

PM WORLD BOOK REVIEW ¹



Book Title: ***Projects, Government and Public Policy***

Author: **Stanislaw Gasik**

Publisher: CRC Press, Routledge, Taylor and Francis Group

List Price: \$144.00 (hardcover); \$69.95 (softcover)

Format: Hardcover, 376 pages

Publication Date: November 2022

ISBN: 978-1-032-23268-3

Reviewer: **Norah Almadani, PMP**

Review Date: July 2023

Introduction

Governments need projects to develop, preserve and produce wealth for their citizens, unlike defined projects that have a start and end date. Government projects are continuous and never-ending and driven by public needs which are endless. In some countries, government projects have a reputation for being poorly managed and perceived as being over-budgeted, taking longer to execute and not being completed due to lack of funding. However, over the decades, public project implementation has improved with the support of effective project management frameworks, standards, and best practices, in addition to an understanding of project governance, government structure, and the hierarchy of government agencies.

The book's cover has images of the globe and infrastructure projects which correlate with the title, *Projects, Government and Public Policy*. The objective is to describe the differences between Public Administration and Project Management, how the elements of government projects differ from private projects, and how the tools of project management can effectively execute projects aiming to enhance the livelihood of the public. The Author, Stanislaw Gasik, has defined projects, government, and public policy and how they are interrelated elements that shape the functioning of societies.

Projects represent planned endeavors to achieve specific goals, whereas government operations are instruments for formulating and implementing public policies that address social challenges. An effective public policy is a government action used to

¹ How to cite this review: Almadani, N. (2023). *Projects, Government and Public Policy*, book review, *PM World Journal*, Vol. XII, Issue IX, September.

achieve a specific goal that requires the collaboration of stakeholders while governments play a central role in governance and resource allocation. Together, these elements contribute to the development and progress of societies.

Overview of Book's Structure

The book starts by describing the differences between public administration and project management. The book is sectioned in five parts. The first part is written for individuals wanting to know about public administration and projects serving the public sector. The second part provides information on public administration concepts like public policies, instruments driving public policies and governance. The third part elaborates on how public projects differ from other projects and the success factors leading to a successful implementation of public projects. Part four describes the knowledge needed for effective public project implementation. Part five covers concepts of the maturity model and then follows with a description of methods for improving public projects.

Highlights

- Governments are project dependent and have the following serving branches organizations, ministries, agencies supporting the ministries, government enterprises, project implementing agencies and committees.
- Operations in public organizations are unlike in private organizations where it does not have clear goals and at times it has multiple goals where the ultimate expectation is to provide public value.
- Government operations are public policy instruments used to achieve a specific outcome; thus, public projects are important to drive change to an existing policy or are needed for implementing new ones.
- The difference between project-based and operation-based organizations is that organizations that are project-based only implement projects and those operation-based conduct routine activities. The first is project-based and the second is project dependent.
- The governance of public projects has a multilevel element to it where it is defined at the agency level and must be consistent with components at the government level.
- The success and failure of public projects depend on politics, stakeholders, human resources, early project phase, corruption, management methods, external environments and the public organization itself. A successful public project is evaluated for the following, how relevant it is, the need for the result, effectiveness and efficiency in implementation, the sustainable outcome, and its cost efficiency.

- There are maturity models designed for measuring the performance of public sector projects and they are classified at the organizational and the government level. The Government Project Management Maturity Model (GPM3) can be used as a tool providing descriptive, comparative and prescriptive applications for improving public project implementation.

Highlights: What I liked!

The author presents a non-biased perspective of government activities which leads the reader to make their own judgment. The book is educational and backed up with references allowing scholars of project management to further explore the topic. The transition between sections of the book is cohesive. For example, to understand public projects one should read and understand public administration. The chapter discussing The Difference Between Public Projects and Projects of Other Sectors provides a clear difference not only in the strict regulations in project execution but also in the differences in qualities and personalities of a public service project manager compared to private sector project managers. The book provides hidden instructions on how to become a project manager for the public service sector.

The definition of government quality presented in the book fixated on delivering meaningful projects, exercising its power in public administration, its efficiency and effectiveness in achieving public policy goals and finding solutions and not creating problems by following set procedures and standards to not allow for corruption infiltration. Furthermore, government quality is measured by the good services it provides to its citizens and ensures their well-being. It is one “that solves problems faced by the government and society”. For example, services that optimize access to affordable health services, facilitate citizen transportation and mainly prevent problems from occurring. Likewise, a good government would try to improve its administration by ensuring the availability of resources, administrative systems and procedures.

Organizational, management and political culture are necessary when considering effective governance. A good government manages its resources effectively and efficiently using effective project management tools to deliver sustainable outcomes set and designed as public policies regarding social goods and needs. Project implementation by the government is to be structured and must follow a set of instructions. Impediments to improving quality of life and citizen prosperity are due to the bad quality of government; hence, the quality of government is directly impacting the quality of citizens' well-being.

Who might benefit from the Book?

The book is intended for project managers and individuals working in the public sector, including government policymakers, who make the policies to drive the development of a nation. The book is also written for individuals preparing for a career in public administration and service, like public project sponsors and those of support to public administration. The book is a great benefit to students in business administration programs as it provides insight into the differences between public sector and private sector project management. The book is also beneficial for those preparing for a career in project management and studying for the PMP certification because it provides the key knowledge areas in project management and provides real examples of project successes and impediments and helps them better prepare when working on projects involving public administration.

Conclusion

Projects, government, and public policy are interrelated. Projects are essential for governments to function and to play a role in implementing effective policies to ensure the welfare of the public. The lack of administrative systems and procedures could lead to problems with public projects; thus, government projects are implemented with structured procedures and instructions ensuring effective and efficient deliverance of policies. Private projects aim to increase monetary benefits while public projects' goal is to ensure public happiness. The quality of government is measured by the well-being of its citizens and the services it provides to ensure their life improvement, happiness and future prosperity. The success of government projects is determined by its governance policies and structured procedures set for effective project management in implementing public projects, additionally, in managing resources effectively and efficiently to deliver sustainable outcomes set by public policies regarding social goods and needs. Impediments to improving government quality directly impact the quality of citizen wellbeing; thus, not only projects performance improvement must be a continuous process in the public sector but improving administrative systems and ensuring the availability of essential resources are critical for a successful government and a prosperous society.

For more about this book, go to: <https://www.routledge.com/Projects-Government-and-Public-Policy/Gasik/p/book/9781032232683>

About the Reviewer



Norah Almadani

Farmers Branch, TX, USA



Norah K. Almadani holds a B.Sc. degree in Chemistry from the University of Minnesota. She furthered her education by obtaining a M.Sc. in Environmental Science and Engineering from the University of Stuttgart. One of Norah's notable achievements is completing the project Management Professional (PMP) certification, which highlights her dedication to enhance her skills and knowledge in project management.

Norah's Career began as a Research Assistant at the Institute for Sanitary Engineering, Water Quality, and Solid Waste Management at the University of Stuttgart in Germany. During her time there, she conducted research projects focused on eliminating micropollutants from wastewater treatment plant effluents.

She can be contacted at norah.madani@proton.me

Editor's note: This book review was the result of a partnership between the PM World Journal and the [PMI Dallas Chapter](#). Authors and publishers provide books to the PM World Journal Editor; books are delivered to the PMI Dallas Chapter where they are offered free to PMI members who agree to provide a review within 45 days; book reviews are published in the PM World Journal and PM World Library. Reviewers can normally claim PDU's for PMP recertification (or continuing education credits for other certifications) upon publication of their book reviews.

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.com.

To learn more about the PMWJ book review program, go to <https://peworldlibrary.net/book-review-program/>