

Project Governance: A practical guide to effective project decision making, by Ross Garland

***Book Review by Dr. Lewis Ireland
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Garland addresses an area that is seldom considered in project planning, but frequently creates challenges during project implementation. He defines "project governance" as the process for efficient and effective project decision making. Four categories are discussed: confusion regarding the objectives of project governance, risk aversion, issues related to organizational structure, and stakeholder and ownership issues.

The focus is on governance of large projects whereby critical decisions are needed to most effectively and efficiently continue the project of a success course. Key individuals and groups, involved in the decision process, are named and their respective roles defined. There are several descriptions of positions within a large project and three case studies to bring to light roles and responsibilities. It is obvious that these position descriptions are derived from practice rather than theory.

Garland has combined an interesting set of principles to guide one through the many facets of governance as it relates to the project decision making process. His description of positions and the roles and responsibilities associated with each position provides a realistic model for planning project governance. Definitions in the appendices clarify the different roles of individuals and groups.

This book is an excellent guide for students learning about project governance and organizational design. It can also be used to plan the governance organization of a major project to give the best opportunity for project decision making during implementation.

Editor's Note: Thanks Lew! Readers, if you would like to make a comment, [contact us!](#)