

Provided for non-commercial research and education use.  
Not for reproduction, distribution or commercial use.



This article appeared in a journal published by Elsevier. The attached copy is furnished to the author for internal non-commercial research and education use, including for instruction at the authors institution and sharing with colleagues.

Other uses, including reproduction and distribution, or selling or licensing copies, or posting to personal, institutional or third party websites are prohibited.

In most cases authors are permitted to post their version of the article (e.g. in Word or Tex form) to their personal website or institutional repository. Authors requiring further information regarding Elsevier's archiving and manuscript policies are encouraged to visit:

<http://www.elsevier.com/copyright>



Contents lists available at ScienceDirect

# Information Processing and Management

journal homepage: [www.elsevier.com/locate/infoproman](http://www.elsevier.com/locate/infoproman)

## Book reviews

**Project Management in Practice, Third Ed., Samuel J. Mantel, Jr., Jack R. Meredith, Scott M. Shafer, Margaret M. Sutton. John Wiley & Sons, Inc., (2008). ISBN: 978-0-470-12164-1**

The use of projects as a way to accomplish work has increased drastically in the last 15 years. This increase in project work has brought with it an increased need for skilled and educated managers to oversee and execute these projects. Many existing and potential project managers are turning to “short courses” in project management to educate themselves quickly in this growing field. Instructors of these short courses have requested a textbook that focuses on the “technical” aspects of project management, foregoing the history and theoretical background of project management. With the release of *Project Management in Practice, Third Edition*, the authors have attempted to meet these instructors’ demands.

This book is intended to be a practice, rather than research-oriented textbook in the continually growing field of project management. It provides practical, applied knowledge of project work organized around the project life cycle, including a chapter for each major stage in the life cycle. Additionally, at the end of each chapter, the authors have included review questions, discussion questions, problems and incidents for discussion which focus on the implications and applications of the ideas and techniques covered in the text, and offer students an opportunity to develop their skills in the technical areas of project management. The book is intended for students with elementary training in management or equivalent experience.

While this book is not intended to be a research-oriented textbook, it does, in chapters one and two, “The World of Project Management” and “The Manager, the Organization, and the Team”, lay out the basic principles of project management. These basics include the definition of a project, the three main goals of a project, the project life cycle, the project portfolio process, the importance of managing risk, the roles and responsibilities of the project manager and the project team, as well as how projects fit within the larger organization.

After these introductory points are made, the more practical or applied topics are covered in chapters three through eight, including subjects such as project planning, budgeting, scheduling, resource allocation, monitoring and controlling and evaluation. The authors not only provide a clear and concise explanation of the major activities involved in project management, they have also included example templates and example Microsoft Excel spreadsheets throughout the book. The book also includes free trials of two popular and widely used software packages – a free 120-day trial edition of Microsoft Project 2007® as well as a free trial edition of Decisioneering’s Crystal Ball® 7.3, allowing students an opportunity to practice what they have learned.

Throughout the book, the authors refer to the *Project Management Body of Knowledge* (PMBOK) published by the Project Management Institute (PMI). This book lays out the standards and practices for project managers and is accepted globally as the “bible” of project management. The PMBOK offers insight into the definition of a project, project planning, project charting, project budgeting, risk management and project reporting among many other topics. In today’s world of project management, project managers are expected to know the guidelines set out by the PMBOK and act accordingly; therefore, this textbook helps inexperienced project managers learn the basics, while also learning the global standard.

Overall, *Project Management in Practice, Third Edition*, presents a coherent and structured presentation of applied project management practices. One of the advantages of this book is that it provides readers with useful examples while also offering references to more research-oriented literature that serve well and lead readers to further detailed and background information. Further, this book includes comprehensive cases for particular projects that act as a superb tool for readers to think about what they have learned and integrate the topics from stage to stage in the life cycle. While the readers do not need to possess any specialist knowledge in the area of project management, they will receive a comprehensive overview of project management activities, and the technical, interpersonal, and organizational glitches that impact the true day-to-day life of every project manager.

Patricia Ruma Spence  
College of IST, Penn State University,  
329B IST Building, University Park,  
PA 16802, USA  
E-mail address: [pspence@ist.psu.edu](mailto:pspence@ist.psu.edu)

Available online 23 February 2009