



Volume XIV, Issue IX – September 2025

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Welcome

Welcome to the September 2025 PMWJ

By David Pells, Managing Editor (USA)

Interviews

Program Management is about Enabling Change that Endures, Interview with Nidhi Mahajan, Advisor, Author, Expert, Experienced International Program Manager (USA)

By Yasmina Khelifi (France)

From Systems to Synergy: Exploring the Human-Centered Transformation of PMOs; An exclusive interview with co-authors of *The Evolution of the PMO: The Rise of the Chief Project Officer – Part 6*

By Aina Aliiva (Canada/Ukraine)

Cameroon Project Portfolio Management Landscape, Interview with Dr Samuel SALLA, PMP®, President of PMI chapter Cameroon

By Martin Madibo Ebongue (Cameroon/Central Africa)

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Peer Reviewed Papers

The Impact of Leadership Styles on Agile Project Management in Global IT Sector

By Reshma Lucos (UK)

Featured Papers

Engineering Synergy: The Role of Context and Prompt Design in AI-Enhanced Project Management

By Massimo Pirozzi (Italy)

Comparison between Modularization and Traditional Construction (Stick Built) in Gas Processing Facilities

By Hamad Aldossary and Badea M. Al-Saggaf (Saudi Arabia)

Humanitarian Operations in Project Management: A Comparative Analysis of Military-Sponsored Missions and International Organizations

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

An investigation of the challenges of unmanned aerial vehicle (UAV) application in construction projects

By Edidiong Livinus Etim, Benedict Amade, PhD, Gregory Chimere Enyinna, PhD, Abdulqadir Kabir Muhammad (Nigeria)

An examination of the extent of green supply chain management (GSCM) implementation on construction projects

By Adegoke Ayobami Osungbade, Benedict Amade, PhD, Gregory Chimere Enyinna, PhD and George Jr. Akaun (Nigeria)

Mapping the Landscape of Knowledge Management: A Comprehensive Literature Study

By Sulficker Ali Ismail (Germany)

Analysis of Project Risk Management Challenges from the Perspective of Process Approach

By Roman Titarenko, PhD (Russia/China)

Evaluating the Factors Affecting the Cost of Building Applied Photovoltaic (BAPV) System in Building Projects in South-Eastern Nigeria

By Ogbonna S. Orji, PhD, Ogochukwu A. Amuda, PhD, Victor O. Ohamma, PhD (Nigeria) and Gospel O. Okere (Nigeria/USA)

Analysis of Cost and Time Variations of Road Construction Project Performance in Imo State, Nigeria

By John Obioma Ndubueze and Ibeawuchi Ifeany Echeme, PhD (Nigeria)

Influence of Sustainable Construction Practices on Timely Delivery of Building Projects in Port Harcourt Metropolis

By Godson Kelechi, Dr. Alolote Ibim Amadi, PhD and Nwogu Prince Chinemerem (Nigeria)

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Student Papers

Adaptive Scheduling and Coordination in Project Management: A Secondary Analysis of Strategies Across Dynamic Stakeholder Environments

By Chaitanya Sandeep Pawar (Italy)

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Series Articles

[Politics, managerial knowledge, and public organization portfolios \(Let's Talk About Public Projects\)](#)

By Stanislaw Gasik, PhD (Poland)

[7 Strict Rules for Winning New Project Business \(Project Business Management\)](#)

By Oliver Lehmann (Germany)

[Stay Open to Novelty \(Making a Modern Project Manager\)](#)

By Yasmina Khelifi (France)

[The Elephant in the Room: Questioning Continuous Growth, Donut Economics, and the Service Economy Transition \(Sustainability and Regeneration in Projects\)](#)

By Dr. Hugo Minney (UK)

[Maturity Evolution: Benchmark Organizations in Project Management \(Lessons Learned from the PMMM Research Series\)](#)

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[Project SemantiX: A Semantic Layer for Governing What Projects Were Meant to Achieve](#)

By Mehdi Kadaoui (Belgium)

[Human Systems Engineering™ - A Trilogy, Part III: Managing Projects Successfully in a World of Uncertainty](#)

By William M. Hayden Jr., PhD (USA)

[Project management in construction and dealing with complexity](#)

By Michael Frahm (Germany)

[It's Not About You: Leading Thriving Teams](#)

By Jeff Oltmann (USA)

[How AI can help project managers improve project performance: Part 2](#)

By Yogi Schulz (Canada)

[Unified Event Streams: A Program Management Lens on Architectural Transformation](#)

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Commentaries

[Earned Value Management: The Truth, the Whole Truth and Nothing but the Truth \(Part 2 of 2\)](#)

By Dr. Paul D. Giammalvo (Indonesia)

[Elevating Project Excellence Through Lean Construction Maturity](#)

By Lim YiiLiang (Malaysia)

[The Need for Humor in Project Management](#)

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

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Personal Stories

[Ongoing Odysseys in Project Management: Some experiential and allied influences on my perspectives and writings on project management \(A Personal Story\)](#)

By Alan Stretton (Australia)

Reports

[Five Questions \(and Surprising Answers\) from the 34th IPMA World Congress](#)

By Sebastian Wieschowski (Germany)

[Good news \(Renewables, Small Nuclear Reactors\), Not So Good news \(Major project audits, Green Energy, Nuclear Regulations\), Other Project news, Cranes, Storks, Ospreys, a Stone Age Project and a \(not so\) secret project \(UK Project Management Roundup\)](#)

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)

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[Breaking Silos, Building Success: A Strategic Project-Driven Approach to SaaS Business Transformation](#)

By Sidharth Ramsinghaney and Nate Troup (USA)

[Integrity at the Moment of Choice: Navigating Uncertainty in New Product Development](#)

By Tina Small (USA)

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Book Reviews

[*Another Way...Building Companies That Last...and Last...and Last \(HBR Press\)*](#)

By Dave Whorton with Bo Burlingham

Reviewed by Mark Wettreich, PMP (USA)

[*Artificial Intelligence and Project Management: An Integrated Approach to Knowledge-based Evaluation \(Routledge\)*](#)

By Tadeusz A. Grzeszczyk

Reviewed by Madhusudan Bangalore Nagaraja, PMP (India & USA)

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[*Participants at the IPMA World Congress: The Diversity of the Global Project Management Community*](#)

[*GPM and PM World Journal Enter into International Media Partnership*](#)

[*IPMA World Congress 2025: The Project Management Community Gathers in the Heart of Europe*](#)

[*19 KNOTS TO SUCCESS: Sailing Towards the Future of Project Management*](#)

[*Developmental Agile Leadership: Empowering Teams in a Changing World*](#)

[*PMSA President Mqolombane appointed GAPPS Director*](#)

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

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