

# **GOWER HANDBOOK OF PROJECT MANAGEMENT 4TH EDITION**

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Edited by  
J. Rodney Turner

**GOWER**

# Notes on Contributors

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## THE EDITOR

**Rodney Turner** is Professor of Project Management at the Lille School of Management, and at the Kemmy Business School of the University of Limerick. He is also Adjunct Professor at the University of Technology Sydney, Educatis University, Zurich, and Henley Management College. For the spring semester of 2007 he was a visiting scholar at George Washington University. Rodney Turner is the author or editor of ten books, including the third edition of this book, and is editor of *The International Journal of Project Management*. He has written articles for journals, conferences and magazines. He teaches project management world wide. From 1991 to 2004, Rodney was a member of Council of the UK's Association for Project Management (APM), serving as Treasurer and Chairman. He is now a Vice-President. From 1999 to 2002, he was President and then Chairman of the International Project Management Association, the global federation of national associations in project management, of which APM is the largest member. He also helped to establish the Benelux Region of the European Construction Institute as Operations Director. Rodney is a Member of the Institute of Directors, and a Fellow of the Institution of Mechanical Engineers and of the Association for Project Management.

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## THE AUTHORS

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**Colin Bentley** has been a project manager since 1966 and has managed many projects, large and small, in several countries. He has been working with PRINCE2, PRINCE and its predecessor, PROMPT II, since 1975. He was one of the team that brought PROMPT II to the marketplace, wrote the major part of the PRINCE2 manual and is the principal author of the various revisions to the manual for the Office of Government Commerce. He has had over twenty books published, has lectured widely on PRINCE2 and has acted as project management consultant to many high profile firms. He is the Chief Examiner in PRINCE2 for the APM Group.

**Christian Dawson** is a full-time lecturer in the Department of Computer Science at Loughborough University. He completed his PhD in 1994 in software development management. Since then he has become an active researcher in project management and is often involved in project management and risk management consultancy work.

**Chris Chapman** is Emeritus Professor of Management Science in the School of Management at the University of Southampton. He holds a BAsc in Industrial Engineering (Toronto), an MSc in Operational Research (Birmingham) and a PhD in Economics and Econometrics (Southampton). His teaching, research and consultancy have focussed on risk management for 30 years, with a wide view of the subject in terms of perspectives and contexts. He has designed processes adopted by organisations which include BP International, National Power, Gulf Canada, AEA Technology, IBM UK, UK Nirex, ESCW/Bombardier and NatWest Bank. He has provided reviews of corporate practices for organisations which include the Highways Agency, MoD, Ontario Hydro, Railtrack and BNFL Engineering. He has provided advice on process development for organisations which include Cerrejon Coal, Consorzio Venezia Nuova and Union Rail (North) Limited. He was the Founding Chair of the Project Risk Management Special Interest Group of the Association for Project Management, and he has been involved in the development of the PRAM and RAMP guides. He has published widely on risk management and related topics. He is a Past President of the Operational Research Society, and an Honorary Fellow of the Institute of Actuaries.

**Zhen Chen** is Senior Lecturer in the School of the Built Environment at Liverpool John Moore University; he is former Senior Research Fellow in the School of Construction Management and Engineering at the University of Reading, and Visiting Research Fellow to the School of the Built Environment at Oxford Brookes University. He received his BSc degree in building engineering from Qingdao Technological University in Tsingtao, his MSc degree in construction engineering from Tongji University in Shanghai, and his PhD degree in construction management under Heng Li's supervision from the Hong Kong Polytechnic University. Since 1990, he has been working as an academic at many universities in Asia, Australasia and Europe; and has generated more than 200 research publications and reports covering a wide range of topics related to construction engineering and management. He also has worldwide professional experience in freelance consultancies to numerous projects. His previous books include *Intelligent Methods in Construction*, *Handbook of Buildings Construction*, and *Environmental Management in Construction*.

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**Terry Cooke-Davies** is the Executive Chairman of Human Systems International, a company which he founded and which exists to help organisations enhance their project delivery capability and demonstrate results. He has been a practitioner of both general and project management since the end of the 1960s and a consultant to blue-chip organisations for over twenty years. With a PhD in Project Management, a bachelor's degree in Theology, and qualifications in electrical engineering, management accounting and counselling, Terry has worked alongside senior leaders and managers in both the public and the private sectors, to ensure the delivery of business critical change programmes and enhance the quality of leadership. He is an Adjunct Professor at the University of Technology, Sydney, an Honorary Research Fellow at University College, London, and co-author with Paul C. Dinsmore of *The Right Projects Done Right*, published by Jossey-Bass in October 2005. In October 2006, the Association for Project Management awarded Terry its premier Award, the Sir Monty Finneston Award, for his outstanding contribution to the development of project management as a vehicle for effective change.

**Lynn Crawford** is Associate Professor and Director of the Project Management Research Group, University of Technology, Sydney, Professor of Project Management, ESC Lille, France and Director, Human Systems International Limited. She is involved in project management practice, education and research. Through Human Systems, she works with leading corporations developing organisational project management competence by sharing and developing knowledge and best practice through a global system of project management

knowledge networks. She is currently involved in two PMI funded research projects – *Exploring the Role of the Executive Sponsor*, and *The Value of Project Management*. Results of a completed study have been published by PMI in a book titled *Project Categorization Systems: Aligning Capability with Strategy for Better Results*. Lynn has been leading the development of global standards for project management since the late 1990's.

**Christopher Dobson** is a PRINCE2 practitioner and Member of the Association for Project Management. He has worked in the IT industry for 20 years. He spent 9 years with LloydsTSB Bank in various roles before joining IBM Global Services, where he was involved in outsource service delivery, management training & development and technical project management. Whilst working for IBM he was a member of a team of project managers responsible for the outsourcing of the entire IT staff and technical infrastructure of the Bank of Scotland. He has been Head of IT for an International Charity, responsible for their global IT infrastructure, service delivery and project management, and a Director of Research for Project Management Belgium, where he researched project management software. This was followed by a white paper on project management software for the European Market. He is currently Project & Resources Manager for Cognisco, an online assessment company in the UK, managing projects for national and international blue chip companies.

**Jack S. Duggal** is the managing principal of Projectize Group LLC, Avon, Connecticut, USA specializing in next generation tools, training and consulting in project management and business process management. He works with leading companies worldwide in consulting and training engagements. An international speaker, consultant and coach, Jack is a leading practitioner who brings a unique blend of practical hands-on experience with innovative ideas and solutions to deal with the real-world challenges of complex environments. He has implemented PMO's for multiple Fortune companies, facilitated large-scale organizational change, designed and led comprehensive training programs, personally managed multi-million dollar technology projects, and been an executive coach and mentor to different levels of management. Jack Duggal is also an adjunct professor at the University of Hartford in Connecticut, USA. He teaches graduate courses in the MBA and Executive programs, teaching project management, managing technology and strategic information systems courses. Jack is a seminar leader in Project Management Institute's (PMI) Seminars World program and leads seminars on Next Generation PMO and Portfolio Management around the world. He frequently presents and publishes at industry conferences. Jack is a certified PMI Project Management Professional (PMP).

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**Roland Gareis** is Professor of Project Management at the Vienna University of Economics and Business Administration, and director of their MBA Programme 'Project and Process Management'. He is owner of ROLAND GAREIS CONSULTING, a consultancy specializing in project, programme, portfolio and strategic management, with offices in several countries. He is programme manager of the research programme *project orientation [international]*, project manager of the EU project: ABS International, and project owner of the annual international Austrian project management days. He is the author of *Happy Projects*, (Manz, 2005), which has been translated into four languages, and editor, with David Cleland of *The Global Project Management Handbook*, (McGraw-Hill, 2006). He graduated from the University of Economics and Business Administration, Vienna, and received his Habilitation at the University of Technology, Vienna, in the Department of Construction Industry. From 1979-1981 he was Professor of Construction Management at the Georgia Institute of Technology in Atlanta. He was Visiting Professor at the ETH Eidgenössische Technische Hochschule, Zurich (1982), at the Georgia State University, Atlanta (1987), and at the University of Quebec, Montreal (1991). For 1986-2003 he was President of PROJEKT MANAGEMENT AUSTRIA the Austrian Project Management Association, and for 1998-2003 Director of Research of the International Project Management Association.

**Alistair Godbold** is a Senior Programme Manager with NATS. He has over 17 years of project and programme management experience in a variety of areas; from building and relocation projects through safety critical applications to IT enabled business transformation using discrete technology and ERP solutions. He is also helping to lead the further development of the project management capability and maturity of NATS using a mixture of process and capability based techniques. He has contributed to other Project Management books on Ethics and Professionalism, including the APM Body of knowledge 5<sup>th</sup> edition. Alistair has a BSc (Hons) and an MBA in Project Management, he is a member of the Institute of Engineering and Technology, the Association for Project Management and is a Chartered Engineer. Alistair is also active within the Major Projects Association.

**Bob Graham** is an independent management consultant and educator in project management organizational creativity and implementation of change. He is also a Senior Associate at Primavera Systems in Bala Cynwyd, Pennsylvania, and the Strategic Management Group in Philadelphia. At the Wharton School of the University of Pennsylvania, Dr Graham taught project management in the Executive Education Programme. His work stressed the importance of people in project management. He was also a Research Associate with the Management and

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**Martina Huemann** is assistant professor in the Project Management Group of the University of Economics and Business Administration Vienna and since 2003 a Research Fellow of the University of Technology Sydney. In her research she concentrates on Human Resource Management in project-oriented companies, management auditing of projects and programs and maturity of project oriented individuals and organizations. Martina has project management experience in organizational development, research, and marketing projects. She is a board member of Project Management Austria and board member of the IPMA research board. She is a trainer for assessors and lead assessor and of the IPMA excellence award. Martina is also a network partner of ROLAND GAREIS CONSULTING.  
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**Ashley Jamieson** worked for many years as a business manager, senior programme manager and project manager with global aerospace and defence companies. Recently he has been working with Peter Morris on various research projects. At Manchester, he carried out research into design management in major construction projects, and was a visiting lecturer in project management. At UCL he completed the PMI funded research project on how corporate strategy is translated into project strategy. He is also a contributor to the Wiley Guide to Managing Projects, and has co-authored a number of papers on project management. In 2004-5 he was Research Fellow on a project updating the APM BOK. He became an independent business management consultant and member of the BASG network in 2005. He has been Chairman of the Board of Directors of a charitable company for a number of years.

**Anne Keegan** is Associate Professor at the Amsterdam Business School, University of Amsterdam. She delivers courses in Human Resource Management at undergraduate, postgraduate and executive level. Her research interests include critical analyses of transformations in the HR function, managing employees in knowledge intensive and project based work, and leadership and change in project based organisations. Dr Keegan has published a number of articles in leading journals including the Journal of Management Studies, Journal of Applied Psychology, Long Range Planning, Management Learning and the Human Resource Management Journal. She studied management and business at Trinity College Dublin, and did her doctorate there on the topic of *Management Practices in Knowledge Intensive Firms*. Dr Keegan has previously worked at the

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**Heng Li** is Professor in the Department of Building and Real Estate and the Director of Research Centre for Construction Innovation at Hong Kong Polytechnic University. He started his academic career from Tongji University in 1987. He then researched and lectured at the University of Sydney, James Cook University and Monash University before joining Hong Kong Polytechnic University. During this period, he has also worked with engineering design and construction firms and provided consultancy services to both private and government organizations in Australia, Hong Kong and China. He has conducted many funded research projects related to the innovative application and transfer of construction information technologies, and he has published 2 books, about 200 journal papers in major journals of his field and numerous conferences papers in proceedings. His previous books include *Machine Learning of Design Concepts*, and *Implementing IT to obtain a competitive advantage in the 21st Century*, and *Environmental Management in Construction*. He is a review editor of the *International Journal of Automation in Construction* and holds editorship from other six leading Journals in his area. His research interests include intelligent decision support systems, product and process modelling, and knowledge management.

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**Dennis Lock**, who began his career as an electronics engineer in a research laboratory, now specializes in project management. After a series of successful management posts in industries ranging from miniature hearing aids to giant machine tools and international mining, he spent ten more recent years as an external lecturer on the MSc and MBA programmes of two English universities. Now a full time freelance writer, Dennis has edited or written some 35 books, mostly for Gower, including the hugely successful *Project Management* (now in its ninth edition). Dennis is a Fellow of the Association for Project Management, Fellow of the Institute of Management Services and a Member of the Chartered Management Institute.

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change across both public and private sectors, with particular focus on the transportation sector. Bill has twice won the Association for Project Management's (APM) 'Sir Monty Finniston Award' for 'an outstanding contribution to Project Management'. These awards in 1995 and 1997 recognised his work in the management of strategic change through projects, and the need for effective communication strategies to manage key stakeholders. Bill is a Visiting Lecturer on strategic programme management to MBA and MSc courses at the Tanaka Management School of Imperial College London, a technical referee for the International Journal for Project Management, and contributor to the APM's 'Year Book' (2003) and 'Body of Knowledge' (2005), and the 'Parliamentary Year Book and Diary' (2001). Email: bill.mcelroy@nichols.uk.com

**Mary McKinlay** worked in Aerospace and Defence for over 27 years starting as a Systems Engineer. She is now a practitioner, researcher and trainer of Project Management, works as an Adjunct Professor of Project Management at ESC Lille and is Managing Director of Mary McKinlay Projects Ltd. Whilst working in industry Mary participated in research programmes involving collaboration between industry and academics e.g. Alvey, SERC and ESPRIT. One of these projects was to generate a process model for Project Management. This underlined the need for Project Management improvement and influenced her later work. She was instrumental in the introduction of Lifecycle Management and has carried out external assessment of Project Management Plans for many major projects. She works as a Lead Assessor for the IPMA International Project Management Awards and also a Judge for the APM Annual Awards. Having been a Council Member for IPMA, she is now a Vice President. She has also been active in APM and was a contributor to the APM Body of Knowledge v5. Mary has written many articles and is a frequent speaker at Project Management Conferences She is a Governor of the University of Greenwich and also a member of Institute of Directors.

**Chris Mills** is a senior consultant with the Nichols Group and has provided expertise and advice on managing programmes and projects for clients in the utilities and transportation sectors in the UK and overseas since 1989. He holds an honours degree in civil engineering from Imperial College, London, a MBA from Cranfield University and is a member of the Institution of Civil Engineers, the Chartered Institution of Water and Environmental Management and the Association for Project Management.  
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**Peter Morris** is Professor of Construction and Project Management at University College London, and Executive Director of INDECO, a management consultancy.

He was Chairman of the Association for Project Management from 1993-96 and is currently a Vice President. He was Deputy Chairman of IPMA from 1995-1997. He is a Fellow of the Institution of Civil Engineers, Chartered Institute of Building, and the Association for Project Management. His research has largely been on the competencies required to develop and deliver projects and programs successfully. He is the principal proponent of ‘the management of projects’ perspective – see *The Wiley Guide to Managing Projects* (Wiley, 2005); *Translating Corporate Strategy into Project Strategy* (PMI, 2004); *The Management of Projects* (Thomas Telford, 1994) and *The Anatomy of Major Projects* (John Wiley & Sons, 1987). He is the author of over 110 papers and was the recipient of the PMI 2005 Distinguished Research Award. He was previously a main board director of Bovis Ltd., Executive Director of the Major Projects Association, a consultant with Arthur D Little, and Booz Allen & Hamilton, and an engineer with Sir Robert McAlpine.

**Ralf Müller** is Assistant Professor at Umeå University, School of Business in Sweden and visiting faculty member at TiasNIMBAS Business School in The Netherlands. He researches and lectures in project management, governance of project-based organizations, as well as in research design and methodology. His own research is on leadership and communication in projects, as well as on program and portfolio management. Before doing a doctorate in project management and starting an academic career, he spent several decades managing project-based organizations, and consulting large enterprises and governments in project management and its governance. This included work in more than 40 countries in different roles, such as worldwide Director of Project Management in NCR Teradata, or as global ‘flying doctor’ for project recovery. Ralf is the author of three books and a number of articles in international management journals, as well as a frequent speaker at researcher and practitioner conferences. He is the co-founder of several PMI chapters in Europe and co-developer of PMI Standards for Organizational Project Management Maturity (OPM3), as well as for Program and Portfolio Management. He can be reached at [ralf.mueller@usbe.umu.se](mailto:ralf.mueller@usbe.umu.se)

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**David Partington** is a Senior Lecturer at Cranfield School of Management, where he is Director of Management Research Programmes. He is a chartered engineer whose career spans 35 years as a practitioner, consultant and lecturer in

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**Richard Pharro** is MD of The APM Group. Richard conceived the idea of Accreditation and Certification associated with OGC's PRINCE2™ in 1995. Since then PRINCE2 has become established throughout the world. APMG's partnership with OGC has expanded to include MSP, M\_o\_R® and ITIL® accreditation and qualifications. APMG is now a global business providing accreditation and certification services via an international network of Accredited Consultancy and Training Organisations. Richard has spearheaded APMG's expansion into wider fields of business accreditation. The organisation's business partners include TSO (The Stationery Office Ltd), The Association of Proposal Management Professionals (APMP), The UK's Financial Services Skills Council (FssC), and the UK's Chartered Management Institute.

He is a chartered Civil Engineer who has worked on projects in the UK and the Middle East. His book, *The Relationship Manager – The Next Generation of Project Management*, was published by Gower in January, 2003. Richard is a non executive Director of the PRINCE2 Best Practice User Group. In December 2006, he was awarded the Institute of Director's professional qualification C.Dir.

**Jim Pearce** is a senior consultant with the Royal Society for the Prevention of Accidents. Originally a chemical technologist, he is a safety practitioner of over 30 years experience. He is a Chartered Fellow of the Institute of Occupational Safety and Health with extensive experience in safety training up to and including teaching the National Examination Board in Occupational Safety and Health's National Diploma. For several years he was a training provider representative on NEBOSH's Executive Committee and a provider of examination questions. Currently he specialises in auditing health and safety management systems (HSMS) and providing support to organisations to aid the development of HSMS systems appropriate to their needs.

**David Rees** was professionally trained in work study, organisation and methods, and spent his formative career in the UK telecommunications industry. Leaving to take up a lecturing post, he spent eight years teaching communication and business studies before returning to the commercial world. After creating the

Centre for International Communication as a training company, a partnership was created with a Belgian organisation to provide cross-cultural language and culture programmes for European and American students. During the 1990s the business expanded and a new company, Cultural Fluency, was formed to focus specifically on helping organisations manage cross cultural strategy, operations and teams. David works extensively in consultancy and development roles with many high profile, project-based organisations. He is a Fellow of the Chartered Institute of Personnel and Development, a Member of the Chartered Institute of Management and Visiting Fellow at Henley Management College.

**Tony Reid** is a business performance coach, mentor and project facilitator. He has an MA in Management Learning; is a Registered Practitioner of the Myers Briggs Psychometric Indicator; a Practitioner for Emotional Freedom Therapy; a Lead Assessor for Quality Assurance; an Open Licensed Trainer and Assessor for the EFQM. He has been a Chairman with the Academy for Chief Executives; a coach and facilitator for Tomorrow's Company; has facilitated the initiation of major projects in the UK and Middle East; and tutored project management programmes for many major construction organisations. He has been the chair of the Project Organisation and Team Working Special Interest Group for the APM for ten years. He is presently the lead facilitator with Lancaster Business Academy and exploring the establishment of a new Special Interest Group focused on Innovation for the APM. Tony is a Fellow of the Royal Society of Arts and Member of the Association for Project Management.

**Lizz Robb** is a partner in Yellowhouse.net, an Australian company based in Brisbane, Queensland, which has a focus on programme and project management training and consulting. Lizz specialises in the PRINCE2 and Managing Successful Programmes (MSP) methodologies from the Office of Government Commerce, UK, as well as the Project Management Institute's Project Management Body of Knowledge (PMI® PMBoK®). Lizz gained a Masters In Project Management from the University of Technology, Sydney (UTS) and has continued to benefit from the program.. She has taught PRINCE2 at UTS and ESC Lille in Paris. Lizz has worked across a range of industry sectors, from construction to international aid to pharmaceuticals and information systems, both in Australia and internationally. Lizz has a keen interest in the deployment of project and program management methodologies. She has a commitment to enhancing both individual and corporate capability through program and project management in complex organisations. Lizz is a member of the PMI®.

**Stephen Simister** is a member of the academic faculty and lead tutor in project management at Henley Management College and a visiting lecturer at Reading

University. He has over 25 years experience of project management and has worked in most business environments. He is a chartered project management surveyor with the Royal Institution of Chartered Surveyors (RICS), a fellow of the Association of Project Management (APM) where he is also chair of the Contracts & Procurement SIG) and a Certificated Value Manager with the Institute of Value Management (IVM).

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**Michel Thiry** has over 30 years' professional experience and is founder and Managing Partner of Valense Ltd. ([www.valense.com](http://www.valense.com)), a PMIR Global Registered Education Provider that offers consultancy, education and research services to Project-Based Organizations. He is also the initiator of the Valense Network, an International multi-disciplinary network of professionals. He has worked worldwide in many cultural environments and provides his expertise to major organizations, in various fields and at different levels. Michel is a regular Keynote Speaker for major International events and Adjunct Professor with the Lille Graduate School of Management (France ) and visiting professor at UTS in Sydney ( Australia ). He has written and lectured widely in International forums, both at the Academic and Practice levels. In addition to his book 'Value Management Practice', published in 1996, he has written a number of book chapters on Value, Program and Portfolio Management in prominent PM books. He is a regular writer and referee for the International Journal of Project Management and Contributing Editor PM Network, in which he authors the 'Executive Speak' Quarterly Column. He has particular expertise in the structures and integration principles of Project-Based Organisations (PBO), in particular, the link between strategy and projects, project selection methodologies and project governance systems.

**Stephen Ward** is Professor of Management at the School of Management, University of Southampton, UK, and Deputy Head of the School. He holds a BSc in Mathematics and Physics (Nottingham), an MSc in Management Science (Imperial College, London), and a PhD in developing effective models in the practice of operational research (Southampton). Before joining Southampton University, he worked in the OR group at Nat West Bank. For more than twenty five years his research and consulting activities has focused on risk and uncertainty management, usually in a project context. He has published widely, including two books co-authored with Chris Chapman: *Project Risk Management-processes, techniques and insights* (Wiley, second edition 2003), and *Managing Project Risk and Uncertainty- a constructively simple approach to decision making* (Wiley 2002). His latest book *Risk management: organisation and context* was published by Witherby in early 2005. He is a member of the PMI, a Fellow of the

UK Institute of Risk Management, and a lead examiner for the Institute's Diploma. He is also a member of the British Standards Institute Committee on Risk Management.

**Terry Williams** has been Professor of Management Science at Southampton University since mid 2005. He worked in Operational Research for 9 years at Engineering Consultants YARD (now within BAE SYSTEMS), developing Project Risk Management, and acting as Risk Manager for major projects (mainly defence industry). He (re-)joined Strathclyde University in 1992 and became Professor of Operational Research (OR) and Head of Department. He continued research and consultancy modelling the behaviour of major projects, both post-project review and (thus informed) pre-project risk. He was one of a team which supported post-project claims, particularly Delay and Disruption, totalling over \$1.5 billion in Europe and North America. Terry is a speaker and writer on modelling in project management; he has written around 60 articles in refereed OR and Project Management journals and a book on 'Modelling Complex Projects'. He is a member of a number of research networks worldwide, particularly the Project Management Institute (PMI), where he is one of the Research Members Advisory Group. He edits the Journal of the OR Society and sits on a number of other journal advisory boards. He is a PMP, PhD, Chartered Mathematician, and Fellow of the IMA and ORS. He was educated at Oxford and Birmingham Universities, UK.

## **OTHER BOOKS BY RODNEY TURNER PUBLISHED BY GOWER**

*The Gower Handbook of Project Management, 3rd edition*, 2000, edited with Steve Simister, ISBN: 0-566-08138-5, (Hardback), ISBN: 0-566-08397-3, (CD-ROM).

*People in Project Management*, 2003, editor, ISBN: 0-566-08530-5.

*Contracting for Project Management*, 2003, editor, ISBN: 0-566-08529-1.

*The Management of Large Projects and Programmes for Web Delivery*, 2004, ISBN: 0-566-08567-4