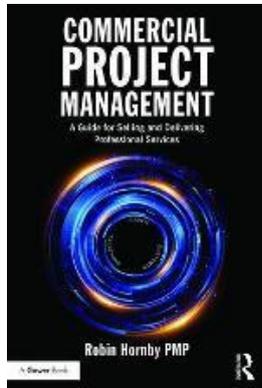


## PM WORLD BOOK REVIEW



Book Title: **Commercial Project Management: A Guide for Selling and Delivering Professional Services**

Author: **Robin Hornby**

Publisher: Routledge

List Price: \$55.00

Format: Paperback, 250 pages

Publication Date: 2017

ISBN: 978-1138237681

Reviewer: **Tanner Trigg, PMP**

Review Date: December 2018

### Introduction

Commercial Project Management dives deep into the concepts and ideas only slightly familiar to project managers across the globe. With the increase in outsourcing and the expectation that it will continue to increase, Hornby is able to share his knowledge from personal experience on how best to handle adding vendors to the equation. The book works us through different tactics and strategies useful in today's world of managing vendors for our projects. It focuses on the project manager's view, allowing the perspective to be centered around product delivery and the insuring of a successful project.

### Overview of Book's Structure

The structure of this piece is unique in that Robin Hornby utilizes a plan of action before you begin diving into each chapter. It is discussed at the very beginning with chapter 1, the layout and overview of each chapter so that you have an idea of what you will be covering throughout the course of the book. The structure is as follows:

- Chapter 1 – A summary of the guide
- Chapter 2 – Introduction to the business of projects
- Chapter 3 – Buyer and vendor integration
- Chapter 4 – Evolution of a vendor lifecycle
- Chapter 5 – Developing organization responsibilities
- Chapter 6 – Risk as a guiding principle for management
- Chapter 7 – Overcoming estimating anxieties
- Chapter 8 – Solving the quality conundrum
- Chapter 9 – Managing the resource pool
- Chapter 10 – Finance matters
- Chapter 11 – Building a successful services firm
- Chapter 12 – Toward collaborative procurement of services

The flow of the chapters and sequence in which they come benefits the reader and their progressive learning. Each chapter picks up from the last one and flow directly into a new topic while relating to the ones you previously read. Small breaks in text are filled with visual aids that reinforce the material being read.

## Highlights

This book touches a number of different topics that engage the reader and encourages them to apply it to their own similar situations. The content is practical and applicable to what project managers are faced with today in terms of managing their projects and the vendors in which they outsource to.

Hornby addresses some of the most commonly asked questions that creep up in project management today. The book tackles issues such as managing risk with an outside party, maintaining and establishing standards for quality to be accepted for your project, estimating time, cost, and scope when a third party is involved, as well as the financial matters that apply to your project.

The roles within an organization are also broken down in Chapter 5 so that you can assess each situation based on who and what role you are working with. Every individual within a third-party company has a different role and a different objective. Sales will be focusing on driving revenue while developers will focus on the product delivery. Robin is able to diagnose these motives to help you better understand your role in communicating with each individual. I have not seen this done so well as most books are only touching one view and one application of a topic which doesn't always provide the best solution to the project manager.

The authors use of visual aids, in particular when talking about the different models used by vendors, also allows the reader a visual representation of what they are reading. The use of these aids makes it easy for readers to interpret clearly, what Hornby is addressing and how it applies to their own organization or organizations they work with.

## Highlights: What I liked!

There were two things that I enjoyed most about this book. This first was that *Commercial Project Management* follows project management practices and tells you the plan before you begin! In chapter 1, Robin takes you through a brief overview of each chapter before you start the dive into details. This helped me focus on what I was reading in each chapter and not constantly worrying about any holes that I did not understand right away. I knew certain topics were coming up later in the book so that I could focus on the content as it came versus the bits of anxiety that creep in when you aren't sure if a topic would be covered.

I also enjoyed the "building a successful firm" chapter as this basically applied many of the concepts throughout the book into a business idea. The author ties in a lot of the other topics throughout the book and wraps them up into an application for your

firm. Tying together your core principles as it relates to quality, establishing financial and risk boundaries, how to outfit your employees in terms of experience, and of course being able to adapt and change with all these things as your company and the economy evolves. Having worked in a firm trying to establish these fundamentals, this chapter was filled with many “ah-ha” moments that captured my attention and intrigue.

### **Who might benefit from the Book?**

You are going to benefit from this book if you are currently in or looking to make a transition to a role in which you are dealing with 1 or multiple vendors. Outsourcing is becoming more and more widely used throughout project management and as a part of a cost savings plan for different companies. If you don't currently use outsourcing or need to associate with vendors, you soon will and this book will be a great go-to source.

With the constant evolution of project management and the churn for more cost savings, time management, risk management, and efficiency in projects, this book helps any project manager realize their options and how to make the most of them. Commercial Project Management is for any project manager that is wanting to stay on the leading edge of their profession and better hone their skills in the world of outsourcing.

### **Conclusion**

Overall, I would say this book is a great beginner, intermediate, and experts guide to managing vendors in the project management world today. The book covers a variety of basics but does so in a detailed and thorough manner, allowing even the most seasoned project managers to gain new knowledge to apply to their practice.

Robin Hornby does an excellent job guiding us through the most applicable topics in vendor management today and does so with a step by step approach. I recommend this book to all of my project management friends, co-workers, and peers for a fresh approach in dealing with your next project. This book provides yet another layer to the cake, allowing us to be the most efficient and effective project managers possible.

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For more about this book, go to: <https://www.routledge.com/Commercial-Project-Management-A-Guide-for-Selling-and-Delivering-Professional/Hornby/p/book/9781138237681>

*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. 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@peworldjournal.net](mailto:editor@peworldjournal.net).*

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## About the Reviewer



### **Tanner Trigg**

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**Tanner Trigg, PMP** is a seasoned project management professional working in the technology industry, music industry, and business. A member of the Dallas Chapter of the Project Management Institute, he has been a PMP since March of 2018 and the Director of Volunteers for his chapter. Tanner can be contacted at [ttrigg@fenwaygroup.com](mailto:ttrigg@fenwaygroup.com)