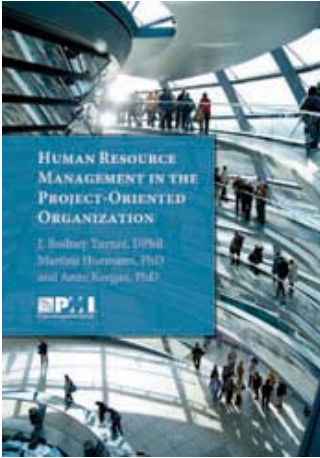


## PM World Today Book Review



**Book Title:** *Human Resource Management in the Project-Oriented Organization*

**Authors:** J. Rodney Turner, DPhil, Martina Huemann, PhD, and Anne Keegan, PhD

**Publisher:** Project Management Institute, Inc.

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**ISBN:** 978-1-933890-36-4

**Reviewer:** Nina Felt, PHR and Philip Felt, MBA, PMP, CPHIMS

**Review Date:** May 2008

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### Introduction to the Book

Human Resource Management is a topic in which the authors approach the necessary differences between project-oriented organizations and every other company. The research focused primarily on interviews with international companies and past publications and research by other authors. Their target audience is executive level in all size organizations.

The book discusses the primary areas of human resource management, which typically affects the employees of the organization. These areas include appraisal, development (career paths), reward and dispersement from projects. The authors also discuss the overall challenges employees experience during their tenure as a project-oriented professional and recruiting practices to assist in minimizing the cultural impact.

### Overview of Book's Structure

The organization of the book is structured to provide the reader a high-level introduction of project-oriented human resource challenges and defining of their research. The chapters are well laid out in terms of providing the reader the historical information, the research, the hypothesis, and a summary of the authors' conclusions.

### Highlights: What We liked!

The book is great for a professional who is not familiar with human resources or project-oriented organizations. It is apparent the authors are academia-based

professionals, as their writing style is representative of this field. They included appropriate summaries at the end of most of the chapters, which allows the reader confirmation of understanding of the points discussed.

The book is a great starting point for discussion on a topic that is rarely approached. The authors do an impressive job of showing the reader the history and challenges behind their research and give an abundance of credit as appropriate. They provide international representation and approach to this business topic.

### **Shortfalls: What was Missing!**

This book is intended to provide executives a starting point on how to think about human resource management in a project-oriented organization. While they offer many suggestions (“hypothesis”), they do not offer many takeaways. The reader of this type of book is trying to identify an immediate implementation idea based on the experiences and knowledge of the authors. When we finished the book, we were still looking for that idea. It is apparent that the authors intended to provide the reader with several options and allow them to choose the option that best fits their needs. We were hoping for a little more guidance and direction.

### **Who might benefit from the Book**

New Project Managers, Organizations that are beginning a project/program management office and human resources professionals who support a project-oriented organization, or a company about to embark on a roadmap of high dollar - high profile projects or programs.

### **Conclusion**

This is the first time we have seen authors discuss the challenging subject of human resources management in project-oriented organizations. All project managers and human resource professionals have Human Resource challenges. The challenges they face range from recruitment to professional development to transitioning of team members from a project that has ended. This book gives the human resource and project management professional a new perspective on the topic. Although the book is academic, there are examples that each professional can use to address their unique project / human resource challenges.

## About the Reviewers:

### ***Nina Felt, PHR***



*Nina Felt is a human resource professional who has worked with various companies in project-oriented phases of operations. She has worked with a software reseller company and supported them through their international operations as well as their various merger and acquisition projects. She quickly transitioned into the healthcare industry as a National Director of Human Resources supporting her organization through numerous Information Systems implementations as well as company culture projects. She has now started a consulting company focusing on providing strategic Human Resource support and guidance to companies. She is a graduate of Texas A&M University with a Bachelor of Science, and obtained her Professional of Human Resource certification through the Human Resource Certification Institute.*

### **Philip Felt, MBA, PMP®, CPHIMS**



*Philip is a Partner with Tidewater Consulting Group ([www.consulttidewater.com](http://www.consulttidewater.com)). He has over ten years experience in project management, business operations, and healthcare technology. His most recent healthcare project management experience includes the development of healthcare project/program Management offices and leading a hospital integrated delivery network through their Electronic Medical Record implementation. Philip holds a Business Degree in Accounting(U of Tulsa), a Master of Business Administration in Project Management(U of Texas @ Dallas), and is certified by the Project Management Institute as a Project Management Professional (PMP®). He also is a Certified Professional in Healthcare Information and Management Systems.*