

Book reviews

Applied Project Management: Best Practices on Implementation

Harold Kertznar, Wiley, New York, 2000, ISBN: 0-471-36352-9, xv + 534 pp. (hardcover) £52.50

This is a well-organized text that accurately fulfils the book's title. It forms a natural extension to this author's highly regarded book *Project Management: A Systems Approach to Planning, Scheduling and Controlling*, also published by Wiley and (at the time of this review) in its seventh edition. Both books have the same distinctive cover design and general presentation style, and it is apparent that these works are intended to be associated with each other. The older book deals comprehensively with the techniques and methodologies of project management, whereas the current volume takes the subject further, into the difficult areas of implementation, culture, general acceptance and the attainment of project management maturity and excellence. There is some duplication of subject matter between these two books, particularly in the introductory chapters, but this is unavoidable if each book is to stand alone as a fully self-contained text.

Applied Project Management falls into two main sections. The first of these sections takes up some 60% of the main text space and contains 13 chapters. The first two of these chapters set the scene by describing the growth of project management from the 1960s to the present and then defining, in detail, the terms 'success', 'maturity' and 'excellence'.

The project management life cycle is described as having five stages. These are:

1. Embryonic.
2. Executive management acceptance.
3. Line management acceptance.
4. Growth.
5. Maturity.

These are the stages leading to a mature project management capability and culture throughout a company. Unlike the life cycle for an individual project that usually has a well-defined finish, the project management [implementation] life cycle leads to a result that is never final or stable, but must be maintained and may be at risk for several reasons, including management reorganization, acquisitions, mergers, business process re-engineering and downsizing. Indeed one of the many respondents to Professor Kertznar's extensive research

describes how she achieved excellence in the project management process throughout a company, only to see everything dismantled in a downsizing operation that replaced her enlightened mentors with other high executives who regarded project management as 'nice to have' rather than an essential function deserving company resources. However, that failure was an extreme example, not typical of the many other personal accounts reported in this book.

Chapters 3–12 cover the following topics:

- The driving forces for maturity.
- Project management methodologies.
- Strategic planning for excellence in project management.
- The maturity of modern project management.
- Integrated processes (examples include, for instance, concurrent engineering and total quality management).
- Culture.
- Management support.
- Training and education.
- Informal project management.
- Behavioural excellence.

Chapter 13 rounds off the first section of the book by listing and describing nine companies under the title 'Rising stars and future directions'.

Numerous charts, checklists and well-designed illustrations support the text. Almost every chapter ends with a generous set of multiple-choice questions, some discussion questions and, less usefully, a simple crossword puzzle.

The second main section of this book contains 26 fairly detailed case studies, each describing the project management experience of a company. Each of these case studies, like the chapters in the first section of the book, also concludes with generous lists of questions. However, the total number of cases described far exceeds those contained in this second main section. Descriptions of other companies and the telling personal observations of many managers are scattered liberally throughout all the chapters. These make fascinating reading and mature readers will undoubtedly recognize parallels with their own attempts (successful or otherwise) to develop a project management culture in organizations where they either work or have carried out consultancy assignments.

The core material for this text resulted from the kind of research more usually associated with a higher degree

Applied Project Management Best Practices On Implementation

Marco Cascella



Applied Project Management Best Practices On Implementation:

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Applied Project Management Best Practices On Implementation Introduction

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