



Volume XV, Issue III – March 2026

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Welcome

Welcome to the March 2026 PMWJ

By David Pells, Managing Editor (USA)

Interviews

Project management today is far more than a technical discipline; It is a leadership capability that influences how organizations execute strategy, manage change and deliver value, Interview with Anna Ladipo, Associate Professor, Academic Director, Project Management Program, University of Texas at Dallas (USA)

By Yasmina Khelifi (France)

From PERT/CPM to AI: Four Decades of Project Management in Brazil, Interview with João Carlos Boyadjian, Founder of PMI São Paulo Chapter, the Largest PMI Chapter in Latin America

By João Henrique Pettená do Carmo (Brazil)

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

Featured Papers (Editor Accepted)

Development control challenges and enforcement of minimum standards: A case study of residential real estate projects in Ozoro, Delta State

By Christian Osita IFEDIORA, Kayode Ayomide IDOWU, Chukwudi Louis IGWENAGU, Ingonabo Owolabi IDHOLO, Innocent Franklin MAKATA, Elizabeth Isioma CHUKWUMA and Oluwafemi Joel MICHEAL (Nigeria)

Increase Oil and Gas Projects Resilience to Mitigate Materials Procurement High Risks

By Khalid Zaki Alawaji and Anwar Zumah (Kingdom of Saudi Arabia)

Structured Agility: How U.S. Tech Startup Leaders Apply Project Management Frameworks to Scale Innovation

By Melanie Christian, DBA (USA)

AlphaFold for Projects

By Bob Prieto (USA)

An Algorithm for Identifying and Prioritizing non-Critical Path Schedule Delays

By Niall McShane (USA)

An Investigation of the Challenges Impeding Industry 4.0 Implementation in Construction Projects

By Uchenna Christopher Ndubuka, Benedict Amade, Gregory Chimere Enyinna, Abiola Adeniyi Adeyemo and Christian Chimenun Anyike (Nigeria)

Project Management and Economic Intelligence: A Conceptual Analysis

By M.F. Harake, PhD (France)

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

Peer Reviewed Papers

Assessment of the Application of Project Management Tools and Techniques used for Building Construction Project Delivery

By Muhammad Abdulqadir Kabir, Muhammad Umar Faruq, Aliyu Abubakar (Nigeria)

Reassessing the Origins of Project Management through the Colosseum Proto-Megaproject

By Idris A. Adelakun and Arvin Prem Kumar (USA)

Factors Affecting the Long-Term Sustainability of Development Projects by NGOs

By Beniam Tilahun Jenber, PhD (Ethiopia)

[To see other previously published peer reviewed papers, click here](#)

Series Articles

From Operations-Led to Project-Led Leadership (Reinventing Project Management)

By Antonio Nieto-Rodriguez (Spain)

Secret no. 3: Empowerment (Secrets of Successful Organizational Transformation)

By Dr. Prasad Kodukula (USA)

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

Advisory Articles

PMI & DEI: A Commitment to Creating an Inclusive Culture of Belonging

By William A. Moylan, PhD (USA)

From Critical Path Volatility to AI-Augmented Earned Value Forecasting: Practical Lessons from Complex Projects

By Tauseef Naz Arshad (UK)

How can project sponsors help projects succeed?

By Yogi Schulz (Canada)

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

Commentaries

Worldwide Project Management Evolution

By Harold Kerzner, Ph.D. and Al Zeitoun, Ph.D. (USA)

Sponsor expectations disrupt project managers

By Crispin (“Kik”) Piney (France)

When AI Moves into Execution: The New Cybersecurity Reality for Project Leaders

By Aina Aliieva (Canada)

Reframing the Iron Triangle: Markov Chains, Quantum Computing and Risk-Centred Project Control within the APM Framework

By Gareth Pugsley (UK)

The 7 Make or Break Challenges Facing IT Leaders in 2026

By Archana Choudhary (USA/India)

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

Stories

Story 3: A hospital visit – dealing with distractions (Reading and Reflecting – with ‘Meet the Managers’)

By Tom Taylor (UK)

[To see previously published stories, click here](#)

Reports

Project Management Matters: Lessons for a Results-Driven Public Investment Framework in Nepal (Project Management Update from Kathmandu)

By Yamanta Niroula (Nepal)

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

By Dr. Jouko Vaskimo (Finland)

PMI Madrid Spain Chapter signs collaboration agreement with PMI Malta Chapter (Project Management Update from Madrid)

By Alfonso Bucero (Spain)

Good News, Not So Good News, Profession News, Agile and Global Warming, Terraforming in the 21st C and Sporting Projects (UK Project Management Roundup)

By Miles Shepherd (UK)

PMI Dallas Chapter Newsletter

By Laura Weller (USA)

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

Book Reviews

A Concise Business Guide to Climate Change (HBR Press)

By Gunnar Trumbul

Reviewed by Chijioke Basil Oleru (USA)

AI Project Power Reimagining Your Role in The Age Of AI (FNova)

By Mei Lin

Reviewed by Christine E M Gwaze (USA)

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

Recent News

"What's the Plan?" Podcast by ProSymmetry Launches to Bring Practical Insights for Strategic Project Delivery

ICCPM and APM Partner to Strengthen the Project Profession

Ishitha Doniparthi joins PMWL research team in Mumbai

Kushagra Singh joins PMWL research team in India

Registration Open for 18th UT Dallas Project Management Symposium in May

Project Management Institute (PMI) 2026 Event Lineup

Dr. Ishita Mahajan joins PMWL research team in India

Dr. Jeffrey Pinto's popular textbook, Project Management: Achieving Competitive Advantage, 6th Ed, now available