

Book Review

Reinventing Project Management: The Diamond Approach to Successful Growth and Innovation by Aaron Shenhar and Dov Dvir is a recent 276 page text published by the Harvard Business School Press in August 2007.

Briefly, this is an excellent work on modern project management in systems engineering. The primary subject covered is the authors' diamond framework for managing projects that is comprised of four dimensions: novelty, technology, complexity, and pace. Much of the work is also devoted to how to successfully put this diamond framework to work. Associated with the many discussions of project management and project deliverables, the authors also devote much attention to project risk, project scope, project strategy and execution and relatively comprehensive discussions of requirements, technology, and operations management.

The authors view projects as the engines that drive an innovation from an initial conceptual idea to ultimate commercialization. The authors suggest that many contemporary projects fail, and that the failure occurs largely because conventional project management concepts cannot be readily adapted to contemporary dynamic business environments. Also, it is suggested that many top managers often neglect their company's project activities while line engineering managers often treat all their projects as alike, as a routine part of conventional operations management.

This book is based on a study of more than 600 projects in a large variety of businesses and organizations worldwide. Through this, the *Reinventing Project Management* book truly does provide a new model for managing projects that is a highly adaptive model for use in systems planning and systems management of projects to achieve superior enterprise results in terms of innovation and growth.

The work is clearly very useful as a text for systems engineering and management efforts concerning project management, for those involved in academic business management courses in these areas also, and for industrial and government use as well.

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