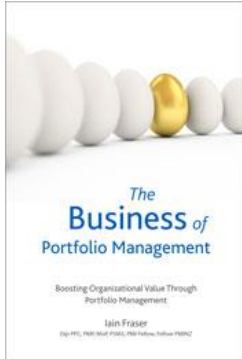


PMWJ BOOK REVIEW



Book Title: ***The Business of Portfolio Management***

Author: **Iain Fraser, PMP, PMI Fellow**

Publisher: Project Management Institute, Inc.

List Price: \$44.95 Format: Hardcover, 166 pages

Publication Date: 2017 ISBN: 9781628253726

Reviewer: **Marta Santos, PhD**

Review Date: January 2018

Introduction

Writing a book review is no easy endeavor when a reviewer wants to honor the book's content, the author's experience, and the value of shared knowledge. Reviewing *The Business of Portfolio Management* by Iain Fraser was no exception. I will therefore be as succinct as possible, as an attempt to drive the reader to pursue an in depth learning experience from the manuscript.

Overview of Book's Structure

While introducing the main theme of the book, the author revisits classic aspects of business organization and takes a closer look into talent management, risk, maturity and the Ps to success. It is all presented with a new flare, and thus worth reading.

In agreement with the theme of 'change', that seems to be gaining momentum in the present time, the books emphasizes the need for change by pointing out key areas, types, and the drivers of change. Also, that is accompanied by clear guidelines on how to deliver transformation that comes with impact and profits.

Highlights

In his book, Iain Fraser guide's you through an approach towards efficient portfolio management by using a value management framework. Trying to explain it here might not do justice to the original writings and therefore, it would be wise to the reader to set aside some time to learn directly from the source.

Fraser's approach has been applied to real business which most of us are very familiar with and thus his framework wasn't designed for philosophical debate, exclusively. Rather, it is was built for realizing results that can drive organizations ahead. Portfolio management is not about structure. As mentioned by the author, it is "a way of doing business". Whether it be an action or milestone, it needs to be

considered from the portfolio perspective and with the value management framework in mind. That is key to success.

Highlights: What I liked!

I currently support the Portfolio Management Metrics and Reporting efforts of a global organization. Given the focus on portfolio and a section dedicated exclusively to portfolio metrics and reporting, I find Fraser's book as if written for me! It is the ultimate guide to reporting what distinct audiences need most, in a format suitable to them.

Personally, Section 2 delivered the most value and Section 4 supported it by demystifying the process of change and breaking it down to its smaller components. I plan on further exploring on my daily practice: The HELP acronym, the book's definition of successful change management, and the true measure of leadership (Section 4 pg.109-120).

Also of immense significance are the insights to delivering value, taking into account value per money spent, and meeting sponsor/executive needs in terms of what's been done with their resources and how they will benefit from it. The Case Studies are another valuable feature of the book.

Who might benefit from the Book?

This book is a must read for Presidents, VPs, Delivery Managers, Portfolio managers, Senior Management and Executives.

Conclusion

The Business of Portfolio Management offers an indispensable collection of approaches to a management framework focused on value which translates into effective portfolio management. It sets the course to tangible new realities for portfolio, program and project management. All, in less than 170 pages. That is Priceless! I have not met Iain Fraser in person but we have had few exchanges on LinkedIn, after randomly connecting through the PMI Group on that site. However brief those conversations were, Fraser stood out as one of those who took time to give me sound advice and show interest on my pursuits. To me Iain Fraser personifies what is to be reasonable, genuine, and sympathetic. These traits, combined with his value management framework should be considered indispensable to those who desire to keep their organizations ahead of the competition.

For more about this book, go to:

<http://marketplace.pmi.org/Pages/ProductDetail.aspx?GMProduct=00101599501>

Editor's note: This book review was the result of a partnership between the publisher, PM World and the [PMI Dallas Chapter](#). Authors and publishers provide the books to PM World; books are delivered to the PMI Dallas Chapter, where they are offered free to PMI members to review; book reviews are published in the PM World Journal and PM World Library. PMI Dallas Chapter members can keep the books as well as claim PDUs for PMP recertification when their reviews are published. Chapter members are generally mid-career professionals, the audience for most project management books. If you are an author or publisher of a project management-related book, and would like the book reviewed through this program, please contact editor@pmworldjournal.net.

About the Reviewer



Marta Santos, PhD, CAPM, LSSGB

Texas, USA



Marta Santos currently serves on a global Cybersecurity Transformation Program as a Project Coordinator - IT Security. She previously served on a global IT Infrastructure Refresh Project after transitioning from a productive career in the Life Sciences as a Research Scientist and author on major scientific journals. She is looking forward to growing in and contributing to the Project Management profession. This is her second book review for the *PM World Journal*.

Naturalized American from Brazil, Marta currently lives in the Dallas area.

Email address: www.linkedin.com/in/martabsantos