

PM WORLD BOOK REVIEW



Book Title: ***Advanced Research on Projects and Temporary Organizations***

Authors: **Various; Rolf A Lundin and Markus Hällgren,**
Editors

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Reviewer: **Patrick James** Review Date: Dec 2015

Introduction

Although this book is written to honor Professor Anders Soderholm as a kind of “Festschrift” for his 50th birthday, the main focus of this book is on Advancement in researching projects and temporary organizations, acknowledging the Scandinavian Project research in which Professor Soderholm has had an integral role in developing.

The selections presented in this book shows the current efforts of research in which projects and temporary organizations serve to illustrate themes coming from organizational theory and related scientific endeavors. Similarly a project is part of its context and that it may very well influence and be influenced by what is going on outside of its traditionally considered boundaries. There is a strong need for a closer relationship between the temporary and permanent organizations to facilitate the effective implementation of change and transfer of outcomes from projects to operations in order to create value.

Overview of Book’s Structure

This book consists of 14 chapters with topics including restoring project success as Phenomenon, relating temporary organizations to strategy concepts, new direction in temporary organization forms, project management as management innovation. This book is a joint collaboration of different authors and writers that have worked on *Advanced Research on Projects and Temporary Organizations*. Every chapter unveils different concepts and provides a wide range of real time business cases and conclusions based on each scenario. This book is an extract of in-depth studies of projects being conducted as temporary organizations

In chapter 5 – Project Alliances: A new Direction in Temporary Organization Forms, author Derek H. T. Walker and Beverly M. Lloyd-Walker have revealed an interesting paradox in project management research, highlighting advances in theory. Authors

are highlighting importance of Alliance agreements between the project stakeholders and project organization to share risk and take full responsibility and credit for the success and the failure of the project. However, financial goals and achievements have not been equally shared between the stakeholders and project performing organization.

Highlights

This book consists of advanced study and research on projects within temporary organizations. Theories, research and case studies will help top level decision maker to think outside the traditional project management cycle and adopt changes that will help organizations identify and manage core risks and road blocks and will lead project into success. Here are few codes in this book that I would like to share;

- Project success is a complex and often illusory construct, but nonetheless it is of crucial importance to effective project implementation.
- Organizational theory is rich in the research of strategic management with specific interest in analysis, objective setting and the effect of organizational structure. But strategies do not fail when they are being analyzed or when objectives are being set. They fail during implementation and, more particularly, due to the lack of proper project management.
- All parties are required to work together in good faith, acting with integrity and making best-for-project decisions. Working as an integrated, collaborating team, they make unanimous decisions on all key project delivery issues.
- Projects can be served as a powerful means to implement change efforts and change is increasingly being organized as projects.

This book will certainly help experienced PMs and their organizations to identify and rectify the core issues that are causing project failure.

Highlights; What I Liked

I like the fact that this book is not about traditional projects but the focus is on advancing research on projects and temporary organizations. Focus of this book is to target research that aims at developing theories for projects from organization theory, or developing theories from projects to organization theory. Since this book is a collaboration and effort of different authors and researcher, hence make this book a collection of interrelated issues that project encounters. Each chapter is written by different author and therefore makes this book very unique.

Great opportunity for PMs and other readers to learn about ideas, theories and case studies of some well-known authors who have summarized their years of research into individual chapters. Book is written primary for European readers however; every PM organization can relate to the topics discussed in this book.

Who might benefit from the Book?

This book is for experienced project managers and PMO organizations that are interested in taking project success to another level by strategic planning and highlighting commonly neglected risks and pitfalls that may cause project failure.

Project Managers and PMOs engaged in projects within temporary organizations can certainly take advantage of this book, since a core purpose of this book is to make suggestions on how to understand and contribute to the existing transformation of project research.

Conclusion

Book is a collective effort of several authors and researchers who have identified and felt the need to address the importance of dissolving boundaries in project research, the emphasis of the contributions becomes more important. Organizations and individuals can take advantage of different theories, concepts and ideas that are being presented to manage projects as temporary organizations.

Research on temporary organization may be described as being on the maturing track with its contribution to the ideas of producing interesting research.

For more about this book, [click here](#)

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About the Reviewer



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Patrick James graduated from Punjab University with a major in Mathematics & Statistics; he earned his MBA in Marketing from Preston University. He earned his PMP Certification from the Project Management Institute (PMI®) in 2014. 8 years ago while working as an analyst he slowly started advancing his true passion to work as a project manager, to manage complex and challenging projects. Over the last 6 years he has successfully managed several Business Process Improvement and re-engineering projects. Patrick likes working with cross-functional teams in a collaborative environment. An active member of PMI and the local Dallas PMI Chapter, he likes to read articles & books on Project Management, IT and Business Optimization. Patrick is currently working as Project Manager – BPI for an IT Network Solutions Company in the DFW area of north Texas.