WALKER, Callum. Translation Project Management. Oxford, Routledge, 2023, 262 pp., ISBN 9780367677732

Part of the new Routledge series *Introductions to Translation and Interpreting*, which aims to deliver textbooks for staple courses in translation programmes and offer new perspectives, Callum Walker's coursebook provides an overview of all aspects of translation project management and is peppered with insights into professional practice.

It is no secret that good project management is the key to success in the language services industry, and professional skills are being taught in more and more translation and interpreting courses. Many alumni of both undergraduate and graduate translation degrees will start their careers as in-house project managers, but translation-specific project management skills are also essential for freelancers and in-house staff alike. As such, this book should be added to the reading list of any university translation module with a professional focus and is also valuable reference material for translation project managers and freelance translators.

Until now, the recommended reading lists for university modules covering aspects of translation project management have been somewhat limited. This is because, despite the few existing volumes that cover the topic to a greater or lesser degree (see, for instance, Angelone et al., 2020; Dunne & Dunne, 2011; Matis, 2014; Mitchell-Schuitevoerder, 2020; Risku, 2016; Russi & Schneider, 2011), the most relevant information appears in a range of book chapters, articles and blogs. Students have therefore had to read through a jumbled set of snapshots in order to identify the essential, core elements of professional translation practices. It is the need for a more coherent yet accessible overall picture that Callum Walker addresses with this new book. Few are better positioned to write this timely publication: Walker has real-life experience on which to base his arguments as a seasoned freelance translator and academic.

The book is divided into two parts: the first on the translation project lifecycle and the second on translation project constraints. The former focuses on project workflows and the latter invites the reader to consider the key challenges facing project managers in the language services industry and how best to tackle them.

Part 1 (Chapters 2, 3 and 4) follows the chronological stages of pre-production, production, and post-production of a typical translation project. After an introductory chapter that situates the book within its academic and professional context, Chapter 2 tackles the preparation of translation projects prior to their handover to linguists, and covers preparing quotations, assessing

project feasibility and analysing files. Walker also includes elements of risk management in this chapter, which will help readers identify potential issues before a project unfolds.

In Chapter 3, the author addresses the key stages in the preparation of a different language version of a particular text, namely, the translation per se and its subsequent revision, review and proofreading before its verification and release. Particularly well considered in this chapter is the attention awarded to the definitions of each of these stages and the real-life examples from French and Russian source texts offered by the author (pp. 59-70). The same source text sentence is used to illustrate the difference between revision (bilingual cross-checking of source and target text) and review (monolingual examination of the target language) (pp. 70 & 73). This is an important addition since these are two terms that are often used interchangeably and with different meanings within the industry. The discussion of pre-editing and (light and full) post-editing (pp. 60-67) is also a welcome inclusion.

In Chapter 4, Walker covers the post-production stage of project managing a translation job, namely: seeking feedback, preparing invoices, managing files and agreeing on any lessons learned. The sections on Administrative Documentation and Task Documentation (pp.99-104) give a brief overview of how a project manager will wrap up a project, organising and recording the files and resources used. Storing and maintaining translation memories and term bases is important for any potential future projects with the same client. Recording administrative documentation, on the other hand, is important to comply with any financial regulations and ensures "accountability and traceability" (p. 99) should an audit be required in the future.

In Part 2 of the book (Chapters 5-10), the author offers a more theoretical analysis of constraints and explains why they matter when managing translation projects through some excellent discussion points. Whilst the main framework referred to throughout this book is the international standard for translation services ISO 17100:2015 (International Organization for Standardization, 2015), here we are offered insights into two general project management frameworks: the Project Management Body of Knowledge (PMBOK) and Projects in Controlled Environments (PRINCE2). The constraints explored in PRINCE2 provide the logical structure for part two of the book, with one chapter dedicated to each: timescales, costs, scope, quality, benefits, and risk. The PMBOK framework complements PRINCE2 in that it describes how project management techniques tend to be implemented in practice and provides insights into the different processes involved in managing a project. This section includes the right doses of theory,

professional standards and key frameworks, as well as elements from business studies and economics.

Finally, in the 'post-mortem' offered in Chapter 11, Walker finishes the book on a positive note with suggestions for future research that will no doubt be explored in years to come.

Overall, this book is truly commendable in its structure, approach and amplitude. However, there are some aspects that could be revisited in future editions of the book.

The service provision component of the European Masters in Translation framework (EMT Board, 2022), an essential ingredient for success in translation project management, is an element worth exploring further. As Walker notes, "liaising with both clients and vendors is one of the main roles of a project manager before, during and after a project" (p. 241), and striking good relationships with all parties can also be particularly challenging at times. Of particular value is the section on client and vendor feedback and satisfaction (pp. 83-90), but more emphasis could be placed on project managers establishing strong relationships with vendors and clients from pre-production. Since these relationships can be so pivotal in determining the success of a project, this topic/theme/point warrants its own subsection in Chapter 2, and real-life examples would prove useful.

Many readers will be freelance translators managing their own translation projects or outsourcing work to others, so an overview of basic accounting would constitute a welcome addition to Chapter 4 on Post-production, perhaps alongside the content on invoicing (pp. 91-97). Freelancers will need to manage their own accounts and prepare annual tax returns, and project managers at smaller agencies will also be involved in bookkeeping, so a more comprehensive explanation of taxes such as VAT and the information required on international invoices would be helpful.

At the end of each chapter, the author offers suggestions for further reading as well as a list of references. At the start of the book (p. XVIII), there is information on the Routledge Translation Studies Portal, which contains additional learning materials, including a glossary, case studies and the bibliography. In addition to the materials that are available online, the print version of this book would benefit from including the final bibliography and a list of acronyms in hard copy.

To conclude, this introductory coursebook successfully covers the key aspects of translation project management in a digestible manner. Walker's book is a must-read for practitioners keen to consolidate their professional experiences and for instructors aiming to deliver structured training on this

topic. This is a systematic, thorough, accessible and well-timed book that will not disappoint readers.

REFERENCES

Angelone, E., Ehrensberger-Dow, M. & Massey, G. (Eds.). (2020). The Bloomsbury Companion to Language Industry Studies. Bloomsbury Academic.

Benmessaoud, S. (2008). A Step by Step Guide to Translation Project Management. https://www.translationdirectory.com

British Standards Institution. (2017). Translation Services – Requirements for Translation Services (ISO Standard No. 17100:2015). https://knowledge.bsigroup.com/products/translation-services-requirements-for-translation-services?version=standard

Dunne, K. & Dunne, E. (Eds). (2011). Translation and Localization Project Management: The Art of the Possible. John Benjamins.

EMT Board. (2022). European Master's in Translation - EMT Competence Framework. European Commission. https://commission.europa.eu/news/updated-version-emt-competence-framework-now-available-2022-10-21_en

International Organization for Standardization. (2015). Translation Services – Requirements for Translation Services (ISO Standard No. 17100:2015). https://www.iso.org/obp/ui/#iso:std:iso:17100

Matis, N. (2014). How to manage your translation projects. https://www.translation-project-management.com/en

Mitchell-Schuitevoerder, R. (2020). A Project-Based Approach to Translation Technology. Routledge. https://doi.org/10.4324/9780367138851

Plaza-Lara, C. (2022). Competences of Translation Project Managers from the Academic Perspective: Analysis of EMT Programmes. The Interpreter and Translator Trainer 16 (2), 203-223. https://doi.org/10.1080/1750399X.2021.1987085

Rico Pérez, C. (2002). Translation and Project Management". Translation Journal 6(4). www.translationjournal.net/journal/22project.htm

Roberts, D. (2023, April 17). The Link between Academia and the Profession of Translation and Interpreting with Sergey Tyulenev, Joseph Lambert, and Callum Walker [Audio podcast episode]. In Meet the Translator. https://www.dotrobertstranslation.com/meet-the-translator/episode/7cadb0c3/the-link-between-academia-and-the-

profession-of-translation-and-interpreting-with-sergey-tyulenev-joseph-lambert-and-callum-walker

Risku, H. (2016). Translationsmanagement: Interkulturelle Fachkommunikation im Informationszeitalter. Narr.

Russi, D. & Schneider, R. (2016). A guide to translation project management. COMET Program.

[OLIVIA COCKBURN]