

## BOOK REVIEW

### PROJECT MANAGEMENT

*Kontić Ljiljana, editor (2009). MTS Gajić Belgrade*

*Project management* (2009.), by author Ljiljana Kontić, young and talented scientist and assistant professor at the Faculty of Legal and Business Studies dr Lazar Vrkić, represents a unique work which deals with project managing from the organizational aspect. Apart from being a good educational work – a textbook for the students of economics and management, this book can also serve as a methodological guide for the organizations, project managers and financial institutions. Projects represent a time-limited effort to create a unique result and they enable managing changes and the implementation of the strategies in organizations. Primary goal of this book is to enable students of management to master the basic terminology, methods and techniques of project management and to get them introduced with the main phases of a project's life cycle and the basic challenges in each phase.

The book consists of seven parts and it is 220 pages long. At the end of each part there is a résumé and questions in order to check what has been learned. In addition, there are 13 contemporary case studies which illustrate the theoretical conceptions which have previously been explained.

The first part, titled **The basic notions and concepts** defines the basic notions, characteristics and concepts of project management. In this part the difference between traditional and project management is being analyzed. The dimensions of the project are being defined, as well as a project's life cycle. The chapter titled *Evolution of project management* deals with the review of the origin and development of this scientific discipline. Special attention has been devoted to the situations where project management needs to be used but also the situations where it is not used.

The second part of the book, titled **Project management – strategic resource**, explains the strategic resources of the organization and the mechanisms of the creation of competitive advantages in project management. The project strategies are being defined and the types of project strategy are being listed. The elements of project management which need to coordinate with the business strategy are being analyzed: project strategy, organization, processes, methods, performance criteria and project culture.

The third part titled **Project selection and initiation** deals with describing the process of project selection and the types of selection by using financial and un-financial models. In this part, various organizational structures are being compared and the elements of organizational culture are being described, which can affect the success of the project. A chapter has been devoted to the key actors in a project. The last chapter deals with the writing of project proposal. A part of the book has been devoted to the tasks which help students understand the process of selection better by using the methods for project selection.

The next part of the book, titled **Project planning**, identifies the project users and their needs, after which a communication plan with the key stakeholders is being defined. The project volume is then being defined, as well as a review of the possible organizational and technical project structures. In the planning phase, numerous methods and techniques are at the managers' disposal. Gantt chart, the method of critical path and the PERT method have been analyzed. Different chapters deal with the resource evaluation and the formulation of the project budget. In project planning, a special attention has been brought to management and the project quality.

**Project implementation** is the fifth part of the book, in which the chain of project value is being described. The chapter titled *Leadership* deals with the roles of a leader and his/her influence on the other members of the project team. The next chapter describes the key functions of project management, which are progress monitoring, problem identification and solving and finally risk and change management.

The sixth part, titled **Project completion** is devoted to the performance management, project's final report, knowledge management and the importance of celebrating the success. A distinction has been drawn between project performances and the project management performances. A different chapter defines the final report and analyzes the process of its making. Projects are a unique possibility for organizational

learning, which is why a different chapter is being devoted to the knowledge management. At the end of this part the importance of celebrating the success is being pointed out, as well as rewarding the participants of the project.

The last part of the book titled **Perspectives of the project management development** analyzes three important tendencies: the development of a profession, introducing the standards and the changing of paradigms. In this part the primary characteristics of a profession are being listed and the importance of introducing the standards is being explained. This is followed by a chapter which shows the project management paradigms. The last chapter deals with the challenges in project management and the guidelines for future research.

Considering that there are a small number of books in Serbia which deal with project management, this book, which is unique and written in crystal clear and scientifically clean language is welcome to the world of economics and management, but also in field of tourism.

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