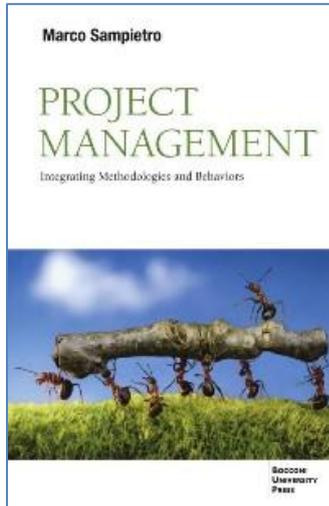


PM WORLD BOOK REVIEW



Book Title: ***PROJECT MANAGEMENT: Integrating Methodologies and Behaviors***¹

Author: **Marco Sampietro**

Publisher: EGEA Spa - Bocconi University Press

List Price: \$34.95 Format: Soft cover, 248 pages

Publication Date: August 2022 (1st edition)

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Reviewer: **Federico Minelle**

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Introduction

The book, written by an Italian academic and professional expert, operating in a worldwide context, has the main purpose to introduce “absolute beginners” to the project management discipline, always blending the classic rationally-based engineering techniques (*hard skills*) with a sound taste of emotional-based mindset (*soft skills*), to improve team leadership and effective communication with project stakeholders. Main advices are spelled out, too, when you have to work in a multi-projects environment.

Overview of Book’s Structure

After an opening which explains what now is the significance of the so-called “project economy” (vs. the previous century “process economy”), the book’s first chapters are focused on project anatomy: environment and key players, planning and controlling, scope breakdown, resources definition and allocation, time/cost/risk/change management: at a first glance it is the traditional approach, but now heavily focused on benefits, via the full utilization of proper critical success factors.

Furthermore, in addition to several hints previously inserted, a broad chapter is fully dedicated to communication management, including internal and external stakeholders: for large projects, a lot of people, requiring a significant effort by the project manager and his team, including PMO.

¹ How to cite this review: Minelle, F. (2022). *PROJECT MANAGEMENT Integrating Methodologies and Behaviors*, book review, *PM World Journal*, Vol. XI, Issue IX, September.

An extra-large chapter explains the Agile approach, which includes a detailed and very keen analysis about when it is applicable out of the original context: ICT projects.

A final checklist will help readers in evaluating their own project robustness.

Highlights: What I liked!

The focus on benefits generation, which are the very reason for the project endeavour, is all over the book the key of the proposed project management approach and relevant portrayed practices. Main valuable items are:

- As already mentioned, the proper blend of *hard skills* and *soft skills* in the various chapters are extremely positive, in order they can be beneficial both to any traditional grown-up project manager and to STEM/BA graduates, who likely are the target readers of the book.
- Real-life stories or academic research findings are inserted in many boxes, which effectively show the impact of project management practices (either applied or not) on project success or failure.
- The debate on Agile approach applicability outside ICT context helps in supporting project manager (and organizations) choice, while in the meantime cleans up false myths on its viability (or unviability).

Highlights: What could be improved?

Very limited items, but as in any human artifact, some suggestions might be useful for a desirable next edition:

- Among critical success factors, in addition to the ones stemming from the valuable final checklist on the specific project robustness, an evaluation of the overall organizational maturity in project management would help, in order to implement the resilience improvements eventually required to reach project benefits in a fast-changing environment, as we are experiencing now.
- The change management chapter pretty well explains good practices when any change happens in the project lifecycle (requirements, time/budget, etc.), but a similar attention would be dedicated in process (or organization) changes generated by project output/outcomes, in order to become actual benefits.
- In addition to the comprehensive bibliography, a similar detailed index would be beneficial to less experienced readers, who are the book target.

Who might benefit from the Book

As mentioned before, “absolute beginners” to the project management discipline (preferably STEM/BA graduates) may easily become familiar with best practices in the field, but any traditionally grown-up project manager would benefit, too. Some argument (e.g. 1, 2, 5, 10 chapters) should be beneficial to project sponsor and organization executives, too.

Conclusion

The author does not consider only traditional projects: engineering/construction, oil & gas or ICT, including what now emerges more and more frequently: projects for social and environment improvements, all over the world, where traditional financial indicators are not applicable or gives misleading values. That is why KPIs, properly defined since project initial definition/evaluation and then measured along its whole lifecycle (including post-mortem), become so important, in order to keep compass on the right direction, or change it, when it would be driven by context changes. Someway a strategic shift from the usual triple constraints: time/cost/quality (iron triangle) ...

For more about this book, go to: <https://www.barnesandnoble.com/w/project-management-marco-sampietro-phd/1141117442>

https://www.amazon.com/dp/8831322559/ref=cm_sw_r_ap_a_i_AJKN5WF5TX2A2SRD5YB_1

About the Reviewer



Federico Minelle

Rome, Italy



Federico Minelle graduated in Physics at “Sapienza” - Rome University, presenting a Master's degree thesis on Artificial Intelligence (AI) research. Afterwards, for more than 40 years he consulted in Business Organization, Information Systems and Project Management.

Previously as a partner at *Accenture* and then as senior partner of Italian consultancy firm *PRS - Planning, Ricerche e Studi*, he managed and monitored significant projects in several industries, mainly in Engineering and Construction (e.g. manufacturing and nuclear power plants, transportation infrastructures) and in Government (ICT and process innovation).

He taught for more than 20 years *Business Information Systems* in the Computer Science Dept. of “*Sapienza*” - *Rome University*, becoming also leader of the *Project Management & ICT* topic for the academic Master’s Degree in *ICT Governance and Audit*. At the same time, he taught similar topics to Government officers attending *SNA (National Public Administration School)* courses.

He was Editorial Director of the Italian journal “*Il Project Manager*”, where he writes editorial notes, papers and book reviews, developing a fruitful cooperation with the *PM World Journal*. Federico has authored several papers and seminars on Cost/Benefit analysis for ICT Government projects and on PMO functions in ICT organizations.

In the early 1990s he co-authored two books on strategies and management of Engineering & Construction business, edited by the relevant Industry Associations, while more recently he contributed to the “Guidelines for Quality ICT Procurement”, edited by the Italian Government Agency for ICT, and to the book “Project Life Cycle Economics”, edited by M. Pica (Gower, 2015).

Since 2018, Federico has been an International Editorial Advisor and executive team member for the *PM World Journal*, and by extension for the *PM World Library*. He is an honorary member of *ISIPM (Italian Institute for Project Management)*. Federico can be contacted at minelle@di.uniroma1.it