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Managing Business Projects – The Essentials
Author: Frank Einhorn
Book Review   Reviewer: Bill Sundermann

PM WORLD BOOK REVIEW[1]

Book Title: ***Managing Business Projects: The Essentials***

Author: **Frank Einhorn**

Publisher: CRC Press

List Price: $69.95   Format: Soft cover, 516 pages

Publication Date: 2022   ISBN: 978-1-032-27602-1

Reviewer: **Bill Sundermann**

Review Date: October 2023

Introduction

With a textbook title, project managers might expect just another rehash of the Project Management Body of Knowledge (PMBOK). But with the author's extensive work experience at IBM and later as consultant and teacher, *Managing Business Projects* combines the right amount of core information with helpful guidance from a long career. As the book cover explains, a healthy portion of the book focuses on activities before, after, and surrounding the standard project work. So, the overarching lifetime of the project is covered, reaching topics not typically offered in a standard textbook.

Overview of Book's Structure

The book is organized into four parts. Part 1 provides an overview of business project management including terminology, PM's roles, methodologies, and environment. Moving into Part 2, the book lays out the usual core elements of topics such as project scope definition, team organization, monitoring, and controlling. The value the author adds to these fundamentals is the commentary from his own experiences plus the summaries at the end of each chapter reflecting advice from the real world. The author uses Part 3 of the book to dig into special topics such as governance, project review steps, negotiation, and Agile approaches. Some readers may be disappointed by the eight pages devoted to the chapter on Agile, but should be mindful of the book's intent to provide guidance on managing the entire project universe, not just to explain how to apply Agile principles. The distinguishing content comes in Part 4 where Einhorn's teaching credentials are evident in a variety of study materials.

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Highlights

This book goes beyond the basic lessons in managing a project. Einhorn has crafted the book to effectively instruct, then added helpful quizzes (with answers) for self-assessments and short business cases to practice applying techniques and concepts. Additionally, the instructional text recommends specific case numbers in Part 4 to maximize learning outcomes. The cases provide exercises in everything from writing a Project Definition Document to scope planning to issues management. The topical Study Guide pulls it all together by providing a table (by topic) referencing chapter, case reference and questions that serve to reinforce the material.

Highlights: What I liked!

In any profession, becoming an effective leader requires going well beyond learning a subject, applying that knowledge to a job, and managing a process. Soft skills such as adaptability, confidence, and effective messaging are critical in a project management role. This book lays a foundation and then adds extra help in what is needed to grow as a leader and add value to a business. The result is a great resource to use in leading a team. In addition to the case studies, the book also includes three appendices that contain a thorough glossary, a template for a Project Definition Document, and a sample Business Project Health Check. The last two are helpful if the PM is working in an enterprise that does not have a PMO providing these formats.

Who might benefit from the Book?

A new project manager will benefit from the "add-on" features of the book – case studies related to the sections on project definition and scope definition for example. If someone is new to the project management profession and hasn't had the opportunity to work on a project from inception to closure, this book provides sample case studies that reflect actual tasks and situations that could be encountered. More experienced PMs will gain from the insights on building teams, developing work styles, and approaches to resolving issues that only come with years of experience.

Conclusion

The book encompasses the author's dedication to running successful projects and most importantly, includes Einhorn's perspective in a well-organized, instructional format that reflects his PhD credentials and business school teaching. The reader will come away with a stronger grasp of project management fundamentals and added skills from the case studies.

For more about this book, go to: https://www.routledge.com/Managing-Business-Projects-The-Essentials/Einhorn/p/book/9781032276021?_gl=1*12ocu7f*_ga*MTYzMTg4NTA4LjE3MDEzNzYzMDY.*_ga_0HYE8YG0M6*MTcwMTM3NjMwNi4xLjAuMTcwMTM3NjMwNi4wLjAuMA..

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About the Reviewer

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Bill Sundermann is a team builder and Agile coach with 27 years' experience in the financial services technology industry. His specialties are on team building, effective messaging, and process consulting across multiple software development teams. He holds an MBA from SMU and is a certified PMP and SAFe Release Train Engineer focusing on helping teams in their Agile journey.

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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.

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