



Volume XIV, Issue VIII – August 2025

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Welcome

Welcome to the August 2025 PMWJ

By David Pells, Managing Editor (USA)

Letters to the Editor

End of an Era + AI Alert

By Dr. Ken Smith (The Philippines)

Interviews

Redefining the PMO: Strategy, AI and the Rise of the Chief Project Officer (An exclusive interview with co-authors of *The Evolution of the PMO: The Rise of the Chief Project Officer* – Part 5)

By Aina Aliieva (Canada/Ukraine)

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

Peer Reviewed Papers

Bridging the Gap: Aligning Waterfall and Agile Methodologies in Hybrid Project Environments

By Dr. Steve Ford, Dr. Jay C. Hanan, Kelly Benson, PMP, and Sarah Ford, PMP (USA)

Featured Papers

Jafurah Gas Plant Train Concept Philosophy: A Scalable Approach for Modern Gas Facility Design

By Abdulrahman S. Alsahlawi, Abdullah F. Al-Baroot, Mohammed F. Al-Amoudi (Saudi Arabia)

The Impact of Artificial Intelligence in Infrastructure Development

By Sinaye Mgolombane, MBA, PMP (South Africa)

[Escalation Modeling for EPC Contracts in High-Risk Global Projects](#)

By Lyazzat Zholimova (Kazakhstan)

[Retail business model adaptability: Navigating disruption through theorizing the role of project management](#)

By Kayla Kim Sampson (South Africa)

[Systems Approach to Engineering Contracts](#)

By Pascal Bohulu Mabelo (South Africa)

[Impacts of External Factors on Performance of Urban Productive Safety Net Program in Lemi-Kura Sub-City, Addis Ababa: Implication for Policy Recommendation](#)

By Dr. Teshome Tamirat, and Dr. Misgina Asmelash (Ethiopia)

[Pracademic Project Management: The Triage of Essential Project Management Skills for Stopping the Performance Bleeding](#)

By Dr. Dale Deardorff (USA)

[Reimagining Time Management in Project Environments through the 12 P's Lens](#)

By Tasiyana Siavhundu (Zimbabwe)

[Evaluating Project Scope in Unstable Environments: Adaptive Frameworks for Uncertainty and Change](#)

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

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

Series Articles

[Did the project help achieve policy objectives? Evaluation of public projects \(Let's Talk About Public Projects\)](#)

By Stanislaw Gasik, PhD (Poland)

[Artificial Intelligence \(AI\) in Project Business Part II: The Customer Side \(Project Business Management\)](#)

By Oliver Lehmann (Germany)

[Integrating Sustainability Pillars: A Holistic Approach to Project Management \(Sustainability and Regeneration in Projects\)](#)

By Dr. Hugo Minney (UK)

[Maturity Evolution: Only a few get there \(Lessons Learned from the PMMM Research Series\)](#)

By Darci Prado, PhD (Brazil)

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

Advisory Articles

[Foundations of Project Success: Part 1 – Comprehensive Planning](#)

By Bob Prieto (USA)

The 15 Cs of Effective Communication

By Tasiyana Siavhundu (Zimbabwe)

How AI can help project managers improve project performance: Part 1

By Yogi Schulz (Canada)

Successful PM Standards Implementation

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

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

Commentaries

Earned Value Management: The Truth, the Whole Truth and Nothing but the Truth (Part 1 of 2)

By Dr. Paul D. Giammalvo (Indonesia/USA)

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

Reports

Nepal's Hydropower Landscape: Strengths, Vulnerabilities, and Growth (Project Management Update from Nepal)

By Yamanata Niroula (Nepal)

Good News (Pickled project, Palm House restoration, Wimbledon Park project), Not So Good News (UK mega projects, Green project delays, Transport problems & more), Other Project News (AI, Sizewell "C", HS2) and some bits about birds (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)

Briefing: Results of Research on Executive Training on Project Sponsorship

By Alfonso Bucero (Spain)

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

Second Editions

Developing a New Project Management Framework with AI, Blockchain, and Digital Twin Integration

By Antonio Bassi (Switzerland)

Keep Calm: Lessons Learned from delivering complex projects in ambiguity and chaos

By Tonica Griffin (USA)

GenAI in Action: Lessons from an EPMO's Experimental Journey

By Greg Saunders (USA)

Leveraging AI for Cost-Effective Portfolio Management in Higher Education

By Sarah Sage (USA)

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

Book Reviews

Understanding Project Practices and Processes (CRC Press)

By Mel Bost

Reviewed by Anju Saksena, PMP (USA)

Mommy is a Project Manager (FNova)

By Mei Y. Lin

Reviewed by Ye Larsson (Sweden)

Digital Project Practice for Banking and FinTech

By Tobias Endress, Ed.

Reviewed by Jeff Hutchinson (USA)

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

Recent News

Deanna Landers appointed PMWJ Honorary Global Advisor

22nd KM FEST 2025 – Global Knowledge Management Festival – 19-20 November (zoom)

GAPPS 2025 Thought Leadership Forums Announced

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