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## **Book Review**

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### **People and Places in Project Management Research**

**by: Michael Young**

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**Newcastle upon Tyne, NE6 2PA, UK, 206pp**

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As the second in a series of volumes 'Project Management Research Series', this monograph provides some of the latest thinking and findings, current research results and practice, as well as new perspectives. According to Sharpe, project management (PM) continues to develop and evolve, as too does the use of PM across a range of industries, disciplines and domains. This monograph consists of five parts.

#### *Part 1: Project Management Offices*

Part 1 introduces basic ideas that are related to PM and Project Management Offices (PMO). PM comprises methods, procedures and processes to utilise knowledge of project team members for delivering a quality product or service. Sokhanvar and Trigunarsyah present 'The role of knowledge and the project management office' in chapter 1. They select two enterprises and conduct 15 interviews. Grounded theory is being used for further analysis in demonstrating how PM and knowledge management (KM) work both with and against each other in a project KM environment.

In chapter 2 of 'the project management office: origins, definitions and nomenclature', Wood and Shelbourn recommend a standardised set of four unique labels: Project Admin Office (PAO), PMO, Program Management Office (PgMO), and Enterprise Project Management Office (EPMO). They support the emerging concept of EPMO as a label for the Type 3, strategic PMO.

#### *Part 2: stakeholders*

The two chapters in Part 2 focus on stakeholders. Chapter 3 deals with 'Stakeholder expectations regarding public project oversight'. In line with Nalewaik and Mills, stakeholders' expectations of external independent performance reviews may exceed what is realistically achievable by the consultant team due to constrain of time and

resources. The authors emphasise the importance of communicating clearly with stakeholders in order to establish reasonable project expectations.

In chapter 4, Overton presents ‘Engaging with sponsors new to projects: using visual metaphor, rich pictures and infographics to communicate, manage and entertain’. The author extends the idea of clear communication with a focus on visual representations, including the power of visual metaphor to represent complex concepts simply.

### *Part 3: complexity*

Part 3 addresses project complexity in its various facets. In chapter 5 of ‘Humble iconoclasts: leadership for complex projects’, Remington presents the first stage of a full analysis of the data from 70 in-depth interviews with people taking senior leadership roles in complex projects. The author discusses leadership for complex projects through distinctions of charismatic, human-oriented, and task-oriented leadership styles.

Ireland presents multiple *Aspects of Project Complexity* and explores some useful aspects of large system of systems (SoS) in chapter 6. Chapter 7 focuses on ‘Developing valid and reliable and reliable scales to predict success of large complex projects complex’. Zolin develops a rotated Varimax factor analysis using all success factor items. The author offers scales for measuring and monitoring the success of complex projects.

### *Part 4: risk management*

Part 4 moves from the conceptual to an industry-specific application of risk and risk management. Leading off this three-chapter section, D’Cruz, Fragomeni and Sarma take on concepts of ‘Due diligence’ for precautionary risk management approaches in projects’ in chapter 8. Enterprise risk management (ERM) is an integrated approach to achieve the goals of an organisation through acceptable risks.

In chapter 9, Sihombing provides ‘Analysis of risk impact on road development in Indonesia’. Having conducted multiple linear regression, the author discovers both positive and negative project impacts. In chapter 10, Mosly’s online survey through Australian green office buildings shows that the majority of energy efficient and renewable technologies (EERTs) were potentially subjected to critical risks.

### *Part 5: case studies*

Part 5 introduces three chapters of case studies. In chapter 11 of ‘Delivering Australian roads with PPP’s? Global management of business risks’, Duffield and Wilson found that an integrated, iterative approach to the development of public private partnerships (PPPs) involving the creation of a decision support system (DSS) may improve the outcome for the stakeholders.

In chapter 12 of ‘Financing and procuring major infrastructure: a comparison of Three International PPP style projects’, Duffield, Atmo, and Zarei then scrutinise three large international PPP-style projects. Having looked for similarities and differences among nations and national economic positions, they found that sound project arrangements can be struck regardless of international location but the style of deal and the level of governmental direct involvement influence the commercial structure and risk profile of the deal.

Through an in-depth study on ‘Student engagement in online learning environments: a case study’, Wood discovers that the level of student engagement affects students’ learning experience and their academic performance in chapter 13. Two statistically significant indicators, including total views to content pages and total posts to the course discussion forum, can measure student engagement. Increasing the weighting to the participation in online tutorials can further enhance student engagement.

The book brings together papers focused on the themes of PMO, stakeholders, complexity, and risk management, etc. It focuses on people and places and their role in projects and PM. The book helps practitioners narrow down their focus, reach their goals within the preset time and cost limitations. It is a concise, concrete, and concentrated volume.