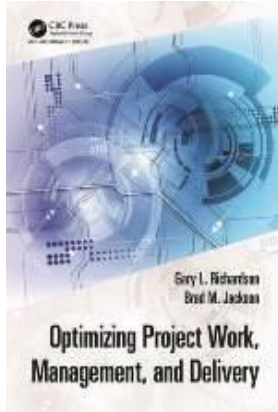


PM WORLD BOOK REVIEW



Book Title: ***Optimizing Project Work, Management and Delivery***¹

Authors: **Gary L. Richardson and Brad M. Jackson**

Publisher: CRC Press Taylor & Francis Group, LLC

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Reviewer: **Gauranga Deka, PMP**

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Introduction

The book *Optimizing Project Work, Management and Delivery* is a thoughtful analysis of existing project management practices in the industry. The authors of the book follow a practitioner path which combines project management theories with several decades of industry experience in various domain including oil and gas, insurance, consulting, telecommunications and defense in various geographies in Europe, Middle east, East Asia and Americas. In addition to contemporary project management processes the book also touched upon lean concepts like Total Quality Management and agile methodology. This book made a serious attempt to conceptualize a “Flexible Integrated model” for delivering outcome.

Overview of Book’s Structure

The content of the book is divided into two main sections. The first section discusses the project environment and second section contains authors’ thoughts and ideas for a set of effective delivery strategies. Each of these sections contains two distinct perspectives; one is an introductory narrative that sets the scene & explains the context and the other is about new ideas/thoughts from a practitioner’s point of view. Overall, the book contains the following sections.

Section I - Project Environment

Chapter 1. Introduction

- Provides some introductory background of project management practices

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Chapter 2. Delivery Methods

- Introduces the concept of work delivery & the basic evaluation of this topic since WW II. The current approach to delivery is shown to be ad hoc and fragmentary.

Chapter 3. Project Profiles

- One of the important messages of this text is about how projects have different characteristics & delivery goals. This chapter describes as to how a project can be profiled.

Chapter 4. Evolution of Project Management

- An Overview of key evolutionary steps that describes the gaps in the current development model

Chapter 5. Project Success Drivers

- This chapter summarizes the major items that influence project out comes

Chapter 6. Project External

- This chapter primarily talks about scope change and risk events. It is important to understand that they are external factors that emerge during the project execution phase which might change the direction of the project.

Section II - Delivery Strategies

Chapter 7. Project Delivery Models and Process

- This chapter introduces the management views which have influenced the current delivery model.

Chapter 8. The Classic Predictive Model

- This delivery model is focused on a defined scope environment.

Chapter 9. The Iterative Development Model

- The model described here are classic agile and the scrum dialect. Both the design assumption as well as delivery gaps are described.

Chapter 10. The Critical Chain model

- Selected attributes of this model are described to show how these design assumptions can compress the project cycle time.

Chapter 11. Organizational Support Architecture

- Management support is necessary for efficient delivery of project effort. This aspect of project management is one of the key components of the integrated model.

Chapter 12. Portfolio Management

- The process of selecting the appropriate project for execution is described roles outlined for both senior management and related technical planning process.

Chapter 13. Integrated Model Design Components

- Each of the previous chapters described some of the key aspects of successful project delivery. This chapter collects those and begin to formulate a skeleton structure on which the new work execution techniques can be installed.

Chapter 14. Integrated Project Delivery Model

- This chapter describes the architecture of the new flexible integrated model

Chapter 15. Modified Management Processes

- This chapter talks about the key processes which are modified to fit the integrated model architecture.

Chapter 16. Integrated Model Tutorial Notes

- This chapter describes the expanded description of the various processes embedded in the new “Flexible Integrated Model”

Chapter 17. Model Background and Implementation

- This chapter outlines the evolving thought processes in building the “integrated model”

Chapter 18. Success Recipes

- This chapter contains a selected listing of processes that are common factors in improving project outcomes. This is formatted as a “Success Recipes” in a prescriptive format.

Highlights

The book talks about a new flexible integrated model and framework for an increasingly complex world where the traditional methods, models and mindsets may not suffice any longer. This book makes an honest & credible effort to explore recent trends in the project management area and also ideas derived from 50+ years of hands-on experience in the industry. This book touched upon traditional project management approach, the Lean Concept which was used as a part of Toyota Production System, Agile framework including the SAFE agile concept of delivering value by managing flow and inventory. This book makes a solid effort to provide a perspective that is quite dynamic, adaptive and reflective based on several years of experience. The authors offer an invaluable resource for informed project managers who are looking to engage with practical thinking/research and also for researchers seeking to reflect on how the discipline is evolving in a fast-changing world.

Highlights: What I liked!

This book is meant for practicing managers. Having spent 20+ years in Banking/financial services domain as an IT Project Manager, I found this book to be a comprehensive one that touches upon most of the commonly used practices in the industry. It contains concurrent project management topic that is explained with a practitioner's approach. While all the chapters are of immense value, I specifically liked the "Integrated Delivery Model" explained on Chapter-14. This book also provides ideas that we, the practicing project/program managers need to evaluate/apply in our day-to-day projects. Overall, it is a unique book for practicing managers which can be used as a reference material.

Who might benefit from the Book?

This book will be useful for practicing project managers to get an idea as to how the project management discipline is evolving in last decade or so. This book can also be used as a reference material in curriculum of project management courses in any engineering or management institution.

Conclusion

Having invested a considerable amount of time, effort & energy in building software systems across multiple geo-graphics, I realized that the stakes are very high when large & complex mission-critical systems are to be built in a cross geographical context. That is when, in addition to applying proven project management principles, we also need to consider the environment as the project management world gets more global where the geographical, cultural & demographical boundaries get increasingly blurred. This book makes an effort to provide an integrated perspective that is reflective and practical. It brings together the theories and several decades of experiences in the industry as an integrated model.

For more about this book, go to: https://www.routledge.com/Optimizing-Project-Work-Management-and-Delivery/Jackson-Richardson/p/book/9781032493664?_gl=1*15ejh8a*_ga*Mjk0MDkxMzk2LjE3MTQ2NTQxODI.*_ga_0HYE8YG0M6*MTcxNDY1NDE4My4xLjAuMTcxNDY1NDE4My42MC4wLjA.*_gcl_au*NDU1NDY1MjY4LjE3MTQ2NTQxODM.

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Gauranga Deka, PMP, PMI-ACP, SAFe SPC4 is an IT Project Manager with sustained expertise in building complex software solutions. Currently, he is a member of Project Management Institute & PMI Dallas Chapter. In last 20+ years, he has been leading critical roles in the development of very large, complex, mission critical software products in Banking/Financial Services Domain. He is well versed in software size & effort estimation, forecasting, Agile, Scaled Agile framework (SAFe) & Water fall model of software development process. He has authored & published scholarly articles on software project management topics. He regularly reviews articles as well as books on the project management area, some of which are published on PM World Journals periodically. Mr. Deka, as a mentor, guides young project managers/agile practitioners in the Dallas-Fort Worth Metropolitan Area & also participates on expert panel to discuss important topics that influences contemporary project management processes in the PM Symposium at the University of Texas at Dallas TX.

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