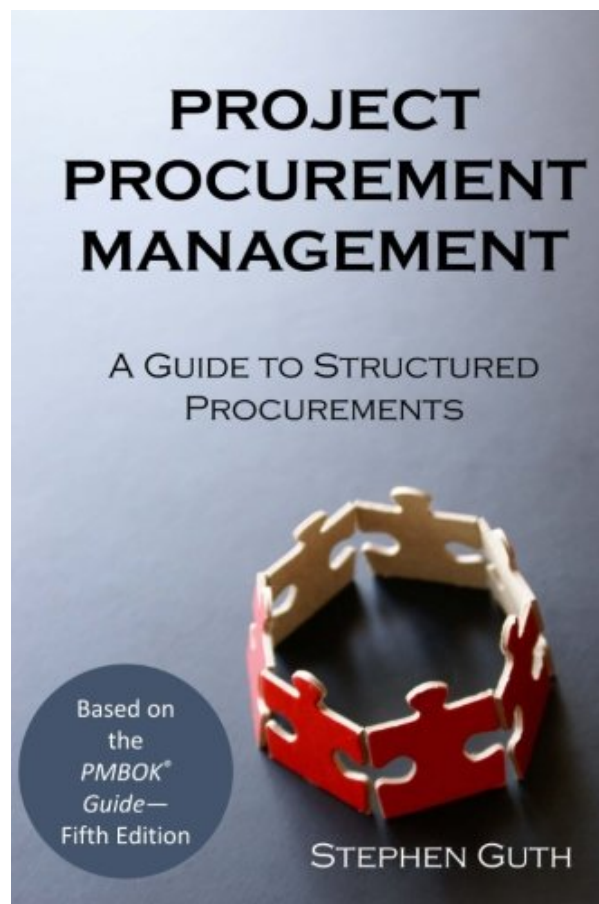


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A GUIDE TO STRUCTURED  
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Based on  
the  
*PMBOK®*  
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## About the Author

Stephen Guth is a seasoned supply management professional with extensive procurement, negotiation, contracting, and vendor management experience. He is a licensed attorney and is a graduate of the University of Miami School of Law (J.D.), the University of Maryland University College (M.S.), and Saint Leo University (B.A., summa cum laude). Stephen is a Certified Commercial Contracts Manager and a Certified Professional in Supply Management. He has taught contracting-related courses as an adjunct professor with the University of Maryland University College's Graduate School of Management and Technology, served on the Professional Standards and Ethics Committee of the National Contract Management Association Board of Directors, and has been an expert witness on contract law matters. He proudly served in the Armed Forces and with the United States Special Operations Command.

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Project Procurement Management Explained Stephen Guth focuses, through a practitioner's eyes, on the Project Management Institute's (PMI®) Project Procurement Management Knowledge Area. The PMI's A Guide to the Project Management Body of Knowledge (PMBOK® Guide)—Fifth Edition is used as a basis to describe key elements of structured procurements, including procurement planning, competitive solicitations, negotiations, legal considerations of procurement, contract management and administration, dispute resolution, and procurement ethics. Project Procurement Management: A Guide to Structured Procurements explains and elaborates on Project Procurement Management, bridging the gap between project managers and procurement professionals and guiding the reader on the "how to" of implementing a structured procurement methodology in a real life setting. Whether you are a project manager seeking to understand procurement or a procurement professional who is considering Project Procurement Management as a basis for building a structured procurement methodology, this book has something for you.

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There are not that many books out there for the project procurement practitioner, so I was pleased to find this one. The book focuses, through a practitioner's eyes, on the Project Management Institute's Project Procurement Management knowledge area. The Fifth Edition of "A Guide to the Project Management Body of Knowledge" (PMBOK) is used as a basis.

The intention was to provide an implementation guide to the project procurement function as described in PMBOK.

Unfortunately, like many procurement texts by authors with a predominantly operations background, the book shows limited awareness of the interdependencies so typical of project procurements, and the importance of understanding the project context that shapes the procurement plan.

For example, Guth interprets the PMBOK Guide terminology - Determine Enterprise Environmental Factors in the procurement context as:

- Research marketplace for desired product or service (market research); and
- Research prospective seller base.

To an experienced project practitioner, this is an unreasonably narrow interpretation of the PMBOK activity.

Guth's proposed procurement management plan does not consider many of the important factors that need to be addressed in international project procurement, such as:

- Government regulations such as preferential procurement, local registration, tax concessions and tariff exemptions;
- Project agreements between the principal, landowners and communities that include commitments to provide employment and contracting opportunities;
- Limited regional infrastructure;
- Unskilled and untrained local workforces;
- Natural and social risks: extreme temperatures, earthquake, floods, monsoons, armed conflict, government expropriation.

Guth also does not consider in detail essential post-award activities such as supplier quality surveillance, expediting and logistics.

The chapters on developing the Statement of Work (SoW) and Dispute Resolution are useful, but offer little fresh insight that is specific to a project context.

The chapter on legal requirements may be helpful to an American practitioner, but is not useful for international procurement.

The book needed to go into greater depth in discussing change management post-award.

The chapter on ethics could have gone further in discussing the international context of procurement ethics, particularly the increasing focus on anti-bribery and corruption and transparency in procurement.

Overall, while Guth does provide some useful guidance on the conduct of specific procurements in the project context, he does not build significantly on what already exists in PMBOK, or in other procurement texts written for operations environments.

This book will be most useful to a practitioner planning a single complex procurement, or a small number of procurements for a sustaining capital project in an operating context. The book does not provide sufficient guidance for a major international project that may have 70-100 large packages to be delivered over several years.

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