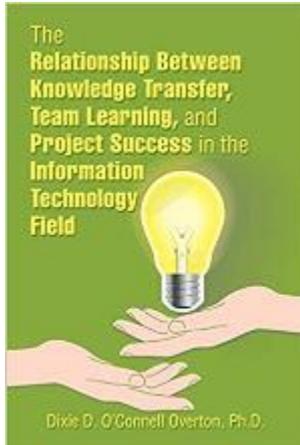


PM WORLD BOOK REVIEW



Book Title: **The Relationship Between Knowledge Transfer, Team Learning and Project Success in the Information Technology Field**

Author: **Dixie D. O'Connell Overton, PhD**

Publisher: Xlibris

List Price: \$19.64 Format: Soft bound, 183 pages

Publication Date: 2/24/2018 ISBN: 9781543483536

Reviewer: **Govindasamy Manavazhahan**

Review Date: June/July 2018

Introduction

The birth of this book happened based on the research work done by the author Dixie during her Ph.D. dissertation and load of documents generated during her studies. Dixie sets the stage for the book in a pretty good way by explaining the problem or thesis as the introduction at the beginning, so that the reader can have a clear idea of what she is presenting up to as correlation between two different part of Information Technology field, namely Knowledge Transfer, Team Learning and Project Success.

Up until now, in the Project Management there is an understanding that for a project to be success there are six constraints considered as important viz., schedule, cost, scope, quality, benefits and risks. However, Dixie is explaining in this book that the in-depth knowledge of the project team also considerably helps the project to achieve the expected success on-time or early within-budget and lower. To support her argument, she presents many studies done by her and other researchers. In my opinion, she did a very good job on her argument.

Overview of Book's Structure

The book had been very well structured in five chapters as

1. Introduction
2. Literature Review
3. Methodology
4. Results
5. Implications & Recommendations

Each chapter is again divided into sections each having its own heading. Dixie had explained in each chapter and section with the details that are relevant to the topic and presents many quotes from other researchers.

For example, in the introduction while explaining the problem statement, she quotes Cerpa and Verner (2009) reported as that projects fail for the same reasons they did 30 years ago, however ways to increase project success had been suggested. Three of the top 10 factors identified by Hastie and Wojewoda (2015) that made IT Projects more successful include individual knowledge, knowledge sharing and knowledge transfer (Page 1).

Similar way, in Chapter 2, while talking the supportive theories and concepts, Dixie talked about Situational Learning theory which can be applied in project management because the practices of the discipline are experiential (2013) and quoted Jagdev & Mathur who believe that Situational Learning theory could be leveraged in project management practice to improve both project-learning and cross-project learning, the mediating variables used in her study (Page 51).

In my opinion, the book is very well organized and the details are presented in a logical and structured way that makes it easy for the reader to comprehend.

Highlights

High lights of the book are:

1. Almost first half of the book Dixie, for about 80 pages, is elaborately talking about project successes and failures, various theories and concepts that formed the foundation for her study, like structural theory, three themes of organizational learning, knowledge articulation and codification.
2. At the end of second chapter *Literature Review*, she provides a quick summary about the goal of the study. Many research articles relating to project management have been based on organizational learning theory, which was initially established in early 1960. (Page 83).
3. Chapter 3, Methodology, details the methodology adopted in her research work and what type of statistical analysis was used. This will help other researched to know the methodology.
4. It consists of research questions and null hypothesis (H_0) and alternate hypothesis (H_A) for her research work. There are eight research questions were used each having a null hypothesis and alternate hypothesis.
5. She also talks about the sample size of the audience used for her research to collect the answers for her thesis questions.

6. The Results chapter (chapter 4) lists the detailed results, the mean, variance and standard deviation and how these statistical data correlates to her theory.

Highlights: What I liked!

Highlights I liked most in this book are:

1. The presentation of null hypothesis and alternate hypothesis questions, various data points of the answers, Demographic characters of the target audience (Page 96)
2. She explains the various characteristics of sample audience and how much percentage on the overall, that will explain the impact of data to her thesis.
3. She had listed various results data in tabular form that provides the correlation of data to her problem thesis (page 113 thru 123)
4. In addition to the tabular data, there are diagrams that relates to questions and their inter-dependencies for easy understanding. The questions were related to six variables (1. Individual Knowledge, 2. Knowledge Articulation, 3. Knowledge Codification, 4. Project Learning, 5. Cross-project Learning, 6. Project Success) and the relationship between questions and variables (Page 120).

Who might benefit from the Book?

In my opinion, this book will be beneficial for the following as noted below.

Team members – Team members can recognize that sharing of the knowledge of very basis for the success of the project at the team members level. Team members can think that personal knowledge is an asset, and provides job security, importance of the self in the project. However, that will create a single point failure at a critical time leading the failure of the project itself.

Project Managers – PMs can understand the need for knowledge transfer and cross-project teams' knowledge share for the success of project success. Though they may agree that project knowledge is needed for success, this book will try to convince them how much it is important. In that way, they will importance to conduct the Lessons of Learning after each project and document those lessons in a sharable way, so other project teams in the organization can share and learn.

Project Sponsors – Project sponsors can learn that how much individual knowledge and team knowledge is important for the success of the project in addition to budge, scope and schedule. This will help them to keep the team to be co-located or tightly connected when remotely working to share the knowledge in a timely manner and effective communication.

Other researchers – other researches can get plenty of information from this book, as Dixie had referred and included a bulk load of references to theories and concepts with appropriate annotations with reference pages at the end of the book

Conclusion

In conclusion, I would say this books is organized and presented very well with the problem definition, supportive theories, data gathering and analysis methodology and results.

For more about this book, go to: https://www.amazon.com/Relationship-Knowledge-Transfer-Information-Technology/dp/1543483534/ref=sr_1_1?ie=UTF8&qid=1532209252&sr=8-1&keywords=dixie+overton

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Govindasamy Manavazhahan is working as Staff Program Manager with more than 10 years of experience in project management, managing medium to large size projects / products with many cross-functional teams.