



Volume XIV, Issue V – May 2025

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Welcome

Welcome to the May 2025 PMWJ

By David Pells, Managing Editor (USA)

Interviews

Stronger project professionals lead to stronger project outcomes, Interview with Dr. Kelly Heuer, Vice President of Learning, PMI

By Yasmina Khelifi (France)

Beyond Governance: How PMOs Are Evolving into Strategic Powerhouses (An exclusive interview with co-authors of *The Evolution of the PMO: The Rise of the Chief Project Officer*)

By Aina Aliiva (Canada/Ukraine)

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Featured Papers

Six Necessary Conditions for the Success of Megaprojects

By J. Rodney Turner, DPhil (UK) and Nathalie Drouin, PhD (Canada)

The Open Chain Framework for the “Management by Projects” in Fiber-only Network Wholesale Telcos

By Claudio Mazzei, Daniele Fioramanti, Alessandro Quagliarini, Carlo Salatino, Andrea Reale, Francesca Brunetti (Italy)

Factors Affecting the Implementation of Lean Construction Practices in Nigeria

By Ashaka E. Chukwuemeke, Dr. Henry C. Ajaelu, Dr. Agatha Chukwuenye (Nigeria)

Project Management and Business Modeling: Methodologies, Frameworks, and Strategic Alignment

By Prof. Dr. M.F. Haraké (France)

Environmental Factors Influencing the Performance of Private Sector Building Projects of Nigerian Breweries Plc in Rivers State, Nigeria

By Stephen Victor, Emmanuel Chinenye Ubani, PhD and Ibewuchi Ifeanyi Echeme, PhD (Nigeria)

The Critical Need for Product-Focused Incentives in U.S. Federal Contracting

By Carrie Tinker (USA)

A project on the civil service crisis: the prevailing influence of political cadres across Africa

By Dr. Evance Moses Silumbwe (Zambia)

Enhancing Building Construction Projects Delivery: Technology Adoption

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

Artificial Intelligence in Healthcare in Morocco: Potential, Ethical Challenges, and Responsibility Framework

By Oumaima Omari Haraké (France)

Strategies for Enhancing Scope Management in Nigeria Construction Projects

By Okereke Joy Anuri, PhD, Chukwuebuka Onyia, PhD and Prof Henry C. Ajaelu, PhD (Nigeria)

A Cost-Benefit Analysis of Wind, Solar, and Fossil Fuels in the Middle East (2000-2040): Implications for Energy Policy and Sustainable Development

By Salam Jaroshi (Libya)

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Improving the Governmental Project Implementation System based on the GPM3 Maturity Model (Let's Talk About Public Projects)

By Stanislaw Gasik, PhD (Poland)

The Top Ten Certifications for Project Business (Project Business Management)

By Oliver Lehmann (Germany)

The Risk Register Detail Trap: A brief guide (Practical Project Risk Management)

By Martin Hopkinson (UK)

Onboarding New Team Members (Making a Modern Project Manager)

By Yasmina Khelifi (France)

Structured Documentation and Tools for Implementing Benefits Management (Implementing BS202002: Benefits Management in Programs, Projects & Portfolios)

By Dr. Hugo Minney (UK)

Managing Stakeholders - Building Trust for Project Success (Summary of a recent Interview on The Project Management Podcast)

By Cornelius Fichtner (USA)

Peculiarities of the “Performance versus Maturity” Relationship (Maturity Research Lessons Learned)

By Darci Prado, PhD (Brazil)

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Managing Unrealistic Project Expectations

By Harold Kerzner, PhD and Al Zeitoun, PhD (USA)

Earned Profit Management: Rethinking Value in Project Monitoring and Control

By Alexander Apostolov, PhD (Bulgaria)

Integrated Project Implementation Performance Monitoring: Only Earned Value Analysis Assesses Status Correctly!

By Dr. Kenneth Smith (Philippines/USA)

Operational Readiness: An Expertise-Based Framework to Bring Projects to Life

By David Tain (Canada)

Six Tactics for Leading Through the Fog

By Jeff Oltmann (USA)

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Commentaries

From the traditional approach to the Digital Project Orchestrator: A new paradigm in Project Management

By Antonio Bassi (Switzerland)

Why not Strategic Project Management?

By O. Chima Okereke, PhD (UK/Nigeria)

Dysfunction of the self-managed project team

By Yogi Schulz (Canada)

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Case Studies

Float Mapping: An Effective Tool to Optimize Project Planning, Scheduling, and Risk Assessment

By Ing. Massimoluigi Casinelli, CCP (Italy)

Reports

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

By Dr. Jouko Vaskimo (Finland)

[From Recovery to Resilience: Quality Management in Post-disaster Reconstruction Projects \(Project Management Update from Nepal\)](#)

By Yamanta Niroula (Nepal)

[Ctrl + Z, we can learn from the errors \(Project Management Update from Madrid: English & Spanish\)](#)

By Alfonso Bucero (Spain)

[Non-Project Curios, Not So Good News, Other News and Closing Comments \(UK Project Management Roundup\)](#)

By Miles Shepherd (UK)

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Second Editions

[Project management performance in Ecuador: proposal for a structural model](#)

By Ma. Elizabeth Arteaga-García, PhD (c) and Alexandra Portalanza-Chavarría, PhD (Ecuador)

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Book Reviews

[Mastering Project Leadership: Insights from the Research \(CRC Press\)](#)

By Pedro M Serrador

Reviewed by Surya Yeshwanth Mandapaka, PMP (USA)

[How Not to Fail at Projects: Stopping the Project Management Insanity Spiral \(CRC Press\)](#)

By Claude H. Maley

Reviewed by Daniel Van Orden, PMP (USA)

[Advanced Research on Projects and Temporary Organizations \(Copenhagen Business School Press\)](#)

By Rolf Lundin and Markus Hallgren, Editors

Reviewed by Gauranga Deka, PMP (USA)

[Risk Management \(Publisher\)](#)

By Glen B. Alleman and Jon M. Quigley

Reviewed by Lorisa Taylor, PMP (CRC Press)

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[*Aramco Joins GPMF 2025 as Host Partner*](#)

[*One Month to Go: GPMF 2025 Set to Redefine the Future of Project Management in the Region*](#)

[*22nd KM FEST 2025 - Global Knowledge Management Festival - 19-20 November \(zoom\)*](#)

[*Registration open for 17th UT Dallas Project Management Symposium in May*](#)

[*PMI announces Joint Venture with Green Project Management*](#)

[*Applying Knowledge Management Principles in Managing Projects*](#)

[*PMSA Welcomes Two New Board Members*](#)

[*The Evolution of the PMO: The Rise of the Chief Project Officer*](#)

[*GAPPS 2025 Thought Leadership Forums Announced*](#)

[*Next-Gen Project Management: The Power of People, Processes & Technology - GPMF2025, Riyadh, May 17-19*](#)

[*Major New Book: Handbook on Public–Private Partnerships in International Infrastructure Development: A Critical Perspective*](#)

[*Projects For a Better Future – APM Conference 2025, June in Coventry*](#)

[*IPMA announces 34th World Congress in Berlin: 17-19 September 2025*](#)