

Implementation of project management concept for innovations in the context of organization design

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Abstract

The given paper is dedicated to the determination of the necessity of project management implementation for innovation and change. It is defined that project management is one of the most important competencies for organizations that are seeking to achieve sustainable competitive advantage. That is why many public and private organizations are interested in changing their corporate culture and organization design towards project orientation. Finally, it is concluded that implementation of the project management concept within an organization is considered to be a full business process, because it contributes to business value creation and requires the adoption of new managerial techniques as well as new philosophy of business.

Keywords: innovation, organization, organizational behaviour, project management, project management system

1 Introduction

Nowadays many and many organizations all over the world are experiencing uncertainty because of vast economic changes and turbulence. Consequently, innovations are often considered as means of responding to these conditions and challenges. "It is a hot topic in organizations, driven by the need to compete in an era of increasing competition, rapid technological and market change, and escalating requirements for solutions to complex problems" [4, p. 3].

There is a variety of publications [2; 3; 5; 6] that are related to the investigation of innovation outcomes and how they are produced. Accordingly, in the given paper the authors decided to focus on how any project, especially innovative one affects the organization design.

2 Main part

Project management is a matter of survival for many organizations [1, p. 452]. As a tool to achieve the organization's goals within the initially determined time, quality and the allocated budget, project management requires the productive use of knowledge, skills and techniques in order to meet or exceed the needs of stakeholders from a certain project.

Project management can be viewed from different viewpoints. The first one is that project management is a software tool that helps to implement various projects within an organization. Another view is that all projects in organization should be properly planned, controlled and implemented from a central location through the use of an intermediate computer system.

The implementation of project management concept for innovation is a strategic decision by the organization to change the existing way of decision-making process and the way of allocation of resources between different projects.

In this regard, it is not a trivial matter to implement the project management strategy in any organization. Therefore, a new organizational structure and design have to be communicated to the personnel within the organization, as well as other critical stakeholders of the projects that are being realized.

Some individuals from personnel of an organization may require additional training to develop their knowledge, skills and competence. On the contrary, managers of all levels of management in an organization should be able to show their support for the innovation process and change outcomes. Moreover, it is the only responsibility of the top-level managers to define and analyze the core benefits of changing to the project management organization within the business entity. After the decision is made to convert the organization's assets into a project management design, a specific strategy must be developed for the transition functions to the new organization design improvement.

On the basis of the above considerations, it should be mentioned that one of the major advantages of converting to project management system implementation is that projects are characterized by greater visibility to their exceptional fit and profitability within the business entity as the peculiar building blocks, necessary to achieve the main goals and objectives. In practice, many organizations operating in different industries find that the ineffective projects are being realized because of the lack of criteria for defining really worthy projects. As a result, modern project management requires a particular attention to the allocation of resources to those projects that can have the more importance to the organization's success and the sustainable competitive advantage achievement.

So, once selected and implemented, these projects must receive not only priority for resources and support, but also timely decisions for issues concerning them all. And finally, policies and procedures supporting the project management

system in an organization will encourage the optimal allocation of critical resources between projects.

3 Conclusions

Project management is considered to be an asset of any modern organization that changes the way business is conducted through a wide variety of projects. Project

management concept is closely related to the business entity's activity and to the specificity of its design for project management implementation and alignment of projects with the organization's goals, its approved policies and procedures. Obviously, all these listed elements are joining efforts to develop the criteria for the selection of the prospective and innovative projects, as well as managing the organization to achieve the most benefits from each project.

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