

# Preface to the second edition

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In writing this second edition, I have maintained the basic approach of the book, writing a book that people can either read through from start to finish, or dip into as they wish to remind themselves of how to approach a particular issue. I have retained the structure of the book:

Part 1 dealing with the context of projects

Part 2 describing the five functions of management, scope, organization, quality, cost and time

Part 3 describing the stages of the project life cycle

Part 4 covering administrative techniques

Part 5 giving applications and illustrating how project-based management is adapted to different circumstances.

Some chapters are fundamentally unchanged, (except the numbers are different because there are fewer chapters). Those that are unchanged are the chapters dealing with the strategy of the parent organization (2), the parties involved (3), managing scope, organization, cost and time (5, 6, 8 and 9), and the three stages of the life cycle (11, 12 and 13). Other chapters have been updated to incorporate new research in developing areas of project-based management. These include the chapters dealing with project success and strategy (4), managing quality and risk (7 and 10), and the project manager (17). I took a new approach in Part 4, having a chapter dealing with programme management (14), procedures and systems (15), and health checks and audits (16). I also took a different approach in Part 5. Although I do not disagree with what I did in the first edition, I am not so sure any more that the categorization of projects I gave leads to useful differences. I therefore have a single chapter on types of project from both the product life cycle and types of discipline. I dropped the section on engineering projects, because I do not think that gave new insights. The section on design projects has been incorporated into Chapter 12. I added new sections on concurrent engineering and business process reengineering. I have substantially extended the chapter on international projects (19). Overall the book is three chapters shorter, which I hope makes it even more focused.

Throughout the book I have tried to give up-to-date references, even where I have not substantially changed the text.

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*June 1998*

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The first book in The Henley Management Series (Paul Thorne, *The New General Manager*, McGraw-Hill, 1989) identified the rapid, structural changes taking place within modern organizations, and how this is leading to a new brand of general manager. This rapid change has been brought about by an explosion in the rate of change of technology and communication, and the access of managers to information. The second book in the series (Tony Knight and David Silk, *Managing Information*, McGraw-Hill, 1990), explained the key role of information to business success.

Both these books identified a parallel development, driven by rapid change in modern organizations: management by projects has become the new general management. The bureaucratic organization, introduced in the nineteenth century to provide efficiency through permanence, can no longer respond to the competitive environment of modern business. Organizations must be flexible to respond quickly and effectively to changing circumstance, and this requires new general managers who are able to manage change through projects, involving them in:

- the management of a portfolio of projects, through a team of project managers working for them;
- the management of individual projects, as project manager, through teams of people who do not normally respond directly to them;
- the management of the interface between these projects, the rest of the organization, and the external environment.

This change is not limited to small organizations. British Telecom has identified that half its operations are project based. Translate this to the economy as a whole, and the annual spend on projects in the United Kingdom is £300 billion, and this consumes 27 million man-years of effort.

The management of projects has therefore become a skill which the general manager requires in his portfolio of skills alongside more traditional disciplines, such as accounting and finance, marketing and strategic management. This book aims to provide a comprehensive guide to the discipline for the general manager, and will enable them to:

- define projects required to achieve their business objectives
- manage the work and organization required to achieve them
- achieve their objectives to the required specification, and at a time and price which make the investment worth while
- undertake the work at different stages of a project
- ensure timely and effective completion of the project
- understand their role as manager of the project in building and maintaining the team
- compare the application of project management in different circumstances.

It describes a structured approach to the management of projects, and is illustrated throughout by reference to real examples of projects with which I have been associated. It is designed to be read through to provide an overview of the approach, or to be referred to as a handbook to give specific advice on how to manage certain aspects of projects, and the tools and techniques to use. The overall model of the approach (in Chapter 1), together with the contents page, should help readers to find their way around the book, and to dip into specific chapters. The book is intended for busy managers, as well as for more formal study by students on programmes leading to an MBA or an MSc in a project-related subject.

The Introduction defines projects, and introduces the structured approach to project management described in the book. Part 1 deals with context of projects. It defines projects, describes why companies undertake them and the impact they have on the organization, and explains how to adopt strategies for successful projects. Part 2 describes the first set of methods of the approach: the objectives of project management, i.e. how to define the projects required to achieve your business objectives, and how to manage the scope of work required, the project organization to deliver them, the constraints of quality, cost and time, and the risk inherent in projects. Part 3 describes a second set of methods of the approach: the management processes required to undertake projects. It follows the project management life cycle, and shows how each of the objectives is managed at each stage. Part 4 introduces further tools and techniques covering specific management systems and procedures, including project administration, the use of computer systems, and the role and skills of the project manager.

Part 5 concludes the book by describing some specific applications of the management of projects. It covers projects from different stages of the product life cycle, various industries and sectors, different size of project, and projects involving international collaboration.

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October 1991*