Book Review

Handbook of Research on Technology Project Management, Planning and Operations

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Handbook of Research on Technology Project Management, Planning and Operations
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Technology project management, planning, and operational strategies are critical resources for organizations. Today, technology represents powerful tools for maximizing the value of information. With the rapid progress in technologies and the incredible growth of the demand for a new generation of technology, stakeholders have facilitated the introduction of technology project management programs in many higher education institutions in the United States and around the world (Kerzner, 2009).

The *Handbook of Research on Technology Project Management, Planning, and Operations* will help you to have a comprehensive understanding of the technology project management life cycle and learn how to manage it – from first steps on through to intermediate topics. With this book, you will discover the reasons projects fail, understand key features to project success, explore the components of the technology project lifecycle, review the documents necessary for technology project management and learn how to complete a post project evaluation. It is also helpful to understand the warning signs of a project in trouble and learn how to get it back on track, learn quality and risk management practices in easy-to-understand terms, and acquire practical ways to develop effective leadership and team-building skills. A highlight of the book is the fact that the text

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provides extensive checklists and case studies to assist organizations with their technology project requirements.

Section I (Chapters I - III) provides an overview of technology project management, planning and operations with a foundational knowledge and discusses the competencies required in technology project management.

Chapter I aims to assess if Sun-Tzu's application of Taoist principles are applicable to the problem domain of Enterprise Resource Planning Management (ERPM). The authors hope to explore the applicability of Sun-Tzu's Five Factors of Initial Estimation: Tao, Heaven, Earth, General, Laws, an eastern philosophy (a non-linear thought process) to ERP-related Western-oriented project management techniques (a linear thought process).

Chapter II researches the expected development of the competencies of the project manager in the future 2027. In the study the 46 competencies (Technical competencies: 20, Behavioral Competencies: 15, Contextual competencies: 11) were tested against the expectation of the respondents for the development of the project management. Based on four scenarios for the future of Europe, the members indicated which of the competencies are expected to become more important, equally important or less important than today.

Chapter III conducts qualitative interviews to collect data from a sample of 22 IT project managers and business leaders located in Calgary, Canada to investigate the key competencies for the technical role, project manager role and the hybrid role. Research results show that technical skills and knowledge, soft skills with the clients and communication skills are important for the technical role. The project manager's role focuses on creating an effective project environment primarily through leadership, communication and project tools and processes, articulating the business problems selling the solution the stakeholders and using judgment to select the appropriate tools and techniques. It is very important for a project manager to be able to develop, implement, monitor and control an integrated project plan and manage expectations of his team to give encourage by providing degrees of success. The hybrid role is the go-between the project manager and the technical person.

Section II (Chapters IV - XIII) focuses on project leadership, decision making and management for the overall success of a technology based project. It highlights process to ensure project success and framework to build effective leadership and decision making capacities of project managers.

Chapter IV gives an overview of leadership theories and current research results on leadership in project. The degree of influence of different leadership competencies on success in different types of projects was shown. The chapter ends with some managerial and theoretical implication, as well as scholarly challenges for further research and future developments in this area.

Chapter V illustrates the importance of leadership in project management and the desired leadership qualities for a project manager. A project manager with good leadership skills can encourage, motivate and relate to the members on his team, and can expect to see the emergence of a more positive environment. Not only will such an environment improve job satisfaction and make the overall functioning of the team a smoother process, studies have shown evidence of improved job performance and productivities, as well as a decline in the undesirable qualities that are known to occur on the job.

Chapter VI introduces the concept of technology management by objectives (TMO). TMO is a process in which the common goals are identified and would define individually the major area of responsibility in terms of the results and objectives expected. With TMO, corporations would be able to keep track on the progress with an efficient feedback system to reach the overall goals for the organization.

Chapter VII examines stakeholders' roles in influencing IT project cancellation decisions. Generally, the development of an IT project requires effective participation of diverse stakeholders. One way to better understand