



Volume XIV, Issue X – October 2025

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Welcome

Welcome to the October 2025 PMWJ

By David Pells, Managing Editor (USA)

Letters to the Editor

On Humor in Project Management

By Dr. Harold Kerzner (USA)

Interviews

Project Management is a Vital Lever for Achieving Strategic Outcomes and Shaping the Future! Interview with Hanny Alshazly, Managing Director, Middle East & North Africa, PMI (UAE)

By Yasmina Kehlifi (France)

From Adaptation to Inclusion: How PMOs Are Redefining Agility and Leadership; An exclusive interview with co-authors of *The Evolution of the PMO: The Rise of the Chief Project Officer – Part 7*

By Aina Aliiva (Canada/Ukraine)

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

Peer Reviewed Papers

Bayesian Networks for Substation Schedule-Delay Risk: A Practitioner-Adaptable Theoretical Model Demonstrated on a Synthetic Case

By João Henrique Pettená do Carmo (Brazil)

From Hunters to Farmers: Cultural Paradigms and Strategic Management

By Thomas Walenta (Germany)

Managing Ethical Risks in Artificial Intelligence: A Project Management Framework for Responsible Innovation

By Rishiraj Kohli (USA)

Enhancing Agile Approaches in Earth Observation: the role of Early Adopter Collaboration in the CRISP Project

By Giaime Origgi (Switzerland), Antonio Calabrese (Italy) and Davide Perra (Italy)

Bridging the Maturity Gap: Introducing BIAMM, a Simplified Project Management Maturity Model Aligned with PMI Domains for Developing Contexts

By Dr. Muhammad Atif Rasheed (Canada)

Featured Papers (Editor Accepted)

Effectiveness of Project Planning and Scheduling Techniques in Construction Project Performance

By Chris Uzochukwu Okoye , Ibeawuchi Ifeanyi Echeme, PhD, Columbus Ikechukwu Anyanwu, PhD, George Akaun, Jr. (Nigeria)

Strategic Risk Mitigation and Its Influence on Selected Road Construction Projects Delivery in Kenya

By George Onyango Agumba, Dr. Patrick Gudda, Dr. Simon Mwaura (Kenya)

Risk, Change and Complexity: The Triple Threat to Mega-Project Control In Saudi Arabia & Beyond

By Rashid Alrashid (Saudi Arabia)

Refining Single Leg Philosophy in Jafurah Gas Plant

By Saad A. Al-Wahaib, Abdullah F. Al-Baroot, Saud A. Al-Qurashi (Saudi Arabia)

Challenges of Development Control and Enforcement of Minimum Standards for Residential Real Estate Projects in Ozoro, Delta State

By Dr. Christian Osita Ifediora and Dr. Chukwudi Louis Igwenagu (Nigeria)

Neuroscience and Project Management: Towards a New Frontier in Project Management

By Antonio Bassi (Switzerland)

Rebuilding with Integrity: Ethical Project Management for Post-War Public Works

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

Fiber Optic Temperature Control for Jafurah Project Sulfur Pipelines

By Nasser Mohammed Altamimi (Saudi Arabia)

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

Series Articles

Maturity Evolution: Towards Excellence (Lessons Learned from the PMMM Research Series)

By Darci Prado, PhD (Brazil)

High Risks Demand Educated Professionals (Project Business Management)

By Oliver Lehmann (Germany)

The Impact of Environmental Regulations on Economic Growth: Debunking Myths and Exploring Opportunities (Sustainability and Regeneration in Projects)

By Dr. Hugo Minney (UK)

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

Advisory Articles

Outcome Observability: How Organizations Lose Value Quietly and How to See It Coming

By Mehdi Kadaoui (Belgium)

Foundations of Project Success, Part 3 – Governance

By Bob Prieto (USA)

The Human Edge in Complex Programmes: What a 2013 Rail Study Still Gets Right in 2025

By Joyce Olaghere (UK)

Cyber Incident Response Planning (CIRP) for Project Managers

By Nazy Fouladirad (USA)

Working with a Bad Project Manager

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

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

Commentaries

The Thorn Tree: An Intermediary Problem Tree Variant

By Dr. Ken Smith (The Philippines)

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

Reports

Update from APM for PMWJ

By Adam Boddison, APM CEO (UK)

Starting second half 2025 activities from the Project Management Communities' Associations in Italy (Project Management Update from Italy)

By Alessandro Quagliarini (Italy)

PMexpo 2025: Italy's Largest Project Management Event Returns to Rome, 14 November 2025 (Project Management News from Rome)

By Alessandro Quagliarini (Italy)

Generation Z as Project Managers: How Nepal's Gen Z Redefines Project Leadership (Report from Nepal)

By Yamanata Niroula (Nepal)

Good News (Everton Football Stadium, Stirling Prize short list, New defence prospects, SMR contracts, Cornish mining), Not So Good News (Tripple Whammy, UK Warships, Space Lab project), Other Project News (Ellison Institute, The Secret Project), Harrier problems and Time management (UK Project Management Roundup)

By Miles Shepherd (UK)

The PMI Barcelona Chapter organized a successful Event about Digital Transformation in October (Project Management Update from Madrid)

By Alfonso Bucero (Spain)

AI in Project Management – From Hype to Intelligent Partnership, Report from the 34th IPMA World Congress in Berlin, Part 1

By Sebastian Wieschowski (Germany)

The Transformation of Project Management - Strategic Realignment and Human Excellence as Key Themes of the 34th IPMA World Congress, Report from Berlin, Part 2

By Sebastian Wieschowski (Germany)

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

By Jouko Vaskimo (Finland)

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

Second Editions

Relationship Management: Internal vs. External Stakeholders

By Jeremy T. Busby (USA)

Product versus Project Management: Enabling the most value!

By Frank Murphy (USA)

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

Book Reviews

Project Management Metrics, KPIs and Dashboards (Wiley)

By Dr. Harold Kerzner (USA)

Reviewed by Nidhi Mahajan (USA)

Another Way: Building Companies That Last... and Last... and Last (HBR Press)

By Dave Whorton with Bo Burlingham

Reviewed by Gauranga Deka (USA)

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

Recent News

World Class Speakers Announced for 2nd UT Dallas Virtual Project Management Conference

Project Forum to Unite Project Management Professionals and Sponsors in London - April 2026

PMexpo 2025: Italy's Largest Project Management Event Returns to Rome, 14 November 2025

Beyond the Algorithms: The Future of Project Management Goes Beyond AI

Book Project on the 60th Anniversary of IPMA: "We need people – now more than ever"

Craft Value, Generate Legacy – PMI Turkey Summit announced for 11 October

AI Must Not Replace Humans in Project Management: Leading Ethics Researcher Calls for Responsible Use of Artificial Intelligence at the 34th IPMA World Congress

Berlin's Mayor Highlights the Importance of Project Management at the 34th IPMA World Congress

Project Management Becomes More Digital – and More Human: Five Key Insights from the GPM Seminar Day 2025

Call for Participation: Survey on Construction Contracts in Post-Disaster Reconstruction

AIPM 2025 Project Management Achievement Awards Winners Announced

PMI Global Summit: MORE Together, Advancing the Project Management Profession

Participants at the IPMA World Congress: The Diversity of the Global Project Management Community

GPM and PM World Journal Enter into International Media Partnership

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

GAPPS 2025 Thought Leadership Forums Announced