

PROJECT MANAGEMENT SYSTEM AT THE ENTERPRISE: FORMATION AND EVALUATION

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Introductions. Project management in the modern world is a way of managing a project through planning, organization and management of all other aspects. The key role in the results of the project is played by the project team and their qualifications, as well as the ability to set tasks. Project management involves the selection of performance standards for the project schedule, budget and technical indicators (indicators). Thus, it is the project management standards that determine the rules and characteristics of management for a specific field of activity to which they belong. Since standards are developed both by standardization bodies at the international and national levels, and by professional organizations in the field of project management, they are a prerequisite for the formation and evaluation of the project management system.

Aim. To determine the principles of the formation and evaluation of the project management system at the enterprise, based on project management standards.

Materials and methods. The study used such methods of cognition as scientific abstraction, comparison and analogies, analysis and synthesis.

Results and discussion. In the professional environment, it is worth noting A Guide to the Project Management Body of Knowledge – PMI. It is considered one of the most authoritative guides in the field of project management. The PMBoK contains clearly structured information about project management processes, information about

project management tools [1]. To date, three main standards have been published that regulate management processes at the project, program, and portfolio levels, and more than 10 additional standards. PMBOK consists of nine functions. The first four functions (aimed at managing goals) are usually called the main ones.

1. Project scope management — controls the project by setting its goal, objectives, and targets.

2. Cost management — involves financial control of the project through the accumulation, analysis, and preparation of cost reports.

3. Time management — involves planning, scheduling, and monitoring to ensure timely project completion.

4. Quality management — ensures compliance with the quality standards set for the project.

The following five functions aimed at managing specific objects are called additional:

5. Human resource management – includes directing and coordinating the activities of people involved in the project.

6. Communications management – accumulates information exchanged between project team members, management, and contributes to the successful completion of the project.

7. Contract/supply management – involves the selection, negotiation and signing of orders, control over the supply of materials, equipment and services (maintenance).

8. Risk management – depends on the degree of uncertainty of the project and is based on knowledge and experience indicating the conditions for the implementation of a particular project.

9. Project integration management – should ensure proper coordination of all project functions.

Management specialists have repeatedly pointed out that classic systems do not have time to adapt to fast conditions. In such situations, the project management system should be built on Agile, Scrum, Kanban and other methodologies [2]. Agile is a system of approaches and values on which flexible project management methodologies

are built. Scrum is an agile methodology where the team breaks down tasks into stages, periodically produces an intermediate result, which is immediately tested and, if necessary, corrected. Kanban is an agile method for accounting for the tasks of all company departments, in three types: planned, completed and those that are “in process”. In practice, separate methods are rarely found in their pure form, most often they combine those parts of agile systems that are most suitable for them. For example, in the Ukrainian product IT company EVO, agile management methodologies are used in each project. The main principle of the Agile methodology is that user satisfaction is more important than the initial product creation plan, and if it turns out during the project that the product should be different (based on user feedback), then the product should be changed. This approach helps not to spend two or three months solving the problem, but to launch a minimum viable product and promptly refine it after receiving feedback from customers. Currently, Kyivstar's retail and corporate businesses operate according to Lean principles, and projects are being implemented in the call center, technical directorate, and IT departments. The classic Lean approach involves determining what is valuable to the end consumer, eliminating waste in the production process, doing only what is necessary, and reducing the number of unnecessary actions.

Experts note that while agile methodologies are appropriate for IT and communications sectors, they may not be effective for “classical” industries. For example, a steel plant producing conditional cast iron must adhere to a clear planning approach, as external customers expect deliveries on a tight schedule. If developers, instead of planning, start working on clear parts of the project and improving the product, customers view everything as a task with fixed deadlines, budgets, and scope of work [3]. The question arises of how to combine these seemingly incompatible things. Many companies stop at this stage and return to classic project management with pre-planned activities. Using project management software improves the process of managing and controlling all stages of the project, since according to statistics, due to poor project management, almost 11.4% of resources (time, money, etc.) are always wasted, and 54% of users believe that project management services save several working hours per day, and 54% of project managers do not have proper access to

project data, which complicates the workflow. Thus, there are many options for project management systems. The most popular and interesting of them are the following.

Jira from Atlassian is one of the most famous and popular task managers. It is used by almost 20% of teams worldwide. This is a cloud-based project management service that contains a huge number of tools, it consists of three main sections: projects (tasks, bugs and requests), issues (lists of errors) and workflow (sequence of steps). Jira fits well into the Agile project management methodology.

Worksection is a Ukrainian online project management service. It is easy to integrate with Google services, any CRM system, Slack and Telegram. Today, more than 1000 companies use Worksection to manage their projects. The service is suitable for different types of businesses: digital agencies, web studios, video production companies, etc. Main features of Worksection: dashboard – a section with key indicators and indicators for quick analysis of the work performed; flexible interface; time tracking; chats and communication within the system; Gantt chart; Kanban boards; project reports; technical support; data protection. In addition, according to research by the Project Management Institute [4], companies lose \$109 million for every billion invested in programs and projects. At the same time, large projects are 10 times more likely to fail, are prone to delays, budget overruns, and lose critical functions twice as often as small projects. And as for the shortcomings of project management systems - the most common cases of project failure are changes in priorities within the organization 40% and limited resources 20%, and the five reasons for project failure according to PMI are as follows.

1. Static methods. Agile project management, which has developed along with the introduction of project management software, has become a trend in recent years, and will become even more vital now and in the future. Organizations that use an agile approach grow 37% faster and generate 30% higher profits.

2. Ineffective management of virtual teams. When teams work remotely, and often across the globe, in different time zones and with cultural and language differences – communication skills and effective time management become more important than ever.

3. Weak support from the manager. The presence of an interested manager who will fight for your project from start to finish is very important for the success of the project. However, less than two-thirds of projects receive active support from managers who help solve problems.

4. Misalignment with corporate goals and strategies. Companies report that on average three out of five projects are not aligned with business strategy. It is critical to have an understanding of your company's key strategic priorities and then check that your projects align with your company's or department's strategic goals.

5. Communication Failure One of the most common reasons for project failure, according to organizations themselves, is poor communication. The ability to connect in real time with team members located downstairs or in another country using tools designed to transmit critical messages quickly and securely is a key factor for success.

References

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