

# Project Management Series

# BIBLIOGRAPHY

*"The man who does not read good books  
has no advantage over the man who can't read them."*

- Mark Twain

*This bibliography is provided as a reference for any outside materials that were used in the development of the Tryon and Associates Project Management seminars. This is a partial bibliography in that I provide only the authors name, title of the work and the original date of publication. A short description of the significance of the materials is included with most of the titles. You will also find a private rating system indicating my opinion of the title. "AAA" indicates a must-read and a book that I feel belongs in every professional's library. "AA" tells you this is an important work that should be in a corporate library for frequent reference. "A" identifies a title to browse when there is time. I do not list titles below an "A" but will be happy to provide bibliographical information on any other material referenced in my seminars. You may find some of these books in your local bookstore but most of them are easier to find on the Internet.*

Chuck Tryon

Bern, Eric. **THE GAMES PEOPLE PLAY**. 1964. (A - This is an old classic that may help you understand what is happening between normally sane people when they attend Walkthroughs.)

Block, Bob. **THE POLITICS OF PROJECTS**. 1983. (A - Bob does a nice job of explaining how politics may be used positively in a project. And yes, I know Bob. You will notice that I don't refer to Dr. Drucker as Peter.)

Block, Peter. **STEWARDSHIP: Choosing Service Over Self- Interest**. 1993. (AA - Must read for every manager who really wants to positively impact their organization. This is the first book where I marked up the **forward!** If nothing else, read that part of the book.)

Boyett, Joseph H. and Henry P. Conn. **WORKPLACE 2000: The Revolution Reshaping American Business**. 1991. (A - Describes the "knowledge worker" in the Information Age.)

- **BEYOND WORKPLACE 2000: Essential Strategies for the New American Corporation**. 1995. (A - Expands on earlier work.)

Burrill, Claude W. and Leon W. Ellsworth. **MODERN PROJECT MANAGEMENT: Foundations for Quality and Productivity**. 1980. (AA - This is a classic, complete text on Project Management ... a personal favorite. Here is where I first encountered the contrast between single-time and continuing efforts. This book is very hard to find.)

Brooks, Frederick P. **THE MYTHICAL MAN-MONTH**. 1979. (AA - Brooks was my introduction to a new view of projects and Project Management. Many of Brooks' observations conflicted with traditional knowledge, such as "Adding manpower to a late software project makes it later." A 25<sup>th</sup> anniversary version of this book was issued by Addison Wesley in 1995.)

Byham, William C. **ZAPP!** The Lightning of Empowerment. 1988. (AAA - Looking for a fun listen? This is it. Super material on an often misused notion ... empowerment.)

-, and Jeff Cox. **HEROZ:** Empower Yourself, Your Coworkers, Your Company. 1993. (AAA - Yes I know this is not in alphabetical order, but this is a part two to the above book. If you like ZAPP!, don't stop. This book deals with the "I'm waiting for my management" cop-out.)

Carnegie Mellon University / Software Engineering Institute. **THE CAPABILITY MATURITY MODEL:** Guidelines for Improving the Software Process. 1995. (AA - This is work sponsored by the Department of Defense to make requirement management and project management more repeatable on software projects. A great reference for any software development organization. There are a lot of consulting organizations (does the color blue bring anyone to your mind) making big bucks simply reiterating this material. The SEI has volumes of research data that you may order. It's far cheaper than consulting rates!)

Cleland, David I. **PROJECT MANAGEMENT:** Strategic Design and Implementation. 1994. (A - College text with good content.)

Champy, James. **REENGINEERING MANAGEMENT:** The Mandate for New Leadership. 1995. (A - Look, Drucker recommends this as "THE definitive book" on the influence of the Information Age on traditional management structures. Read it and you'll never again want to join the ranks of middle management. If you are a middle manager, you will be looking for a way out. May I suggest ... Project Management?)

Covey, Stephen R. **PRINCIPLE-CENTERED LEADERSHIP.** 1991. (AAA - In my opinion, this is Covey's best work. He describes a great model for real empowerment in an organization.)

Crosby, Philip B. **QUALITY IS FREE.** 1979. (A - This material is considered the most quoted of least read books. GUILTY AS CHARGED! Crosby is best known for his definition of "quality." He argues that quality does not cost more, hence the title. In fact, the lack of quality adds cost due to waste and rework.)

Daft, Richard L. **ORGANIZATION THEORY & DESIGN.** 1995. (A - College text that deals with modern organizational theory. Recognizes the changes required for Information Age companies.)

Davidson, Mike. **THE TRANSFORMATION OF MANAGEMENT.** 1996. (A – This book is one of the inspirations for our work on defining scope. Davidson introduces a “strategic framework” where an organization defines its mission and then goals, objectives and strategies from there. I’ve used this book as reading material to prepare organizations for facilitated scoping sessions.)

Davidow, William H. and Michael S. Malone. **THE VIRTUAL CORPORATION:** Structuring and Revitalizing the Corporation for the 21st Century. 1992. (A - Defines corporate structure for the Information Age.)

DeMarco, Tom. **CONTROLLING SOFTWARE PROJECTS: Management, Measurement, and Estimation.** 1982. (A - Good material if you are managing software development projects.)

-. **DEADLINE: A Novel About Project Management.** 1997. (A – This one is just for fun. As you read these short reviews, you’ll learn why I think so highly of Tom DeMarco. This book borrows the structure of Eli Goldratt’s *The Goal* and *Critical Chain* in that it is written as a novel. I’ll pass on the obvious pun of what a “novel” approach this is. If you are already familiar with DeMarco, this is a pleasurable tale. If you are new to this author, I’d recommend *Peopleware* first.)

- and Timothy Lister. **PEOPLEWARE: Productive Projects and Teams.** 1987. (AAA - This is my all-time favorite “management” book. I have marked it up more than any other book in my library. A great book to use in a "weekly reader" program with your peers. It was re-released in 1999 as a second edition.)

-. **SLACK: Getting Past Burnout, Busywork and the Myth of Total Efficiency.** 2001. (AA – I’ll be right up-front with you. I’m not exactly objective about Tom DeMarco. Even if he doesn’t claim me, I respect him as one of my mentors, probably the most influential person in my professional life. So if Tom writes it, I’ll buy it and read it. And in every case, I find something of value in his material. But it is also nice when others recognize his work. This book was a May 2002 Executive Book Summary selection. In *Slack*, Tom challenges the notion of loading the schedule of key producers to the point where they have no time to think or ... produce. We get so busy, we remove any *slack* in our schedules. In this constant state of over-commitment, we lose the time to study, learn and create. I find this book a nice companion to his *Peopleware* text.)

Drucker, Peter F. **MANAGING FOR THE FUTURE.** 1993. (A - So you read Drucker in college. But have you read him lately? He was a leader in management thought for the Industrial Age and he is out in front of the band for the Information Age.)

-. **THE NEW REALITIES.** 1989. (A - Ditto!)

Edwards, Owen. **UPWARD NOBILITY: How to Succeed in business Without Losing Your Soul.** 1992. (A - Okay, I’ll admit it. I’m a sucker for the title. Look, this is a cute book and fun to read. You can read it in increments. And Edwards makes some good points along the way. But this one won’t really change your life. I recently found a hardback copy of this book at Walmart for \$5. It is well worth that.)

Freedman, Daniel P. and Gerald M. Weinberg. **WALKTHROUGHS, INSPECTIONS, AND TECHNICAL REVIEWS: Evaluating Programs, Projects, and Products.** 1990. (A - This is for all you Weinberg fans out there. When you have finished Ed Yourdon's "Structured Walkthroughs" book, graduate on to this one. Not nearly as much fun, but very useful. Read it carefully, though. There are several points by the authors that I believe are TOO cute and way off base. Do they care?)

Fulghum, Robert. ***ALL I REALLY NEED TO KNOW I LEARNED IN KINDERGARTEN.*** 1986. (A - This book ought to be required reading for all project teams. Very common sense and very lite. After reading this book, you will agree with me that a lot of people must have skipped kindergarten! Also available in a poster, should you want to hang it on the wall of the project's war room.)

-, Robert E. and Randy Schwartz. ***THE SELF-DEFEATING ORGANIZATION.*** 1996. (A - These gentlemen have created a very interesting book that examines the behaviors of successful and unsuccessful organizations. They take on some very sensitive topics such as honest communications and open-mindedness. They also expose the hypocrisy that is costing many organizations the confidence of their employees and customers. I just started this book. I may upgrade the rating after I finish it.)

Ghoshal, Sumantra and Christopher A. Bartlett. ***THE INDIVIDUALIZED CORPORATION: A Fundamentally New Approach to Management.*** 1999. (A – This is a well researched and well written text on the transformation facing many organizations as they move from traditional, command and control structures into a more modern, empowered organization.)

Goldratt, Eliyahu M. ***CRITICAL CHAIN.*** 1997. (AA - Goldratt is best known for THE GOAL and his "Theory of Constraints." In this material, Goldratt uses his novel (sorry, no pun intended, but Goldratt fans will understand) approach to explore a shift from traditional Project Management to something different and new. Gee, I know just what he is running into.)

Hammer, Michael and James Champy. ***REENGINEERING THE CORPORATION.*** 1993. (AA - The 2nd ranked best selling business book ever ... and worth every penny. A great Information Age contrast to Adam Smith's "The Wealth of Nations" classic.)

Hammer, Michael and Steven A. Stanton. ***THE REENGINEERING REVOLUTION.*** 1995. (AA - Hammer uses this material to address the misunderstanding many people took away from his earlier book and also address many of the shortcomings he has observed in reengineering projects. Much of what he discusses has to do with defining roles and responsibilities with heavy emphasis on a high-level reengineering leader. Those familiar with my views on the Project Owner will find many similarities.)

Hawamdeh, Suliman and Thomas L. Hart. ***INFORMATION AND KNOWLEDGE SOCIETY.*** 2002. (AA – Dr. Hawamdeh is a leading expert on the emerging Knowledge Management discipline. He is a professor at the University of Oklahoma and program director for a Masters of Science in KM. He and I are collaborating on a number of KM related projects. Consider this book if you are seeking a general primer on KM. When searching for this title, you may also find his name listed as “Al-Hawamdeh.”)

Holt, David H. ***MANAGEMENT: Principles and Practices.*** 1987. (A - This is a great college text on management.)

Kersten, E.L. ***THE ART OF DEMOTIVATION.*** 2005. (AAA – You are probably very familiar with the inspirational photo posters that adorn many conference rooms. They usually tout such

motivational messages on teamwork, goals and the like. Now for some reality. Dr. Kersten, yes he actually holds a Ph.D., launched a counter website some years back at Despair.com. On this site, he sells equally inspiring posters with far more realistic inscriptions. For instance, one poster states that “If a pretty poster and a cute saying are all it takes to motivate you, you probably have a very easy job. The kind robots will be doing soon!” Dr. Kersten recently entered the book market with this biting and often accurate view of corporate cultures. Next time you visit his website, don’t miss the video clips!)

LaRoux, Paul. ***SELLING TO A GROUP***. 1984. (A - Best book I've ever seen on presentation techniques.)

Lewis, James P. ***FUNDAMENTALS OF PROJECT MANAGEMENT***. 1997 (AAA - This book is a very concise and direct recap of the most significant techniques required by Project Managers. I suggest this book as the text for my Project Management Fundamentals class. And yes, I titled my course long before I ran across Lewis' book. One of those "great minds" things. Lewis' book has been so popular that is now in a 2001 second edition. I've personally bought and distributed a couple of hundred of these books.)

Lutz, Robert A. ***GUTS: The Seven Laws of Business That Made Chrysler the World's Hottest Car Company***. 1998. (AA - I really liked this book. Especially the law “The customer ISN’T always right!” If you want the short version, try the excerpt posted as a link on our website.)

Lynn, Gary S. and Richard R. Reilly. ***BLOCKBUSTERS: The Five Keys to Developing GREAT New Products***. 2002. (AA – After ten years of research looking at 700 products, these two authors believe they have synthesized the keys to creating great, new products. While the terminology is sometimes different, I find their observations very consistent with what we teach in the Project Management series.)

Martin, Paula and Karen Tate. ***PROJECT MANAGEMENT MEMORY JOGGER***. 1997. (A - This is a handy, pocket-sized reference for how to manage a project from start to finish. Nothing earth shaking but well worth its \$8 price.)

Maxwell, John C. ***THE 21 IRREFUTABLE LAWS OF LEADERSHIP: Follow Then and People Will Follow You***. 1991. (AA – If you are looking for a book that will help you develop as a leader, this is a great choice. Maxwell defines leadership as influence. Leadership is not commanding people nor is a result of position. Leadership skills are developed over time following a set of principles. Maxwell is recognized across many industries as a top expert in this field. After reading his book, I agree.)

McMenamin, Stephen M. and John F. Palmer. ***ESSENTIAL SYSTEMS ANALYSIS***. 1984. (A - Wonderful discussion of project scoping techniques and process. This book is a "AAA" for systems analysts. I AM biased, I helped with this material.)

Mulcahy, Rita. ***PMP EXAM PREP: A Course in a Book***. 2002. (A – For those wishing to pursue their Project Management Institute PMP certification, this is the best recognized prep material on the market. Compared to attending a multi-day program, this book is a real bargain.

With the popularity of the PMP certification, there are less expensive options on the market.)

Naisbitt, John. **MEGATRENDS: Ten New Directions Transforming Our Lives**. 1982. (AAA - Go get it off the shelf, wipe off the dust, and read Chapter 1 again with fresh eyes. Here is a very good discussion on the transition from the Industrial Society to the Information Society.)

Nathan, Peter. **PMP CERTIFICATION FOR DUMMIES**. 2003. (A – Maybe its just me but I have a hard time with a book title that includes Project Management and “dummies.” Seems like a contradiction in terms. However, the price on this book is half of the Mulcahy text.)

Page-Jones, Meiler. **THE PRACTICAL GUIDE TO PROJECT MANAGEMENT**. 1985. (A - A good writer with good ideas. Very software project biased.)

Peters, Thomas J. **LIBERATION MANAGEMENT: Necessary Disorganization For The Nanosecond Nineties**. 1992. (AAA, AAA - Get the hint? Stop looking at this list, go to your bookstore and don't leave until you have this material in your hand. This is THE BEST BOOK about project management that has been written in my lifetime. Peters spends a lot of time on the significance of projects to the corporate organization. This man is so right it is scary ... and a lot of people don't want to hear this message. I have listened to the audio version at least a half dozen times. And no, I'm not a slow learner!)

Phillips, Donald T. **LINCOLN ON LEADERSHIP: Executive Strategies for Tough Times**. (A - I learned new things about this great president... and about myself. A very good leadership book.)

Portny, Stanley E. **PROJECT MANAGEMENT FOR DUMMIES**. 2001. (A – A decent book with a silly title.)

Project Management Institute. **A GUIDE TO THE PROJECT MANAGEMENT BODY OF KNOWLEDGE**. (AAA - This material is prepared by the PMI Standards Committee and holds a tremendous amount of good information for any practicing Project Manager. It is also the basis for the Project Management Professional certification offered by PMI. The PMBOK, as it is known in the industry, is constantly under revision with new information and ideas by PMI. Check their website at [www.PMI.org](http://www.PMI.org) for the most current version. It is available on CD to PMI members.)

Roberts, Wess. **LEADERSHIP SECRETS OF ATTILA THE HUN**. 1987. (AA - Great book on leadership, not management! It will make you afraid to look in the mirror. You may not like what you see. Don't miss the "Author's Note" at the front of the book.)

-. **VICTORY SECRETS OF ATTILA THE HUN**. 1993. (AA - If you liked "Leadership Secrets...", you'll like this one too.)

-. **MAKE IT SO**. 1995. (A - This one is for all you Trekkies, leadership principles through the capable eyes of Captain Jean-Luc Picard. It is also good reading in the tradition of Attila. You can even take it to work ... without feeling guilty. ENGAGE!)

Smith, Adam. ***THE WEALTH OF NATIONS***. 1776. (A - This is the book that started the Industrial Revolution. We were all supposed to read it in college, but it was too boring. Well, it is still boring, but you ought to struggle through the first chapter or two. It will give you a balance to the changes brought on by the dawn of the Information Age.)

Thomsett, Rob. ***PEOPLE & PROJECT MANAGEMENT***. 1980. (A - Timeless discussion of the human side of projects.)

Toffler, Alvin and Heidi Toffler. ***CREATING A NEW CIVILIZATION: The Politics of the Third Wave***. 1995. (AAA - Here it is! If you have been around me for ten minutes, you have heard about this book. If you have listened to anything in the Project Management seminars, you have heard about this book. Actually, this is not one book, but many. The Tofflers have condensed the heart of four different books into 106 pages. This is NOT a fast read. And unfortunately, this book is now out of print and becoming very hard to find. Happy hunting!)

-, ***FUTURE SHOCK***. 1970; ***THE THIRD WAVE***. 1980; ***POWER SHIFT***. 1990. (A - These books comprise Toffler's 30 year trilogy. The most impressive thing about "Future Shock" book is when it was written ... while most of us were sleeping! These books gave the post-industrial era substance and a name.)

Yourdon, Edward. ***STRUCTURED WALKTHROUGHS***. 1985. (AA - The funniest business book I've ever read. Too bad it is out of print.)