



Reading list: Project Management

Annotated list of most used, practical and proved resources and approaches on Project Management. Previous version of this reading list originated from the project Project management for SMEs/NGOs – exchange of experience for trainers, a Grundtvig Partnership project.

Part 01: University textbooks and general overview readings

1. ***Project Management – Achieving Competitive Advantage – 2nd edition***. Jeffrey K. Pinto, 2010, ISBN 978-0135097557.

Official book annotation: For courses in project management. It contains the fundamentals of project management with a wide assortment of business applications. Project Management takes a decision-making, business-oriented approach to the management of projects, which is reinforced throughout the text with current examples of project management in action. And because understanding project management is central to operations in various industries, this text also addresses project management within the context of a variety of successful organizations, whether publicly held, private, or not-for-profit. The second edition contains Sample PMP Certification Exam Questions, a new “Project Managers in Practice” feature, and updated project profiles and case studies.

Our commentary: It is a very business-oriented book but still very useful in student courses.

2. ***Harvard Business Review on Managing Projects***. Harvard Business Press, 2005. ISBN 978-1591396390.

Official book annotation: What does it take to make a project succeed? This astute collection of articles helicopters managers above the day-to-day grind of project management to understand the big-picture reasons behind why projects fly - and why they fail. Why some bad projects are so hard to kill - and why do some good projects tank? This book will help managers make decisions that enable the right projects to succeed.

Our commentary: The book is a collection of articles also accessible via EBSCO database, usable to complement an introductory textbook.

3. ***Project Management: a Managerial Approach – 8th edition***. Jack R. Meredith, Samuel J. Mantel, 2012. ISBN 978-0471073239.

Official book annotation: The book is primarily intended for use as a college textbook for teaching project management at the advanced undergraduate or master's level. The text is appropriate for classes on the management of service, product, engineering projects, as well as information systems (IS). Thus, we have included some coverage of material concerning information systems and how IS projects differ from and are similar to regular business projects. The authors draw upon their personal experiences working with project managers and on the experience of friends and colleagues who have spent much of their working lives serving as



project managers in the "real world." Thus, in contrast to the books that are about project management, this book teaches students how to do project management.

Our commentary: -

4. **HBR Guide to Project Management.** Harvard Business Press, 2011. ISBN 9781422143339.
5. **Guide to Project Management: Getting it right and achieving lasting benefit (The Economist).** Paul Roberts. John Wiley & Sons, 2013. ISBN 9781118417423.

Official book annotation: Each year companies initiate projects in hopes of improving their bottom-lines and gaining a competitive advantage. Unfortunately, a good percentage of those projects either never get off the ground or, if they do, never come to fruition. According to veteran project manager, Paul Roberts, more often than not, projects fail because of a lack of organization-wide commitment to their success and an unwillingness to invest in proper project management. In this updated second edition of his popular guide, Paul clearly shows why projects of any scale require that an entire organization contribute to achieving results. He outlines a proven approach for engaging all stakeholders in the project management process. And he walks you through the four steps essential for successful management: initiation, planning, delegation, and closing.

Our commentary: -

Part 02: Standard books focused on certifications/methodologies

1. **A guide to the Project Management Body of Knowledge: (PMBOK® guide) – 5th edition.** Project Management Institute, 2013. ISBN 978-1935589679.

Official book annotation (shortened): A Guide to the Project Management Body of Knowledge (PMBOK® Guide) - Fifth Edition reflects the collaboration and knowledge of working project managers and provides the fundamentals of project management as they apply to a wide range of projects. This internationally recognized standard gives project managers the essential tools to practice project management and deliver organizational results.

Our commentary: It is current version of the PMBOK standard and basis for the PMI certifications. It is the "Bible" of PM methodologies and one of the basic certifications.

2. **The Rational Project Manager: A Thinking Team's Guide to Getting Work Done.** Andrew Longman, Jim Mullins. Wiley, 2005. ISBN 978-0471721468.

Official book annotation: This comprehensive exploration of the project management process presents the tools, steps, and processes of project management and uncovers the critical thinking leading to project management excellence. The book is incorporating Kepner-Tregoe's renowned and effective problem-solving and decision-making processes, guides you through the core activities of project management planning, solving problems, making decisions, and assessing risk. It positions projects within an organization's "performance environment," an understanding of which is essential for effective team performance and alignment. Offering a combination of overarching insights into organizational dynamics, as well as specific processes



and practices for effective management, this is a resource no project leader and no project team member should be without.

Our commentary: It is an easy to understand approach to project management by team from Kepner-Tregoe company, compatible with PMBOK Guide and recommended as first read.

3. ***Project Management: A Systems Approach to Planning, Scheduling, and Controlling – 10th edition.*** Harold R. Kerzner. Wiley, 2009. ISBN 978-0470278703.

Official book annotation: This industry-leading project management "bible" aligns its streamlined approach to the latest release of the Project Management Institute's Project Management Body of Knowledge (PMI's PMBOK® Guide), the new mandatory source of training for the Project Management Professional (PMP®) Certification Exam. This outstanding edition gives students and professionals a profound understanding of project management with insights from one of the best-known and respected authorities on the subject. From the intricate framework of organizational behavior and structure that can determine project success to the planning, scheduling, and controlling processes vital to effective project management, the new edition thoroughly covers every key component of the subject.

Our commentary: The classic textbook, compatible with PMBOK. Includes everything you will ever want to know (however, on 1100+ pages).

4. ***Managing Successful Projects with PRINCE2™ - Edition Manual.*** TSO (The Stationery Office), 2009. ISBN 9780113310593.

Official book annotation (shortened): It is an excellent introduction to the PRINCE2 project management methodology. While the PMI's PMBOK is a project management guideline, PRINCE2 provides granular tools and techniques to manage projects.

Our commentary: It is current version of British standard. It is complemented by Directing Successful Projects with PRINCE2™ 2009 Edition.

5. ***Agile Project Management: Running PRINCE2 Projects with DSDM Atern.*** Keith Richards, TSO (The Stationery Office), 2007. ISBN 9780113310586.

Official book annotation: This publication explores the differences between PRINCE2 and DSDM, the most established and internationally recognized project management approaches, as well as discussing where they overlap and how they can be integrated. It shows how users can combine the strength of both approaches so that they complement each other and create a new, best of breed framework suitable for all project environments.

Our commentary: An explanation of how to run agile (or specifically DSDM) projects in the framework of PRINCE2.

6. ***Portfolio, Programme and Project Offices: P3O.*** Office of Government Commerce (OGC), TSO (The Stationery Office), 2008. ISBN 9780113311248.

Official book annotation: This title accompanies the core P3O guidance and is an affordable and practical introductory guide to P3O. It discusses the different types of P3O, the benefits of P3O,



the lifecycle of a P3O and the key steps in setting up a P3O. The publication looks at the mechanics of a P3O, specifically the necessary functions, services, tools and techniques.

Our commentary: The book is complementary to the PRINCE2 standard. As it deals with project, program and portfolio offices, it is not useful for beginners. It is basis for the P3O examinations.

7. **Managing Successful Programmes - 4th edition.** Office of Government Commerce (OGC), TSO (The Stationery Office), 2011. ISBN 978-0113313273.

Official book annotation (shortened): Combining rigour and flexibility, MSP helps all organisations - public sector and private, large and small - achieve successful outcomes from their programme management time. The MSP framework allows users to consistently manage a huge variety of programmes so that they deliver quality outcomes and lasting benefits. Fusing leadership with management best practice, MSP enables organisations to coordinate their key functions, develop a clear sense of unity and purpose and achieve the strategic cohesion necessary to drive through effective change

Our commentary: The book is complementary to the PRINCE2 standard. As it deals with programmes, it is not useful for beginners, yet some sections (stakeholders, benefit management) are usable for various audiences. It is a basis for the MSP examinations.

8. **The ICB – IPMA Competence Baseline for Project Management – 3rd version.** Zaltbommel: Van Haren Publishing (Netherlands), 2007. ISBN 0-9553213-0-1. Online version available on: <http://www.aipm.com.au/documents/3G/ICB%20-%20IPMA%20Competence%20Baseline%20Version%203.0.pdf>. (30.08.2013)

Official book annotation: -

Our commentary: The book is an overview of competencies of project managers as stated by IPMA (International Project Management Association). Each country might publish own version of the standard.

Part 03: Books on advanced and special topics

1. **The Goal: A Process of Ongoing Improvement.** Eliyahu M. Goldratt, Jeff Cox, David Whitford. North River Press Publishing Corporation, 2004. ISBN 9780884271789.

Official book annotation: The book is written in a fast-paced thriller style, The Goal is the gripping novel which is transforming management thinking throughout the Western world. The author has been described by Fortune as a 'guru to industry' and by Businessweek as a 'genius'. It is a book to recommend to your friends in industry - even to your bosses - but not to your competitors.

Our commentary: A very good starting point to get involved into project management.

2. **Critical Chain.** Eliyahu M. Goldratt. North River Press Publishing Corporation, 1997. ISBN 9780884271536.



Commentary by Harvard Business Review: This book (Critical Chain) is valuable to two main audiences: project managers and senior managers... useful for dealing with one of the most difficult and pressing management challenges: developing highly innovative new products.

Our commentary: -

3. ***The Six Sigma Project Planner: A Step-by-Step Guide to Leading a Six Sigma Project Through DMAIC.*** Thomas Pyzdek. McGraw-Hill, 2003. ISBN 978-0071411837.

Official book annotation: The Six Sigma Project Planner shows Six Sigma Black Belts and Green Belts how to use project management tools to complete Six Sigma improvements on time and on budget. The Planner provides dozens of reproducible project management tools for following the proven Define-Measure-Analyze-Improve-Control (DMAIC) process improvement format. Readers who follow its guidelines will be able to quickly and effectively: determine a Six Sigma project's ROI, correct problems in current processes, develop and implement entirely new processes.

Our commentary: Six sigma projects are different than traditional projects in their laser-like focus, use of specific tools and very detailed step-by-step approach. Project managers should have some familiarity with these projects. This is a good guidebook on the Six Sigma approach, one of the most famous and applied program in PM.

4. ***The Scrum Primer.*** Pete Deemer, Gabrielle Benefield, Craig Larman, Bas Vodde, 2012. Available on: <http://www.scrumprimer.com/> (22. 06. 2013)

Official book annotation: -

Our commentary: An introduction to Scrum, a most famous of agile project management (and product development) approaches. For further resources see:

http://www.scrumalliance.org/pages/scrum_student_resources (30. 08. 2013)

5. ***The Encyclopedia of Games for Trainers.*** Andy Kirby. Human Resource Development Press, 1992. ISBN: 9780874251753.

Official book annotation: Use these participative training techniques to rejuvenate, challenge, and motivate participants. This collection of over 145 group games will get participants involved in the learning process and add substance to new or existing programs on any training topic. In addition to providing you with a substantial stock of games, the manual includes an in-depth discussion of the unique dimension that well-presented games add to a training session. It covers proper preparation for the use of games in training, techniques for providing feedback to participants, and methods for choosing a game that is right for your audience and subject matter.

Our commentary: -

6. ***Practical Project Management – 1st edition.*** Raouf G. Ghattas and Sandra McKee. Pearson Education, 2001. ISBN: 9780130953094

Official book annotation (shortened): Using an easy-to-read conversational style and down-to earth approach, this book follows a fictional training seminar given to six management



professionals who are "trainees" in project management. In the seminar, the trainees work through two major projects and several others--each project highlighting and refining different issues that will make the managers better at controlling a complex process and in avoiding and eliminating unnecessary stress for the project, themselves, and their employees. Exceptionally practical and applied, the book guides readers through a proven strategy for success and provides them with the tools they need to handle any project's unique combination of people, process, and tasks.

Our commentary: -

7. ***The handbook of project-based management: Leading strategic change in organizations - 3rd edition.*** Turner, J.R., 2009. McGraw-Hill. ISBN: 9780077076566. Available on: <http://213.55.83.214:8181/Management/02949.pdf> (12.8.2013)

Official book annotation: One of the most influential books ever written on the development of project management, The Handbook of Project-Based Management has been completely revised for a new generation of students and practitioners. The Third Edition now features a major change in focus from delivering corporate objectives to achieving strategic change, including embedding corporate change after a project is completed.

Our commentary:

8. ***Culture's Consequences: International Differences in Work-Related Values.*** Geert Hofstede. Sage Publications, 1980. ISBN: 9780803913066.

Official book annotation: In this bestselling book Culture's Consequences, Geert Hofstede proposed four dimensions on which the differences among national cultures can be understood: Individualism, Power Distance, Uncertainty Avoidance and Masculinity. This volume comprises the first in-depth discussion of the masculinity dimension and how it can help us to understand differences among cultures. The book begins with a general explanation of the masculinity dimension, and discusses how it illuminates broad features of different cultures. The following parts apply the dimension more specifically to gender (and gender identity), sexuality (and sexual behaviour) and religion, probably the most influential variable of all. Hofstede closes the book.

Our commentary: -

9. ***Culture's Consequences: Comparing Values, Behaviors, Institutions and Organizations Across Nations – 2nd edition.*** Geert Hofstede. Sage Publications, 2001. ISBN: 9780803973244.

Official book annotation: The book is structured around five major dimensions: power distance; uncertainty avoidance; individualism versus collectivism; masculinity versus femininity; and long term versus short-term orientation.

Our commentary: -

10. ***The Time Trap – 4th edition.*** Alec Mackenzie. AMACOM, 2009. ISBN: 978-0814413388.

Official book annotation: The all-time classic book on time management, "The Time Trap", has shown countless readers how to squeeze the optimal efficiency and satisfaction out of their work day. Based on decades of research with businesspeople around the world, and now completely



updated. Filled with smart tactics, revealing interviews, and handy time management tools, the book has been extensively revised to cover time management challenges caused by new technologies and the Internet, and to provide technology-based solutions. For those who feel swamped by work and information overload, this is the proven, up-to-the-minute guide they need for getting things done when there never seems to be enough time.

Our commentary: -

11. ***The Time Management Pocketbook – 6th edition***. Ian Fleming. Management Pocketbooks, 2011. ISBN: 978-1906610371.

Official book annotation: Effective use of time is not just about using your diary better; it calls for many management skills. The author, Ian Fleming, looks at these skills within the context of a time management model. The model breaks down the process of managing time into these headings: managing what you do, managing where you work, managing communications, managing to work with others, and managing every day. Skills covered include: objective setting, decision-making, problem-solving, creativity, assertiveness, listening, questioning, reading, writing, and handling paperwork and phone calls. This title was Ian Fleming's first in the Pocketbooks Series. He has since gone on to write pocketbooks on coaching, managing people, developing people, team-working and virtual teams. His approach to training has been to work mainly in-company, helping managers and their teams tackle real issues and real situations.

Our commentary: -

12. ***Microsoft Project 2010: The Missing Manual – 1st edition***. Bonnie Biafore. Pogue Press, 2010. ISBN 978-1449381950.

Official book annotation: Microsoft Project is brimming with features to help you manage any project, large or small. But learning the software is only half the battle. What you really need is real-world guidance: how to prep your project before touching your PC, which Project tools work best, and which ones to use with care. This book explains it all, helping you go from project manager to project master.

Our commentary: -

13. ***Microsoft Project 2010 Step by Step - Pap/Psc edition***. Carl Chatfield, Timothy D. Johnson. Microsoft Press, 2010. ISBN 978-0735626959.

Official book annotation: Experience learning made easy-and quickly teach yourself how to manage your projects with Project 2010. With Step By Step, you set the pace-building and practicing the skills you need, just when you need them! Topics include building a project plan and fine-tuning the details; scheduling tasks, assigning resources, and managing dependencies; monitoring progress and costs; keeping projects on track; communicating project data through Gantt charts and other views.

Our commentary: -



14. ***The Mind Map Book: How to Use Radiant Thinking to Maximize Your Brain's Untapped Potential.*** Tony Buzan, Barry Buzan. Plume, 1996. ISBN: 9780452273221

Official book annotation (short version): Mind Mapping and Radiant Thinking are groundbreaking methods of accessing intelligence, developed over many years by the author, and in *The Mind Map Book* he provides a complete operating manual for all who want to use their brains to their fullest potential. It is a process currently used with extraordinary success by multinational corporations, leading universities, champion athletes, and outstanding artists.

Our commentary: -

15. ***Agile Project Management For Dummies.*** Mark C. Layton. John Wiley & Sons, 2012. ISBN 9781118222140

Official book annotation (shortened): As mobile and web technologies continue to evolve rapidly, there is added pressure to develop and implement software projects in weeks instead of months. *Agile Project Management For Dummies* can make that happen. This is the first book to provide a simple, step-by-step guide to Agile Project Management approaches, tools, and techniques. With the fast pace of mobile and web technology development, software project development must keep pace; Agile Project Management enables developers to complete and implement projects more quickly and this book shows you how.

Agile Project Management For Dummies enables you to understand and apply Agile principles for faster, more accurate development.

Our commentary: -

16. ***Agile Project Management in Easy Steps.*** John Carroll. In Easy Steps, 2012. ISBN 9781840784473.

Official book annotation: *Agile Project Management in easy steps* covers each phase of an agile project from the project management perspective. For completion, it also shows how to use the traditional project management areas such as: team management, risk management, quality management, communications and reporting. *Agile Project Management in easy steps* conforms to using simple stages to follow, enabling desired results with no confusion along the way.

Our commentary: -

17. ***Effective Project Management: Traditional, Agile, Extreme – 6th edition.*** Robert K. Wysocki. John Wiley & Sons, 2011. ISBN 9781118179758.

18. Official book annotation: Many projects fail to deliver on time and within budget, and often poor project management is to blame. If you're a project manager, the newest edition of this expert and top-selling book will help you avoid the pitfalls and manage projects successfully. Covering the major project management techniques including Traditional (Linear and Incremental), Agile (Iterative and Adaptive), and Extreme, this book lays out a comprehensive overview of all of the best-of-breed project management approaches and tools today.

Our commentary: -



19. ***Shortcuts to Success: Project Management in the Real World – 2nd edition***. Elizabeth Harrin. BCS Learning & Development Limited, 2013. ISBN 9781780171715.

Official book annotation (short version): Anything from an office move to the Olympic Games can be termed a project, and 97 per cent of successful projects are led by an experienced project manager. Presenting over 250 years of professional project management experience in a highly accessible format, this entertaining yet practical book will help project managers get up to speed quickly with good practice, avoid pitfalls and deliver business value.

Our commentary: -

20. ***A Standard for Enterprise Project Management***. Michael S. Zambruski, Auerbach Publications, 2008. ISBN 978-1420072457.

Official book annotation: The book first discusses project authorization and initiation, followed by analysis and planning. It then covers execution, control, and closure. Each phase contains an explanation and an illustration of how to optimize success. Throughout the text, the author refers to numerous appendices that constitute both blank and completed templates. He provides details on how to use these tools, with an emphasis on balancing the benefits of standardization and the need for flexibility.

Our commentary: -

Part 04: Books for less advanced audiences/books for practice

1. ***Project Management in Practice – 4th edition***. Samuel J. Mantel, Jack R. Meredith, Scott M. Shafer, Margaret M. Sutton. John Wiley & Sons, 2011, ISBN 978-0470646205.

Official book annotation: The book focuses on the technical aspects of project management that are directly related to practice. This textbook is organized around the project management life cycle and it provides students with essential project management concepts, with a focus on PMBOK, the Project Management Body of Knowledge. (The Project Management Institute runs the PMBOK certification program). This new edition Improves ancillaries like the Instructor's Manual and PowerPoint slides and Integrates inclusion of Microsoft Project software throughout the text. Provides better cases, and end-of chapter problems, and exercises for an overall greater understanding of the material.

Our commentary: A somewhat more concise, hand-on version of the previous entry (see *Project Management: a Managerial Approach – 8th edition*).

2. ***The New Project Management: Tools for an Age of Rapid Change, Complexity, and Other Business Realities***. J. Davidson Frame, Jossey-Bass, 2002. ISBN 978-0787958923.

Official book annotation: Drawing on more than twenty-five year experience consulting and training on project management in companies such as NCR, AT&T, and 3M, J. Davidson Frame updates and expands what he introduced in the first edition of *The New Project Management* in 1994 - a set of core competencies for managerial success in a corporate climate where downsizing, outsourcing, and employee empowerment are a way of life. This new edition focuses



on the hottest areas in project management today-augmenting and expanding the existing coverage of risk management and estimating, and including three all-new chapters on critical issues that did not even exist in 1994.

Our commentary: -

3. ***Project Management for Dummies – 3rd edition***. Stanley E. Portny. John Wiley & Sons, 2010. ISBN 978-0470574522.

Official book annotation: In today's time-crunched, cost-conscious global business environment, tight project deadlines and stringent expectations are the norm. The book introduces you to the principles of successful project management and shows you how to motivate any team to gain maximum productivity. You'll learn how to organize, estimate, and schedule projects efficiently and effectively. You'll also discover how to manage deliverables, issue changes, assess risks, maintain communications, and live up to expectations by making the most of the latest technology and software and by avoiding common problems that can trip up even the best project managers.

Our commentary: The book is more geared toward our target group of entrepreneurs and NGO's.

4. ***The Project Management Life Cycle: A Complete Step-By-Step Methodology for Initiating, Planning, Executing & Closing a Project Successfully***. Jason Westland. Kogan Page, 2006. ISBN 978-0749445553.

Commentaries from various reviewers: "Offering an in-depth suite of tools for managers to undertake projects successfully, this book reveals a complete methodology for the management of projects based on the principles set out by the Project Management Institute (PMI)." Advance Magazine "Whether you are new to project management or an experienced veteran, you will find this book to be an invaluable resource for initiating, planning, executing and closing projects effectively." Pamela Good, Vice-President of Communications, Project Management Institute, Buffalo Chapter, USA "This book covers all of the essential elements of project management and provides the tools needed to manage projects from initiation to closure."

Our commentary: -

5. ***The Project Management Pocketbook***. Keith Posner, Mike Applegarth. Management Pocketbooks, 2008. ISBN 978-1903776872.

Official book annotation: One of the most popular titles in the Management Pocketbooks Series, The Project Management Pocketbook has been substantially updated and is now available in a new, 2nd edition. The pocketbook is a practical, step-by-step guide to managing a project through to completion. It looks at each key stage and identifies the management techniques that can be applied. From objective-setting through to implementation, the book stresses the importance of good communication, teamworking and influencing skills. All too often, books on this subject cover the process of project management and not the people aspects. This pocketbook addresses both.

Our commentary: More geared to target group of entrepreneurs and NGO's.



6. ***The New Rational Manager.*** Charles H. Kepner, Benjamin B. Tregoe. Princeton Research Press, 2006. ISBN 9870971562714.

Our commentary: Not exactly a project management book, but a good complement to the Rational Project Manager book. This text provides a good overview of the Problem Solving and Decision Making approach by Kepner Tregoe.

7. ***What You Need to Know about Project Management.*** Fergus O'Connell. John Wiley & Sons, 2013. ISBN 9780857081469.

Official book annotation: What You Need to Know About Project Management Project Management is all about getting things done without spending too much or taking too long. But when you start hearing things like man-days, PSOs and stakeholders, it just makes it difficult to understand. So what do you really need to know about project management? Find out: Why setting clear goals matters How to estimate absolutely everything. How to get things back on track after they've gone wrong How to track big projects Why work/life balance matters when you're running a big project This clear and simple approach will mean you'll never panic when faced with a big project again. Read More in the Want You Need to Know Series and Get to Speed on the Essentials... Fast.

Our commentary: -

8. ***Strategic Project Management Made Simple: Practical Tools for Leaders and Teams.*** Terry Schmidt. John Wiley & Sons, 2009. ISBN 9780470442937.

Official book annotation (shortened): When Fortune Magazine estimated that 70% of all strategies fail, it also noted that most of these strategies were basically sound, but could not be executed. The central premise of Strategic Project Management Made Simple is that most projects and strategies never get off the ground because of ad hoc, haphazard, and obsolete methods used to turn their ideas into coherent and actionable plans. Strategic Project Management Made Simple is the first book to couple a step-by-step process with an interactive thinking tool that takes a strategic approach to designing projects and action initiatives. Strategic Project Management Made Simple builds a solid platform upon four critical questions that are vital for teams to intelligently answer in order to create their own strong, strategic foundation.

Our commentary: -

Part 05: Templates, forms and examples

1. ***Creating a stakeholder communications plan.*** SPARC (2012). Available on: <http://www.sportnz.org.nz/Documents/Partners/Stakeholder-Comms-Planning.pdf> (30.08.2013)

Excerpt: In its simplest form, a stakeholder communications plan outlines who you need to communicate with, about what, how you're going to do it, and how often. There are also a few important considerations such as timing and budget. An effective stakeholder communications plan will: support your organisation in achieving its stated goals and objectives; support or improve your operational effectiveness; support or improve your relationships with those who



are important to ensuring your success (often called key stakeholders or your target audience); deliver measurable results to your organisation.

Our commentary: A short and clear guide on making a stakeholder communication plan, based on a practical example

2. **How to make a simple GANTT Chart in Excel 2010.** Video available on <http://youtu.be/sA67g6zaKOE> (30.08.2013)
3. **Risk management — Principles and guidelines on implementation.** International Organization for Standardization. ISO/DIS 31000 (2009).
4. **Mind tools**, available on: <http://www.mindtools.com/> (30.08.2013)

Part 06: Articles, references and other specific sources for SMEs/NGOs

1. **P3M3: Portfolio, programme and project management maturity model.** Office for Government Commerce, 2010. available on: <http://www.p3m3-officialsite.com/P3M3Model/P3M3Model.aspx> (30.08.2013)

Excerpt: This new version of OGC's Portfolio, Programme and Project Management Maturity Model (P3M3) is fully updated to take into account the latest knowledge and best practice in portfolio, programme and project management, including other OGC tools such as Gateways, as well as extensive feedback on the original model. [...] In a competitive world, your organization will be constantly on the lookout for strategic advantages and striving for efficiency and quality in performance and delivery. With P3M3 you can easily assess your organization's current capabilities, identify where you want to be in the future and implement the necessary improvements in a clear and structured way, with measurable results.

Our commentary: an extensive guide on project maturity, useful for a wide variety of organizations

2. **Summary of Project management maturity: a benchmark of current best practices.** PM Solutions Center for Business Practices, 2008. available on: http://www.pmsolutions.com/uploads/pdfs/pmm_summary.pdf (30.08.2013)

Excerpt: Improving an organization's level of project management maturity results in significant performance benefits, especially in customer satisfaction. And, although organizations are, in general, fairly low in project management maturity, the higher the level of maturity, the better the performance of the organization in all areas measured.

Our commentary: a short, convincing note on why project maturity is important

3. **Project success: a multidimensional strategic concept.** Aaron J. Shenhar, Dov Dvir, Ofer Levy, Alan C. Maltz. Long Range Planning, Vol. 34, pp. 699-725, 2001 Available on <http://www.sciencedirect.com/science/article/pii/S0024630101000978> (30.08.2013)

Excerpt: This article presents projects as powerful strategic weapons, initiated to create economic value and competitive advantage. It suggests that project managers are the new



strategic leaders, who must take on total responsibility for project business results. Defining and assessing project success is therefore a strategic management concept, which should help align project efforts with the short- and long-term goals of the organization. [...]Traditionally, projects were perceived as successful when they met time, budget, and performance goals. However, many would agree that there is more to project success than meeting time and budget. [...]The analysis identified four major distinct success dimensions: (1) project efficiency, (2) impact on the customer, (3) direct business and organizational success, and (4) preparing for the future. The importance of the dimensions varies according to time and the level of technological uncertainty involved in the project. The article demonstrates how these dimensions should be addressed during the project's definition, planning, and execution phases, and provides a set of guidelines for project managers and senior managers [...].

Our commentary: An academic level but still highly readable article on project success dimensions.

4. ***Practice Standard for Work Breakdown Structures – 2nd edition.*** Project Management Institute, 2006. ISBN: 9781933890135.

Excerpt: The Practice Standard for Work Breakdown Structures. Second Edition provides guidance in the initial generation, subsequent development, and application of the WBS. It is the Practice Standard for Work Breakdown Structures. Second Edition is not, however, a textbook, and it does not provide specific “how-to” instructions. The target audience for this standard includes project managers, project team members, contract personnel, and others who participate or have an interest in any aspect of the management of projects or programs. In using this practice standard, it must be recognized that as projects vary, so can the resulting WBSs. There are, however, certain universal principles that this practice standard addresses. The Practice Standard for Work Breakdown Structures – Second Edition is consistent with the PMBOK Guide – Third Edition.

Our commentary: this document is a standard work about Work Breakdown Structures, providing very detailed explanations. It is not a “how-to” guide.

5. ***Belbin team roles explained.*** Kruit, M. (2000). TU Delft.

Excerpt: The work of Meredith Belbin (1981) initially at the Henley Management Centre and latterly at Cambridge, has provided a clearer insight into the internal group relationships and the clarification of the roles needed for a team or group to work effectively. It is necessary to look briefly at his findings and the way in which they have been applied to this study. Belbin's work with a large number of managers suggested that there were nine possible team roles that a person can adopt (originally eight). Some are natural roles and some are roles that a person can adopt if necessary and some are roles that a person finds very hard to adopt.

Our commentary: A short and very accessible explanation of the 9 Belbin team roles.

6. ***Virtual teams: what do we know and where do we go from here?*** Luis L. Martins, Lucy L. Gilson, Travis M. Maynard. Journal of Management, vol.30, no.6, pp.805-835, 2004. Available on: [http://www.owlnet.rice.edu/~ajv2/courses/12c_psyc438001/Martins%20et%20al.%20\(2004\).pdf](http://www.owlnet.rice.edu/~ajv2/courses/12c_psyc438001/Martins%20et%20al.%20(2004).pdf) (30.08.2013)



Excerpt: In this paper, we review the research on virtual teams in an effort to assess the state of the literature. We start with an examination of the definitions of virtual teams used and propose an integrative definition that suggests that all teams may be defined in terms of their extent of virtualness. Next, we review findings related to team inputs, processes, and outcomes, and identify areas of agreement and inconsistency in the literature on virtual teams. Based on this review, we suggest avenues for future research, including methodological and theoretical considerations that are important to advancing our understanding of virtual teams.

Our commentary: an academic paper on virtual teams; for background reading only

7. **Best practices in stakeholder communications.** Ingenium Communications, 2009. Available on: <http://www.ingeniumcommunications.com/best-practices/> (30.08.2013)

Excerpt: The specialized field of stakeholder communications is becoming increasingly relevant as organizations struggle for relevance and mind share among their information-overloaded audiences. The simple truth is that not all audiences are created equal. Some audiences have a vested interest, or “stake” in your organization. Each stakeholder relationship is unique in its form and substance. This relationship sets the stage for the stakeholder communication with that group. Designing deliberate stakeholder communication approaches that align with organizational objectives is vital.

Our commentary: a short and very accessible not on stakeholder communication

8. **Project management goal – Manage costs and the budget,** Microsoft website: <http://office.microsoft.com/en-us/project-help/project-management-goal-manage-costs-and-the-budget-HA101951699.aspx>, (30.08.2013)
9. **European Commission websites with “Calls for proposal”.** Available on: <http://ec.europa.eu/education/calls/> (30.08.2013)
10. **MS Project.** Available on: <http://office.microsoft.com/en-us/project/> (30.08.2013)
11. **Project management software overview.** Available on: http://en.wikipedia.org/wiki/Project_management_software (30.08.2013).

Part 07: References focused on the PM certifications

1. **IPMA®**
- IPMA Competence Baseline (different in each country).
 - IPMA preparation guides (each member country has its own).
 - IPMA (International Project Management Association). Available on: <http://ipma.ch/>



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- ***PMP Exam Prep, Seventh Edition: Rita's Course in a Book for Passing the PMP Exam – 7th edition.*** Richard Mulcahy. RMC Publications, 2011. ISBN: 978-1932735413.
- ***Ultimate PMP Exam Prep Guide.*** Wes Balakian, Timothy Bergmann, 2009. ISBN: 9780978870898.
- ***Achieve CAPM Exam Success: A Concise Study Guide and Desk Reference.*** Diane Altwies, Frank Reynolds, 2010. ISBN: 9781604270174.
- ***PMI (Project Management Institute).*** Available on: <http://www.pmi.org/> (30.08.2013)

3. **PRINCE2®**

- ***Managing Successful Projects with PRINCE2™ - Edition Manual.*** 2009. ISBN 9780113310593.
- ***Directing successful projects with PRINCE2.*** Office of Government Commerce. The Stationery Office, 2009. ISBN: 9780113310609.
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- ***Ultimate PMP Exam Prep Guide.*** Wes Balakian, Timothy Bergmann, 2009. ISBN: 9780978870898.

4. **CompTIA Project+™**

- ***CompTIA Project+ Study Guide: Exam PK0-003.*** Kim Heldman, William Heldman, 2010. ISBN: 9780470585924.

5. **Certified ScrumMaster, Certified Scrum Product Owner**

- ***Do Better Scrum.*** Peter Hundermark. Available on: <http://www.scrumsense.com/resources/do-better-scrum>, free download. (30.08.2013)
- ***Scrum Foundation Library.*** Available on: <http://scrumfoundation.com/library> (30.08.2013)
- ***The ScrumMaster Study Guide.*** James Schiel. CRC Press 2012. ISBN: 9781439859919.

6. **CompTIA (The Industry Association),** <http://www.comptia.org>.

7. **ScrumAlliance,** <http://www.scrumalliance.org>.

8. **PWC: Insights and Trends: Current Programme and Project Management Practices,** available on: http://www.pwc.com/en_US/us/people-management/assets/programme_project_management_survey.pdf (30.08.2013)



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