### **Volume XIV, Issue IV – April 2025**

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#### Welcome

#### Welcome to the April 2025 PMWJ

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#### Letters to the Editor

#### On the Synergy between Generative Artificial Intelligence and PMWJ

By Massimo Pirozzi (Italy)

#### Al Can't Calculate CPM Indicators Correctly!

By Dr. Kenneth Smith (Philippines)

#### On the Subject of the March article on Risk Meta-language

By Crispin "Kik" Piney (France)

#### On the Subject of Risk Metalanguage

By Martin Hopkinson (UK)

#### Interviews

On Trends in Project Management, and learning, growing, and contributing to the success of projects and organizations; Interview with Prof. Prasad S. Kodukula Author, Coach, Inventor, Popular Speaker, Award Winning PMI Fellow (USA)

By Yasmina Khelifi (France)

<u>From Control to Strategy: Exploring the Evolution of PMOs; An exclusive interview with co-authors of The Evolution of the PMO: The Rise of the Chief Project Officer – Part 1</u>

By Aina Aliiva (Canada/Ukraine)

To see other recently published interviews, click here

### **Featured Papers**

# **Enhancing Building Construction Projects Delivery: Identifying Critical Success Factors**

By Guy N. Igbokwe; Prof Emmanuel Chinenye Ubani, PhD; Prof Kevin Aku Okorocha, PhD; Asso. Prof. Columbus I. Anyanwu (Nigeria)

# Navigating Economic Crises: Strategic Project Management for Agility, Resilience, and Innovation

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

# Scaling Telemedicine for All: Project Management Strategies for Improving Affordability and Accessibility in Zambia

By Lillian Muyunda (Zambia)

### Exploring differences for project management in Supplier vs. Owner Organisations in outcomes and benefits contexts

By Alan Stretton (Australia)

#### The Chanakya Blueprint: Timeless Wisdom for Modern Project Management

By Yamanta Niroula (Nepal)

# <u>Land Use Act and Traditional Land Holding System in Aboh, Ndokwa East Local Government, Delta State: Comparison and Similarities</u>

By Elizabeth I. Chukwuma and Prof. Nnamdi A. Udobi (Nigeria)

# <u>Critical Success Factors (CSFs) for State Owned Enterprises (SOEs) Implementation of Public Private Partnerships (PPPs) Projects in Zambia</u>

By Thomas Phiri (Zambia)

#### **PYTHEO and Pyramid Theory**

By Salam Jaroshi (Libya)

### <u>Thematic Insight into the Impact of Public Policy on MSMEs and Economic Growth in Namibia</u>

By Alina N. Uugwanga, PhD (Namibia)

# <u>Critique of In-House Facility Management of Tetfund Buildings in Delta State University of Science and Technology, Ozoro</u>

By Innocent F. Makata and Elizabeth I. Chukwuma (Nigeria)

# <u>Challenges of Urban Drainage Systems in Southern African Cities: The Case of Kabwe, Zambia</u>

By Dr. Evance Moses Silumbwe (Zambia)

To see other recently published featured papers, click here

#### Series Articles

#### GPIS as a Tool for State Resilience (Let's Talk About Public Projects)

By Stanislaw Gasik, PhD (Poland)

# 7 Steps to Boost Profit Margins from Customer Projects (Project Business Management)

By Oliver Lehmann (Germany)

### One Page Per Risk Reports: A brief guide (Practical Project Risk Management)

By Martin Hopkinson (UK)

### Portfolio Prioritisation Through Benefits Management: Closing the Strategy-Execution Gap (Implementing BS202002: Benefits Management in Programs, Projects & Portoflios)

By Dr. Hugo Minney (UK)

### <u>PMO Success: Driving Business Value Beyond Project Oversight (From the Podcast: Summary of a recent Interview on The Project Management Podcast)</u>

By Cornelius Fichtner (USA)

#### Contextualization (Lessons Learned from the PMMM Research Series)

By Darci Prado, PhD (Brazil)

To see other recently published series articles, click here

### **Advisory Articles**

### What should project managers coach their project sponsors about?

By Yogi Schulz (Canada)

To see other recently published advisory articles, click here

### Commentaries

# <u>Special Issue: Project Governance: Reflections on the Past and Suggestions for the Future</u>

By Prof Shankar Sankaran, PhD (Australia)

### The dual face of Hybrid Project Management (HPM): Balancing structure and flexibility in the evolution of Project Management

By Antonio Bassi (Switzerland)

#### AI4PM MasterChef: Which Chatbot Will Serve the Best Project Management?

By Federico Minelle, Franco Stolfi, Roberto Di Gioacchino (Italy)

#### <u>Hybrid project management – a meaningless term?</u>

By Robert Buttrick (UK)

#### Should we ask "What if?" rather than say "Never will"?

To see other recently published commentary articles, click here

### Reports

Racing Against the Odds: Nepal's National Pride Projects Struggle Amidst Political Chaos and Nature's Fury (Update from Kathmandu)

By Yamanta Niroula (Nepal)

#### **Update from APM for PMWJ**

By Adam Boddison, APM CEO (UK)

<u>Updates about Association of Project Professionals Finland; PMI Finland Chapter; Kruunusillat [Crown Bridges] projects (Finland Project Management Roundup)</u>
By Dr. Jouko Vaskimo (Finland)

2025 Barcelona PMI Global Summit April 7.8th, 2025 (Project Management Update from Madrid)

By Alfonso Bucero (Spain)

Not So Good News (Project Delays, Abandoned Project, Crunched Numbers), Other Project News (Heathrow Alarm, Artificial Intelligence, Lego Rules), Good News (Cornish Projects, Thermal Energy, Battery Storage Project, Tidal Power, Power Project Investment Approved, Space Station Protection), Society News (new publications) and Closing Remarks (New National Forest, Harry Mice, Black Turbines and Fish Disco) (UK Project Management Roundup)

By Miles Shepherd (UK)

To see other recently published reports, click here

#### **Book Reviews**

<u>The Handbook on Public Private Partnerships in International Infrastructure</u> Development (Edward Elgar)

By Stewart Clegg, Ganesh Devkar, Yongjian Ke, Vince Mangioni and Shankar Sankaran (Editors)

Reviewed by Brian McGlynn (Australia)

<u>The Handbook of Action Learning: The Go-To Source for Individual, Organisational</u> and Social Development (Routledge)

By John Edmonstone

Reviewed by Christine E. M. Gwaze (USA/Zimbabwe)

To see other recently published book reviews, click here

### **Recent News**

PMI announces Joint Venture with Green Project Management

Applying Knowledge Management Principles in Managing Projects

<u>Pioneering Research Project Highlights Regenerative Aquaculture's Role in Climate</u> Action

PMSA Welcomes Two New Board Members

<u>Verto and i3Works Announce Strategic Partnership to Drive Public Sector Programme Success</u>

Yamanta Raj Niroula appointed International Correspondent for PMWJ in Nepal

The Evolution of the PMO: The Rise of the Chief Project Officer

Call for Papers: 17th UT Dallas Project Management Symposium, May 30, 2025

<u>Breaking Barriers: The Shift Code Podcast Explores Transformation Journeys and</u>
Athena's Bold New Aerospace Frontiers

Federico Minelle appointed PMWJ Honorary Industry Advisor in Italy

<u>PM World Journal named Media Partner for MENA region's Largest Project</u> Management Conference - GPMF 2025, in Saudi Arabia

Revamped PMI Awards Now Open: Nominate Inspiring Projects and People to Celebrate Excellence in Project Management

GAPPS 2025 Thought Leadership Forums Announced

<u>Next-Gen Project Management: The Power of People, Processes & Technology - GPMF2025, Riyadh, May 17-19</u>

Major New Book: Handbook on Public-Private Partnerships in International Infrastructure Development: A Critical Perspective

<u>Projects For a Better Future – APM Conference 2025, June in Coventry</u>

IPMA announces 34th World Congress in Berlin: 17-19 September 2025