



## Volume XIII, Issue II – February 2024

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### Welcome

#### [Welcome to the February 2024 PMWJ](#)

By David Pells, Managing Editor (USA)

### Tribute

#### [Tribute to Dr. J. Davidson Frame, PMI Fellow: 1947-2023](#)

PMI, Family, Friends and Colleagues around the world

### Interviews

#### [Follow Your Passion! Interview with Connie Beck, Chair of the Board of Directors, Fellow, Australian Institute of Project Management, National Executive Group, Urbis \(Australia\)](#)

By Yasmina Khelifi (France)

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### Featured Papers

#### [Pracademic Leadership Adaptive Decision Making – Choosing a Flexible Formula](#)

By Dr. Dale S. Deardorff (USA)

#### [Exposure of the UK's critical national infrastructure to cyber attacks and ransom demands](#)

By Dr Robert J Chapman (UK)

#### [Constraint Factors to Sustainable Building Projects Delivery in Enugu State, Nigeria](#)

By Anthony N. Ezemerihe, Dr Kevin C. Okolie, and Dr Dominic A. Obodoh (Nigeria)

#### [Low Bidding in Nepal's Construction Industry: Prevalence, Impacts and Mitigation](#)

By Yamanta Raj Niroula and Santosh Nepal (Nepal)

## **[Project Financing in Small and Medium Enterprises in Rwanda](#)**

By Dr. Ronald Kwena (Rwanda)

## **[Roadmap to Implement BIM and Project Control Integration at Pertamina Refinery Project in Indonesia](#)**

By Rizky Feryansyah, CCP (Indonesia)

## **[Risk Management as an Immune System](#)**

By Pascal Bohulu Mabelo (South Africa)

## **[Supply Chain Resiliency: How to cope with Disruptions](#)**

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

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## **Series Articles**

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By Dr. Deepa Bhide (India)

### **[Two research perspectives on public projects \(Let's Talk About Public Projects\)](#)**

By Stanislaw Gasik, PhD (Poland)

### **[Inspiring Leadership \(The Future Project Culture\)](#)**

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

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

By Martin Hopkinson (UK)

### **[Mentor People Part 1 \(Making a Modern Project Manager\)](#)**

By Yasmina Khelifi (France)

### **[Retrofitting benefits to existing projects: Understanding value when you didn't do benefits management the first time \(Implementing BS202002: Benefits Management in Programs, Projects & Portfolios\)](#)**

By Dr. Hugo Minney (UK)

### **[The Continuing Need to Upskill Organizational Leadership \(Positive Leadership in Project Management\)](#)**

By Frank Saladis (USA)

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## **Advisory Articles**

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By Anil Seth (India)

## [Five Common Mistakes that Undermine Agile Project Management](#)

By Bhanu Priya (USA)

## [Cultivating a Risk-Smart Attitude: Tips and Techniques to Help You Lead Through Uncertainty](#)

By Laszlo A. Retfalvi (Canada)

## [Managing SMB Cybersecurity Projects](#)

By Yogi Schulz (Canada)

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## Commentaries

### [Customer-oriented project management: Adding a genuine customer focus to the dominant project-product focus](#)

By Alan Stretton (Australia)

### [Unlocking Inspiration: Personal Insights and Positive Impact from PMI Leadership Institute Meeting \(LIM\) Europe 2023](#)

By Manuel Ancizu (Spain)

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## Reports

### [Trends for 2024 in PMO; TSO and House of PMO collaborate to launch new edition of "PMO Competency Framework" \(Update from House of PMO\)](#)

By Lindsay Scott (UK)

### [That's how it was. Digitalization in Project Management: Data and Artificial Intelligence for Decision-Making; PMI Madrid Chapter participates in Social Good Activities \(Project Management Update from Madrid\)](#)

By Alfonso Bucero (Spain)

### [Updates about Association of Project Professionals Finland; PMI Finland Chapter; Kruunusillat \[Crown Bridges\] projects \(Finland Project Management Roundup\)](#)

By Dr. Jouko Vaskimo (Finland)

### [Good News \(DRAX, Nuclear Power Expansion\), Bad News \(New Nuclear, HS2 Fallout\), APM News, HORIZON and comments on Rewilding \(UK Project Management Roundup\)](#)

By Miles Shepherd (UK)

### [Cybersecurity and Data Security Through the Project Management Lens, \(Update from PMO Global Alliance India Hub\)](#)

By Sri Sudharshan M (India)

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## Second Editions

### **[A Journey of Discovery – Discovery Projects on Trend](#)**

By Frances Crossno and Linda McManis (USA)

### **[Discover the 4P Superpower Model that will Help Your PMO Overcome its Kryptonite!](#)**

By Ana Millan and Naomi Watkins (USA)

### **[Modernizing Earned Value Management](#)**

By Wayne Abba (USA)

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## Book Reviews

### **[Advancing Organizational Project Management Maturity \(Center for Business Practices\)](#)**

By Tony Appleby, Jeannette Cabanis-Brewin, J. Kent Crawford, Frances Cruz, James S. Pennypacker, Jimmie L. West, Karen R.J. White

Reviewed by Bryan McNeill (USA)

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

By Thomas J. Day

Reviewed by Norah Almadani (USA)

### **[Practically Project Management: A Resource for Everyday Project Managers \(Practically Project Management\)](#)**

By Jon Haley

Reviewed by Pedro Justiniano (USA)

### **[A Project Sponsor's Warp-Speed Guide: Improving Project Performance \(Business Expert Press\)](#)**

By Yogi Schulz and Jocelyn Schulz Lapointe

Reviewed by Bill Sundermann (USA)

### **[Forging Bonds in a Global Workforce: Build Rapport, Camaraderie, and Optimal Performance No Matter the Time Zone \(McGraw Hill\)](#)**

By Andy Molinsky and Melissa Hahn

Reviewed by Yasmina Khelifi (France)

### **[Green Project Management \(CRC Press\)](#)**

By Richard Maltzman and David Shirley

Reviewed by Keiani Smith (USA)

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## Recent News

***Maumita Patwary joins PMWL research team in India***

***Association for Project Management appoints acclaimed business leader Yvonne Thompson as new President***

***Project Management Institute Introduces PMI Infinity™: The All-New AI- Powered Resource for Project Professionals***

***New PMI Infinity – PMP Exam Simulator Now Available***

***26 new works added to PM World Library in January***

***Xergy opens new International Offices to Support the Growth of its Game-Changing Project Management Software***

***Dr. J. Davidson Frame leaves a lasting Legacy***

***Dr. Deepa Bhide appointed PMWJ Honorary Industry Advisor in India***

***PM Ready Achieves Non-Profit Status, Launches Website***