



Volume XIII, Issue IX – September 2024

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 September 2024 PMWJ](#)

By David Pells, Managing Editor (USA)

Letters to the Editor

[On the Subject of WBS or BRM](#)

By Kik Piney (France)

Interviews

[It's time for project management! Interview with Peter Thuy, President of GPM, German Project Management Association, Nuremberg \(Germany\)](#)

By Yasmina Khelifi (France)

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

Featured Papers

[Pluralism in project management: Some dualisms that need specific identification and descriptors to facilitate mutual understanding of contexts and contents](#)

By Alan Stretton (Australia)

[Governance of Industry 4.0 Virtual Organizations](#)

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

[An Evaluation of the Extent of Adoption of Lean in Offshore Facility Maintenance Projects in the Oil and Gas Industry](#)

By Chimezie Henry Achaka, Benedict Amade, PhD, Prof Kevin Aku Okorochoa, PhD, and Prof Emmanuel Chinenye Ubani, PhD (Nigeria)

[Cultural Aspects of Lessons Learned](#)

By Luca Costa (Italy)

Sustainable real estate investment and wealth creation amidst global warming and climate change: A review

By Christian Osita Ifediora, PhD (Nigeria) and Fidelis Ifeanyi Emoh, PhD (Botswana)

Enhancing Risk Assessment Accuracy: Addressing Organizational Complexity through Graph-Based Models and Correction Factors

By Marco Pinzaglia (Italy) and Dr. Michele Vincenti (Canada)

Joint Logistics Over the Shore in Times of War: Lessons Learned from Gaza's Trident Pier

By Prof. M. F. HARAKE (France)

Overall Schedule Risk Simulation (OSRS) rather than Risk Expected Value Simulation (REVS) for Schedule Risk Analysis

By Rasoul Abdolmohammadi (Iran)

Methods For Energy Transition to Achieve Zero emissions in Gas Processing Facilities

By Hamad Essa Aldossary (Saudi Arabia)

An Early Warning System for Programs Utilizing the Rolling Wave Lifecycle

By Dr. Jay C. Hanan and Dr. Steve Ford (USA)

Examining the Variations in Capital Values of Real Estate Investment in Itak Clan, Ikono, Akwa Ibom, Nigeria

By Aminat Ndatsu Abdullahi, Nse Akpan Bassey, Ekemini Clement Essien, Ubong Okpon Esen, Mbosowo Ebong Ekpo (Nigeria)

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

Series Articles

Future of Healthcare and Artificial Intelligence (AI): AI for Healthcare and Healthcare Insurance (Healthcare and Project Management)

By Dr. Deepa Bhide (India)

Project assurance – A way to increase public project's chances of success (Let's Talk About Public Projects)

By Stanislaw Gasik, PhD (Poland)

Bottlenecks and Other Opportunities (Project Business Management)

By Oliver Lehmann (Germany)

Project Strategy Risks: A brief guide (Practical Project Risk Management)

By Martin Hopkinson (UK)

Share Knowledge: Part 2 (Making a Modern Project Manager)

By Yasmina Khelifi (France)

Benefits Maps – The Foundation of Benefits Management (Implementing BS202002: Benefits Management in Programs, Projects & Portfolios)

By Dr. Hugo Minney (UK)

Projects, Project Managers, and Organizations Functioning in an AI Information Age (Artificial Intelligence Use in Project Management:)

By Ivano di Filippo, Dr. Josh Ramirez, Darrell Mesa, Claudia Alcelay and Rebecca Winston (Italy, Spain, USA)

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

Advisory Articles

Don't Cheerlead During a Crisis

By Jeff Oltmann (USA)

REDUNDANCY IS GOOD! Say What?

By Dr. Kenneth Smith (Philippines/USA)

Using Dependency Mapping to Visualize Project Interrelationships

By Devin Partida (USA)

How project sponsors can help project managers

By Yogi Schulz (Canada)

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

Commentaries

Reinstating Excellence: The Australian Institute of Project Management's Organizational Capability Accreditation

By David Hudson (Australia)

Reports

The PMI Madrid Spain Chapter continues providing membership services during summertime (Project Management Update from Madrid – English & Spanish)

By Alfonso Bucero (Spain)

Good News (Eastern Green Line 2, Silent Hangar, Planning Regulations), Not So Good News (Finance Problems, Rolls Royce, Skills Shortage, Project Delays), Not All Bad News (SaxaVoid Spaceport), Signs of Things to Come, Payback Time, Rewilding, Give Way to Hedgehogs, Nature's Project Managers and Dormice Protection (UK Project Management Roundup)

By Miles Shepherd (UK)

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

By Dr. Jouko Vaskimo (Finland)

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

Second Editions

[Managing Projects Successfully through Artificial Intelligence \(AI\) and ChatGPT](#)

By Rizwan Amin Sheikh, PhD (USA), Rebecca Jarvis (USA), Jeremiah Whitehall (USA) and Faiza Jawad (Pakistan)

[Project Management Leadership – Does AI Change My Role?](#)

By Frank Murphy (USA)

[Industry 5.0: Engaging Employees in Smart Factories](#)

By A. W. Schultz (USA)

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

Book Reviews

[Customer-Driven Project Management: Building Quality into Project Processes, 2nd Ed \(McGraw-Hill\)](#)

By Bruce T. Barkley and James H. Saylor
Reviewed by Crystal N. Whitesell (USA)

[Crafting Connection: Transform How You Communicate with Yourself and Others \(Practical Inspiration\)](#)

By Felicity Dwyer
Reviewed by Christa Ward (USA)

[Leading Change \(HBR Press\)](#)

By John Kotter
Reviewed by Meshva Desai (USA)

[Optimizing Project Work Management, and Delivery \(CRC Press\)](#)

By Gary L. Richardson and Brad M. Jackson
Reviewed by Jennifer Arroyo (USA)

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

Recent News

[University of Management and Technology and PM World Collaborate to Enhance Project Management Education](#)

[New APM Project Management Qualification exams now open](#)

[AIPM announces new Middle East Chapter in UAE](#)

[The Volunteering Journey to Project Leadership](#)

[41 new works added to PM World Library in August](#)