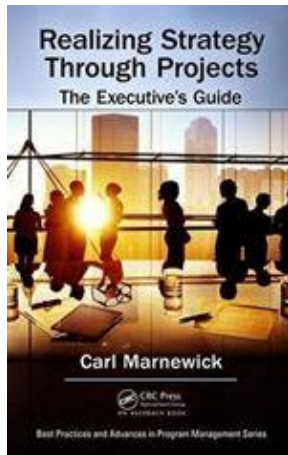


PM WORLD BOOK REVIEW ¹



Book Title: ***Realizing Strategy Through Projects: The Executive's Guide***

Author: **Carl Marnewick**

Publisher: CRC Press / Routledge

List Price: US \$46.96

Format: Softcover, 240 pages

Publication Date: 2018

ISBN: 978-1-138-19610-0

Reviewer: **Toni A. Smith**

Review Date: July 2023

Introduction

While well written and informative, *Realizing Strategy Through Projects* is more about how executives could use project management to deliver benefits to an organization versus how to manage projects. In fact, the author describes the book's purpose as to "provide executives with a comprehensive overview of the discipline of project management." Although not as I imagined a book with this title to be - steeped in strategic jargon - it certainly provides an ample overview of the work of project management. Just short of two hundred pages, the author manages to condense the PMBOK into the most useful project management publication I have read thus far.

Overview of Book's Structure

Divided into twelve chapters, the first two chapters and first part of the book cover project management and its value for the organization at large (Chapter 2) and project management as a strategic enabler (Chapter 3).

The second part of the book provides a view of project management from a management perspective. Chapter 4 covers portfolio management. Chapter 5 targets program management and Chapter 6 focuses on project management and how these two disciplines contribute to the success of the organization at large.

The third part of the book focuses on benefit management and sustainability, Chapters 8 and 9 respectively. Benefits are what the project deliverables bring to the organization as well as the ultimate sustainability of the organization.

¹ How to cite this work: Smith, T. A. (2023). *Realizing Strategy Through Projects: The Executive's Guide*, book review, *PM World Journal*, Vol. XII, Issue IX, September.

Beginning in Chapter 10, the fourth part of the book focuses on governance within project management. The role of the sponsor is covered in Chapter 11, and in Chapter 12, the final chapter, a comprehensive portfolio, program, and project management framework is provided.

Highlights

The author states that the book covers the entire spectrum of project management from a management and leadership perspective. It indeed does. An important highlight are the references provided that uphold industry standards. I found the ISO® (International Organization for Standardization) standards to be of particular interest. Each chapter follows a consistent and easy to follow format. The chapters that detail and indicate the distinctions between portfolio (Chapter 4), program (Chapter 5), and project (Chapter 6) management are very well appointed. Chapters 5 and 6 even include a career path section.

Highlights: What I liked!

I liked that the book can be used as a timeless reference. It is filled with definitions, explanations, and examples of some of the most important components of project management. I like that each chapter opens with a quote relevant to its topic and that there is care in the information selected. I especially found Chapter 7 on Project Management Offices (PMO) helpful in clarifying how it could serve as a bridge between the work of the three disciplines.

Who might benefit from the Book

Everyone in the profession might benefit from the book. Someone studying for a project management certification would benefit greatly from how comprehensive and well-structured the book is written. It would serve as a useful study companion. This book would have been an excellent resource while I was studying for the PMP certification several months ago. It might also be useful by professionals in industries that engage in program or project management on a smaller scale.

Conclusion

Grab this book if you need a refresher, are studying for a project management certification or just want to have it around as a reference. It is not quite what I thought it was going to be as an “executive’s guide.” I was anticipating more guidance on how to strategize around introducing project management into environments that do not, seemingly, use project management; however, it will work as an excellent reference guide as I approach my program and project management work more intentionally.

A second edition, 2021, of the book is now available.

For more about this book, go to: <https://www.routledge.com/Realizing-Strategy-through-Projects--The-Executives-Guide/Marnewick/p/book/9781032096056>

About the Reviewer



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Toni Smith's journey in project management is rooted in the US nonprofit sector. With over thirty years of experience in executing programs and projects and an interesting two and a half-year stint working in the IT Governance division of a public utilities company, in 2021 she became captivated by the world of project management. She attained her PMP certification in 2023. Toni is interested in introducing the project management discipline in nonprofit settings to improve organizational outcomes.

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