



INDIANA UNIVERSITY
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A BIBLIOGRAPHY ON PROJECT MANAGEMENT

PREPARED FOR LAWYERS, LAW STUDENTS, AND LEGAL SERVICE ORGANIZATIONS

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Over the past year, project management has become a topic of intense interest in the legal community, primarily because of the business pressures brought about because of the recent financial crisis. As businesses seek to further minimize costs, interest grows in alternative fee arrangements. In order to maintain clients and profits in this environment, firms must both control costs through increased efficiency and estimate the cost of handling a matter with a high degree of certainty. Recent efforts by several high-profile firms have further stimulated interest in project management.

What is project management?

Project management as a management discipline developed at the beginning of the Cold War, in response to the need of the U.S. government to monitor defense contractors developing new weapons systems in a “cost plus” environment, where natural incentives for good management were lacking. Project management then evolved to describe a system of tools that allows a manager to:

- Articulate the goals and scope of a project;
- Identify discrete tasks to be performed scheduling work and estimating effort needed to complete tasks (through work breakdown structures (WBSs);
- Monitor and control task progress (with Performance Evaluation and Review Technique or Critical Path Method (PERT/CPM)); and
- Evaluate the project after completion.

The Project Management Institute (PMI) is an organization dedicated to the development and dissemination of best practices in the field. Its *Project Management Book of Knowledge (PMBOK)* is acknowledged in the United States as the ultimate authority on project management best practices.

Legal Project Management

Project management is most highly associated with the fields of construction, defense contracting, and software development. In the past thirty years, use of project management techniques has spread to other industries where certain non-routine tasks demand a management strategy outside of the preexisting hierarchy of authority. Law firms have begun implementing project management strategies to manage complex litigation and transactions.

Lean Six Sigma

Another approach being used by some firms to control costs is Lean Six Sigma. Six Sigma is a quality improvement process developed in the early 1980s by Motorola and widely adopted in manufacturing industries since that time. Lean Six Sigma marries that process with concepts derived from the lean manufacturing process developed by Japanese automakers.

BIBLIOGRAPHY

What follows is a selected list of books and electronic resources intended to assist legal professionals considering implementation of a project management, or expansion of existing project management efforts.

Overviews of Project Management

Berkun, Scott. *Making Things Happen: Mastering Project Management*, Sebastapol, Cal.: O'Reilly, 2008. 488 pp. (ISBN 0596517718) [Limited preview](#) at Google Books. A revised edition of *The Art of Project Management*, this book is written from the perspective of a software development manager. Berkun explicitly ignores discussion of technical project management tools. Instead, the book broadly groups elements of successful project management into the categories of plans, skills, and management, and provides discussions of each category which are free of project management jargon. The charts and diagrams provided promote real understanding, rather than serving as filler, as in some other project management materials.

Frame, J. Davidson. *Managing Projects in Organizations: How to Make the Best Use of Time, Techniques, and People*, Third ed. San Francisco: Jossey-Bass, 2003. 258 pp. (ISBN 0787968315) [Limited preview](#) at Google Books. An excellent introduction to the practice of project management targeted not at engineering or manufacturing firms, but rather at professions whose business is the manipulation of data, including law firms. Frame places greater emphasis than other authors on issues relating to interpersonal relationships that often impede effective project management. As a consequence, coverage of WBSs, PERT/CPM is highly abbreviated.

Horine, Gregory M. *Absolute Beginner's Guide to Project Management*, Second ed. Indianapolis: Que, 2009. 408 pp. (ISBN 078973821X) As the title indicates, this volume is a comprehensive survey of the discipline of project management. Coverage includes use of Microsoft Project. At the end of every chapter, the essential information is included in capsule form. Extensive illustrations.

Lewis, James P. *Fundamentals of Project Management*, Third ed. New York: American Management Association, 2006. 160 pp. (ISBN 0814408796) [Limited preview](#) at Google Books. A concise, basic introduction to project management, including foundational concepts and methods from the PMBOK., including project risk management. Highly recommended for those with no exposure to the formal discipline of project management.

Pinto, Jeffery K., ed. *Project Management Handbook*, San Francisco: Jossey-Bass, 1998. 496 pp. (ISBN 9780787940133) A joint publication with the Project Management Institute. This volume consists of twenty-five essays written by experts in the project management field. This book is set apart from other resources describing the practice of project management by the two penultimate essays, which examine the factors critical for the success of a project and four failures impacting many projects.

Portney, Stanley E. *Project Management for Dummies*, Third ed. Hoboken, N.J.: Wiley, 2010. 384 pp. (ISBN 0470574526) [Limited preview](#) at Google Books. Another basic introduction to project management, widely available, and with good coverage of basic PMBOK techniques.

Verzuh, Eric. *The Fast Forward MBA in Project Management*, Third ed. Hoboken, N.J.: Wiley, 2008. 449 pp. (ISBN 9780470247891) [Limited preview](#) at Google Books. Similar in scope to the *Absolute Beginner's Guide* and *Project Management for Dummies*. In contrast to the other two volumes, *Fast Forward* omits "cute" graphics, large margins, and other fillers to focus on both basic and advanced topics in project management, including the PMP exam and application of lean principles to projects. One of the bestselling books on project management.

Advanced Project Management Techniques

A Guide to the Project Management Body of Knowledge (PMBOK Guide), Fourth ed. Upper Darby, Pa.: Project Management Institute, 2008. 459 pp. (ISBN 1933890517) The standard reference for project management, containing generally recognized best practices as standardized by the Project Management Institute. A necessity for anyone wishing to be certified as a Project Management Professional (PMP), but not recommended as a resource for those previously unfamiliar with the practice of project management.

Lewis, James P. *Mastering Project Management: Applying Advanced Concepts to Systems Thinking, Control & Evaluation, Resource Allocation*, Second ed. New York: McGraw-Hill, 2008. 418 pp. (ISBN 0071462910) [Limited preview](#) at Google Books. A practical guide to project management organizes the field based around desired outcomes rather than specific tools: i.e., managing risk and resources, improving estimating capability, improving performance, and improving identification of cost and schedule control criteria. Practitioners recommend the section on managing quality in projects as particularly noteworthy and helpful.

Lewis, James P. *The Project Manager's Desk Reference*, Third ed. New York: McGraw-Hill, 2007. 581 pp. (ISBN 0071464646) [Limited preview](#) at Google Books. A comprehensive survey of project management concepts and tools that is appropriate as a overview of the topic, but intended to be useful as "a quick reference guide for busy project managers."

Wysocki, Robert K. *Effective Project Management: Traditional, Agile, Extreme*, Indianapolis: Wiley, 2009. 734 pp. (ISBN 9780470423677) A comprehensive text widely used in both undergraduate and graduate project management classes. Included in Wysocki's discussion is the Adaptive Project Framework, a species of Agile Project Management (APM) that he developed to extend APM's reiterative business processes beyond the context of software development. While perhaps too heavy on jargon for many lawyers, an excellent resource for those wishing to become highly conversant in the language of project management.

Working in Teams, Managing People

Graham, Robert J. and Randall L. England. *Creating an Environment for Successful Projects: The Quest to Manage Project Management*, Second ed. San Francisco: Jossey-Bass, 2003. 336 pp. (ISBN 0787969664). Critical to success of project management is buy-in from staff working on the projects Graham and England explain how to implement the tools of project management and at the same time create a climate which generally fosters the project management approach. The advice given is concrete and practical; though examples are drawn primarily from technology-based firms, the lessons obviously apply to professional services firms. An appropriate resource once a project management initiative has begun.

Lewis, James P. *Team-Based Project Management*, Washington: BeardBooks, 1998. 226 pp. (ISBN 1587982293) [Limited preview](#) at Google Books. As Lewis has written many other books on project management, the basic tools of project management are given only cursory coverage. Instead, he focuses on the group dynamics present when project tasks are assigned to team members. Particularly helpful is the

concluding section of five chapters, which gives concrete suggestions on improving team performance and communication, managing conflict and capacity problems, and addressing unsatisfactory work.

Newton, Richard. *The Project Manager: Mastering the art of delivery*, Second ed. Harlow, England: Financial Times Prentice Hall, 2009. 315 pp. (ISBN 9780273723424) This resource is aimed at experienced project managers, so there is little discussion of the tools one would use to define, plan, and monitor a project. Newton's hypothesis is that "learning core project management practice is an important skill for a project manager, but that there is a host of hard and soft skills that are needed in addition."

Six Sigma/Lean

George, Michael L. *Lean Six Sigma for Service: How to Use Lean Speed & Six Sigma Quality to Improve Services and Transactions*, New York: McGraw-Hill, 2003. 386 pp. (ISBN 0071418210). [Limited preview](#) at Google Books. George is the founder of one of the largest Lean Six Sigma consulting firms in the United States. In this book, he gives concrete examples of how processes originating in the manufacturing sphere are applicable to service industries. Although none of his examples are drawn from law firms, the way in which certain processes in Stanford University Hospital, Bank One, and the City of Ft. Wayne were examined and reconceived are much more helpful than the examples in the bulk of Six Sigma literature, which seem to focus on eliminating manufacturing defects.

Pande, Peter S. et al. *The Six Sigma Way: How GE, Motorola, and Other Top Companies are Honing Their Performance*, New York: McGraw-Hill, 2000. 448 pp. (ISBN 0071358064) [Limited preview](#) at Google Books. A highly readable introduction to Six Sigma which provides the concepts that might easily be applied in an initial quality management effort. The majority of the book concentrates on a five-step "road map" that reflects an organization's core processes, customers requirements, current performance, process design/redesign/improvement, and future planning.

Legal-Focused Resources

Levy, Steven B. *Legal Project Management: Control Costs, Meet Schedules, Manage Risks, and Maintain Sanity*, Seattle, Wash.: DayPack Books, 2009. 350 pp. (ISBN 9781449928643) The only project management book currently available that is written particularly with legal professionals in mind. The intended audience is not only attorneys at law firms, but in house counsel who must manage their own departments as well as outside counsel. Levy reduces project management and lean

six sigma methodologies to those which are most intuitively applied to the practice of law.

Hassett, Jim, "Trends in Legal Project Management," *available at* <http://legalbizdev.com/files/ProjManWhitePaper100517.pdf>. Hazlett is the founder of LegalBizDev, a consulting firm for law firms that need help with project management, business development, and alternative fee arrangements. In this white paper, he summarizes the recent trends in legal project management and effectively articulates the unsettled nature of the discipline, where there is no consensus as to what techniques are most effective. In addition, he points out the peril of an ill-conceived efficiency effort, because a lawyer's ingrained skepticism will tend to impede second chances at process restructuring.

Rappaport, Michael "Better service by design: project management and the quest to add value," *Canadian Corporate Counsel Association Magazine*, Vol. 4 No. 2, *available at* http://ccca.dgtlpub.com/2010/2010-05-31/pdf/better_service_by_design.pdf. This Canadian article succinctly describes the pressures driving law firms to adopt project methodologies, and gives examples of project management initiatives used in a number of firms. A helpful sidebar gives examples of how project management might be implemented in an asset purchase transaction conducted by McCarthy Tétrault.

Lean Law: Inspiring continuous improvement for legal professionals, knowledge workers, and others, <http://leanlaw.net>. In the words of the author-attorney, D. Mark Jackson, this blog "Explor[es] Lean and Six Sigma, GTD [Getting Things Done], technology, health, life hacks, and other ways to improve organizational efficiency and personal productivity."

Legal Project Management, <http://legalprojectmanagement.info/>. Paul Easton is Managing Director (Asia) for Global Colleague, a Legal Process Outsourcing (LPO) vendor. Easton maintains blog featuring a comprehensive array of legal project management resources to be found on the internet, as well as other information relating to the practice of law as a business.

Lexican, <http://lexician.com>. The website of Steven Levy, who coined the term "Legal Project Management." Levy was formerly a consultant with Microsoft and now consults for law firms engaging in project management initiatives and IT projects. The website hosts his blog, where he comments on legal project management topics and provides links to other articles of interest on the internet.

The Project Management Institute (PMI), <http://pmi.org>. PMI is the premier organization in the United States dedicated to the study and dissemination of

project management techniques. Publishers of the PMBOK and administrators of the PMP exam, PMI also allows industry-specific groups to form formal “Communities of Practice.” Although not yet finalized, PMI has approved creation of the Legal Project Management Community of Practice. In the near future, this should be an authoritative voice concerning best project management practices in the legal field.