spain”. **Sri Sudharshan** in Bengaluru has provided an update from the PMO Global Alliance India Hub. These reports are always interesting, providing a snapshot of events and developments in various countries. They are always fun for me to read; I hope you also find them interesting and informative.

Four **Book Reviews** are included this month, by **Alexis Ledesma**, **Richard Bonaparte**, **Ramadevi Lanka** and **Blake Hampton**. These reviewers all live in the Dallas area and are members of the PMI Dallas chapter. They are the latest participants in our highly successful PM Book Review program established with the PMID chapter many years ago. We have recently expanded our cooperation with the PMID chapter to include a group membership in the PM World Library, which you can [read about here](#).

A few **Recent News** articles related to project management and PM World are also included. Of particular note, don't miss the articles about our newest advisors, our new correspondent and the upcoming 16th UT Dallas Project Management Symposium in May (Early registration is set to expire soon!).

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

Have a great month!

About the Author



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