



Reading List: Winter 2011

Readings for this course fall into two categories: *expected*, and *additional*.

Expected Readings:

Weeks 1-7 *Successful Project Management*, 4th ed., Jack Gido & James P. Clements
Copies are on reserve in the Inforum

The purpose of this reading is to prepare you to handle Assignments 1 & 2.

You may choose to use alternative project management texts. If so, I recommend:

Project Management: the Managerial Process, 5th ed., Erik Larson & Clifford Gray
Project Management in Practice, 4th ed., Mantel, Meredith, Shafer & Sutton

and there are others in the Inforum collection as well.

How important is the edition? It matches current release levels of the tools.

The core ideas are the same in earlier editions.

Weeks 8-11 Arto, K., Kujala, J., Dietrich, P., & Martinsuo, M. (2008). [What is project strategy?](#) *Int. J. of Project Management*, 26(1), 4-12.

Belout, A. (2004). [Factors influencing project success: the impact of human resource management](#). *Int. J. of Project Management*, 22(1), 1–11.

Blackburn, S. (2002). [The project manager and the project-network](#). *Int. J. Of Project Management*, 20(3), 199–204.

Blichfeldt, B. S., & Eskerod, P. (2008). [Project portfolio management - There's more to it than what management enacts](#). *Int. J. of Project Management*, 26(4), 357-365.

Burgess, R. (2000). [Seven key features for creating and sustaining commitment](#). *Int. J. Of Project Management*, 18(4), 225–233.

Cooke-Davies, T. (2002). [The “real” success factors on projects](#). *Int. J. Of Project Management*, 20(3), 185–190.

Crawford, L., & Pollack, J. (2004). [Hard and soft projects: a framework for analysis](#). *Int. J. Of Project Management*, 22(8), 645–653.

Crawford, L., et al. (2003). [Managing soft change projects in the public sector](#). *Int. J. Of Project Management*, 21(6), 443–448.

Hill, J. (2000). [Experts' estimates of task durations in software development projects](#). *Int. J. of Project Management*, 18(1), 13–21.

Kaulio, M. A. (2008). [Project leadership in multi-project settings: Findings from a critical incident study](#). *Int. J. of Project Management*, 26(4), 338-347.

Keegan, A. E. (2004). [*Transformational leadership in a project-based environment: a comparative study of the leadership styles of project managers and line managers*](#). *Int. J. of Project Management*, 22(8), 609–617.

Loo, R. (2002). [*Tackling ethical dilemmas in project management using vignettes*](#). *Int. J. of Project Management*, 20(7), 489–495.

Pellegrinelli, S. (2002). [*Shaping context: the role and challenge for programmes*](#). *Int. J. of Project Management*, 20(3), 229–233.

Pinto, J. K. (2000). [*Understanding the role of politics in successful project management*](#). *Int. J. of Project Management*, 18(2), 85–91.

Royer, I. (2008, February). [*Why bad projects are so hard to kill*](#). *Harvard Business Review*, 81(2), 48–57.

Thiry, M. (2002). [*Combining value and project management into an effective programme management model*](#). *Int. J. of Project Management*, 20(3), 221–227.

Thiry, M. (2001). [*Sensemaking in value management practice*](#). *Int. J. of Project Management*, 19(2), 71–77.

Ward, S., & Chapman, C. (2003). [*Transforming project risk management into project uncertainty management*](#). *Int. J. of Project Management*, 21(1), 97–105.

Zaleznik, A. (2004, January). [*Managers and leaders: Are they different?*](#) *Harvard Business Review*, 82(1), 74–81.

Zika-Viktorsson, A., Hovmark, S., & Nordqvist, S. (2003). [*Psychosocial aspects of project work: a comparison between product development and construction projects*](#). *Int. J. of Project Management*, 21(8), 563–569.

These are expected to give you the framework necessary to complete Assignment 3.

Week 12 *We will be working from a Harvard Business School case study which must be licensed – once it is, it will be passed out in class and/or made available electronically: Provisionally, we expect to use “Merger Integration at Bank of America: The TrustWeb Project”, Case #9-610-054, revised 6 April 2010 and written by Gary Pisano and Bradley Staats.*

Week 13 Barber, E. (2004). [*Benchmarking the management of projects: a review of current thinking*](#). *Int. J. Of Project Management*, 22(4), 301–307.

Cooper, K. G., et al. (2002). [*Learning to learn, from past to future*](#). *Int. J. Of Project Management*, 20(3), 213–219.

Sense, A. J., & Antoni, M. (2003). [*Exploring the politics of project learning*](#). *Int. J. of Project Management*, 21(7), 487–494.

Additional Readings

Weeks 1-7 Handy, Charles, *Gods of Management*, (1995, Oxford). [HD31 .H3126 1995X](#)

Weeks 8-13

Snowden, David J. & Boone, Mary, [A Leader's Framework for Decision Making](#), *Harvard Business Review*, November 2007, pp.69-76.

Anderson, D. K. (2003). [Project Management Strategy – project management represented as a process based set of management domains and the consequences for project management strategy](#). *Int. J. Of Project Management*, 21(6), 387–393.

Atkinson, R. (2008). [Excellence in teaching and learning project management \(editorial\)](#). *Int. J. Of Project Management*, 26(3), 221-222.

Berggren, C., & Soderlund, J. (2008). [Rethinking project management education: Social twists and knowledge co-production](#). *Int. J. of Project Management*, 26(3), 286-296.

Boddy, D. (2004). [Responding to competing narratives: lessons for project managers](#). *Int. J. Of Project Management*, 22(3), 225–233.

Brensen, M., et al. (2003). [Social practices and the management of knowledge in project environments](#). *Int. J. Of Project Management*, 21(3), 157–166.

Cooke-Davies, T., & Arzymanow, A. (2003). [The maturity of project management in different industries: An investigation into variations between project management models](#). *Int. J. Of Project Management*, 21(6), 471–478.

Crawford, P., & Bryce, P. (2003). [Project monitoring and evaluation: a method for enhancing the efficiency and effectiveness of aid project implementation](#). *Int. J. Of Project Management*, 21(5), 363–373.

Dvir, D., et al. (2003). [An empirical analysis of the relationship between project planning and project success](#). *Int. J. of Project Management*, 21(2), 89–95.

Engwall, M., & Jerbrant, A. (2003). [The resource allocation syndrome: the prime challenge of multi-project management?](#) *Int. J. of Project Management*, 21(6), 403–409.

Farrell, L. M. (2003). [Principal-agency risk in project finance](#). *Int. J. of Project Management*, 21(8), 547–561.

Fong, P. S. W. (2003). [Knowledge creation in multidisciplinary project teams: an empirical study of the processes and their dynamic interrelationships](#). *Int. J. of Project Management*, 21(7), 479–486.

Gallstedt, M. (2003). [Working conditions in projects: perceptions of stress and motivation among project team members and project managers](#). *Int. J. of Project Management*, 21(6), 449–455.

Geraldi, J.G., Rodney Turner, J., Maylor, H., Soderholm, A., Hobday, M., & Brady, T. (2008). [Innovation in project management: Voices of researchers](#). *Int. J. of Project Management*, 26(5), 586-589.

- Gray, R. J. (2001). [Organisational climate and project success](#). *Int. J. of Project Management*, 19(2), 103–109.
- Grundy, T. (2000). [Strategic project management and strategic behaviour](#). *Int. J. of Project Management*, 18(2), 93-103.
- Hill, J. (2000). [Experts' estimates of task durations in software development projects](#). *Int. J. of Project Management*, 18(1), 13–21.
- Human Genome Project (HGP), www.ornl.gov/TechResources/Human_Genome/home.html
- Jackson, P., & Klobas, J. (2008). [Building knowledge in projects: A practical application of social constructivism to information systems development](#). *Int. J. of Project Management*, 26(4), 329-337.
- Kangis, P. (2000). [Project leadership in clinical research organizations](#). *Int. J. of Project Management*, 18(6), 393–401.
- Kloppenber, T., & Opfer, W. (2003). [The current state of project management research: Trends, interpretations, and predictions](#). *Project Management Journal*, 33(2), 5–18.
- Kumaraswamy, M. M., & Yogeswaran, K. (2003). [Substantiation and assessment of claims for extensions of time](#). *Int. J. of Project Management*, 21(1), 27–39.
- Kuprenas, J. A. (2003). [Implementation and performance of a matrix organization structure](#). *Int. J. of Project Management*, 21(1), 51–62.
- Kwak, Y. H., & Ibbs, W. C. (2000). [Calculating project management's return on investment](#). *Project Management Journal*, 31(2), 38–47.
- Lampel, J. (2001). [Towards a holistic approach to strategic project management \(editorial\)](#). *Int. J. of Project Management*, 19(8), 433–435.
- Lee-Kelley, L., & Leong, L. K. (2003). [Turner's five-functions of project-based management and situational leadership in IT services projects](#). *Int. J. of Project Management*, 21(8), 583–591.
- Lebeir, R. M., Wells, H., & Bond, A. (2008). [Factors affecting academic performance of international students in project management courses: A case study from a British Post 92 University](#). *Int. J. of Project Management*, 26(3), 268-274.
- Liu, A. M. M., & Leung, M. (2002). [Developing a soft value management model](#). *Int. J. of Project Management*, 20(5), 341–349.
- Loo, R. (2003). [Assessing "team climate" in project teams](#). *Int. J. of Project Management*, 21(7), 511–517.
- Loo, R. (2002). [Working towards best practices in project management: a Canadian study](#). *Int. J. of Project Management*, 20(2), 93–98.

- Mengel, T. (2008). [Outcome-based project management education for emerging leaders - A case study of teaching and learning project management](#). *Int. J. of Project Management*, 26(3), 275-285.
- Milis, K., & Mercken, R. (2004). [The use of the balanced scorecard for the evaluation of information and communication technology projects](#). *Int. J. of Project Management*, 22(2), 87 - 97.
- Muller, R. (2003). [Determinants for external communications of IT project managers](#). *Int. J. of Project Management*, 21(5), 345 - 354.
- Naoum, S. (2003). [An overview into the concept of partnering](#). *Int. J. of Project Management*, 21(1), 71 - 76.
- Nikander, I. O., & Eloranta, E. (2001). [Project management by early warnings](#). *Int. J. of Project Management*, 19(7), 385 - 599.
- Nobelius, D., & Trygg, L. (2002). [Stop chasing the Front End process management of the early phases in product development projects](#). *Int. J. of Project Management*, 20(5), 331 - 340.
- Nordqvist, S., Hovmark, S., & Zika-Viktorsson, A. (2004). [Perceived time pressure and social processes in project teams](#). *Int. J. of Project Management*, 22(6), 463 - 468.
- Pant, I., & Baroudi, B. (2008). [Project management education: The human skills imperative](#). *Int. J. of Project Management*, 26(2), 124-128.
- Ramaprasad, A., & Prakash, A.N. (2003). [Emergent project management: how foreign managers can leverage local knowledge](#). *Int. J. of Project Management*, 21(3), 199 - 205.
- Ramo, H. (2002). [Doing things right and doing the right things: Time and timing in projects](#). *Int. J. of Project Management*, 20(7), 569 - 574.
- Raymond, L., & Bergeron, F. (2008). [Project management information systems: An empirical study of their impact on project managers and project success](#). *Int. J. of Project Management*, 26(2), 213-220.
- Raz, T., & Michael, E. [Use and benefits of tools for project risk management](#). *Int. J. of Project Management*, 19(1), 9 - 17.
- Saia, R. (1997, July 21). [Harvesting Project Leaders](#). *Computerworld*, 31(29), 1.
- Sense, A. J. (2003). [A model of the politics of project leader learning](#). *Int. J. of Project Management*, 21(2), 107 - 114.
- Shindler, M., & Eppler, M. J. (2003). [Harvesting project knowledge: a review of project learning methods and success factors](#). *Int. J. of Project Management*, 21(3), 219 - 228.

- Soderholm, A., Gemunden, H. G., & Winch, G.M. (2008). [Projects and programmes: Strategies for creating value in the face of uncertainty](#). *Int. J. of Project Management*, 26(1), 1-3.
- Soderland, J. (2004). [Building theories of project management: past research, questions for the future](#). *Int. J. of Project Management*, 22(3), 183–191.
- Thiry, M. (2004). [How can the benefits of PM training programs be improved](#). *Int. J. of Project Management*, 22(1), 13–18.
- Turner, J. R. (2000). [Controlling progress with planned cost or budgeted cost \(editorial\)](#). *Int. J. of Project Management*, 18(3), 153–154.
- Turner, J. R., & Muller, R. (2003). [On the nature of the project as a temporary organization](#). *Int. J. of Project Management*, 21(1), 1–8.
- Turner, J. R. (2004). [Five necessary conditions for project success](#). *Int. J. of Project Management*, 22(5), 349–350.
- Van Der Merwe, A. P. (2002). [Project management and business development: integrating strategy, structure, processes, and projects](#). *Int. J. of Project Management*, 20(5), 401–411.
- van Donk, D. P., & Molloy, E. (2008). [From organising as projects to projects as organisations](#). *Int. J. of Project Management*, 26(2), 129-137.
- Veil, C., & Turner, J. R. (2002). [Group efficiency improvement: how to liberate energy in project groups](#). *Int. J. of Project Management*, 20(2), 137–142.
- Von Branconi, C., & Loch, C. (2004). [Contracting for major projects: eight business levers for top management](#). *Int. J. of Project Management*, 22(2), 119–130.
- Westerveld, E. (2003). [The project excellence model: linking success criteria and critical factors](#). *Int. J. of Project Management*, 21(6), 411–418.
- White, D., & Fortune, J. (2002). [Current practice in project management – an empirical study](#). *Int. J. of Project Management*, 20(1), 1–11.
- Winter, M., & Checkland, P. (2003, November). Soft systems: A fresh perspective for project management, *Proceedings of ICE (Institute for Civil Engineering)*, *Civil Engineering* 156, 187–192. Available at: <http://www.thomastelford.com/journals/JournalContentPage.asp?JournalTitle=Proceedings+of+ICE%2C+Civil+Engineering&JournalID=10&JournalMenu=true&OriginalTitle=Civil+Engineering&homepage=True> (see ‘View current and recent issue contents’).