

EFFICIENCY OF PROJECT MANAGEMENT OF THE ENTERPRISE DEVELOPMENT UNDER CURRENT ECONOMIC CONDITIONS

Volodymyr Hryshko, Professor

Olena Kryvenko, master-student

Poltava National Technical Yuri Kondratyuk University

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Introduction. Modern conditions of economic activity, intensive level of development of economic relations, technologies and society in general require application of progressive actions in the management, based on the use of the latest information and communication technologies and, and which significantly can increase the importance of studying the effectiveness of enterprise project management in modern economic conditions to determine the strategy of its behavior and more effective management decisions for its success, requiring a proper scientific support.

After all, the effective management of enterprise development projects is intended to provide a sustainability of any business entity, achieving its goals and success in implementing its development strategy. Therefore, the relevance of the study is based on the fact that the economic, technical, technological and social changes that are taking place in society today substantially increase the significance of the study of the effectiveness of enterprise project management.

An overview of the latest sources of researches and publications. The methodological and practical aspects of the topic were reflected in the writings by Dovhan L., Mohonko H., Malyk I., Mykhailovska O., Onyshchenko V., Rach V., Rososhanska A., Medvedieva O. The founders of the modern theory of project management were A. Fayol, F. Taylor. However, considering the constant changes in all spheres of economic activity, this issue remains relevant and insufficiently researched.

The purpose of the article is to study the methodological and practical aspects of improving the management of enterprise development projects in modern economic conditions. The achievement of this goal involves solving such problems as studying the concept of «project», analyzing the peculiarities of enterprise project management in modern economic conditions, deepening theoretical aspects regarding the effectiveness of project management development, identifying factors for improving the management of enterprise development projects. The substantiation of the key points and their conclusions were made on the basis of the method of analysis of scientific and periodical literature, the analysis of statistical information and the synthetic method (development of recommendations for improving the management of enterprise development projects).

Basic material and results.

The concept of «project» is a basic concept in the management of project activities and can be interpreted differently in various studies, models and standards, taking into account various aspects. The variety of interpretations of the concept «project» indicates the ambiguity of authors' approaches to its definition, which necessitates their comprehension, analysis and generalization. Let's consider some of them, which are shown in the table. 1:

Table 1

Interpretation of the concept «project» [generalized by the author]	
Author	Approach
1	2
Project Management Institute (USA)	The project is a specific task with relevant output data and desirable results (goals) that determine the way to solve it [1].
Dovhan L., Mohonko H., Malyk I.	The project is a set of purposeful, consistently time-oriented, one-time, complex and irregularly repeating actions (measures or works), aimed at achieving the final result in the limited resources and the timing of their beginning and completion [3, p. 9].
Mykhailovska O.	The project is a unique set of processes focused on time, resources and quality requirements, aimed at creating a new value [5].
Onyshchenko V.	The project – a set aimed at achieving a specific unique result of interconnected activities, operations and work, which require high costs of time and resources [6, p. 85].
Rach V., Rossoshanska O., Medvedieva O.	The project is a temporary activity for creating value, due to the unique property of the project product in the framework of the mission of the socio-economic system [7, p. 18].
International Project Management Association (IPM, Competence Baseline Version 2.0.)	A project is a measure characterized by the principle uniqueness of the conditions of its activities such as goals, tasks, time, costs, qualitative characteristics and other conditions, and differs from other similar measures by the specific design organization [4].

So, summarizing all the terms above, we make our own definition of the term «project». The project is a collection of interconnected processes of purposeful activity, limited in time, resources of a unique character and aimed at achieving the effect (economic, social or any other).

In the framework of this study, it is proposed to consider the project as a complex system, that is, a complex of interrelated measures, where the input, having the appropriate security (resources), turns to the output for the finished result – a unique product or service (Fig. 1).

For the «project» system, the input is a specific need or goal (new); the output is the satisfaction of the emerging need (unique).

From the data of Fig.1, we observe that the novelty and uniqueness of the project activity differ from the operational one.

The project is formed under the influence of various factors that have a direct impact on the process of transformation: the specifics of the organization, the range of consumers, the market situation, the size of the organization, the conditions of management, etc. Maintenance of the project takes place at the expense of the project team, experience, knowledge, availability of resources, etc.).

Considering the many-sided concept of «project», based on the definition of this concept, we can formulate the concept of «project development enterprise».

Enterprise Development Project – a set of focused processes, which is a tool for improving the efficiency of the enterprise and occurring in order to achieve positive changes, determined by qualitative and quantitative characteristics.

Project management of enterprise development is a unity of integrated approaches, methods and ways of project activity management, aimed at achieving the strategy of enterprise development, the greatest efficiency and obtaining the necessary results.

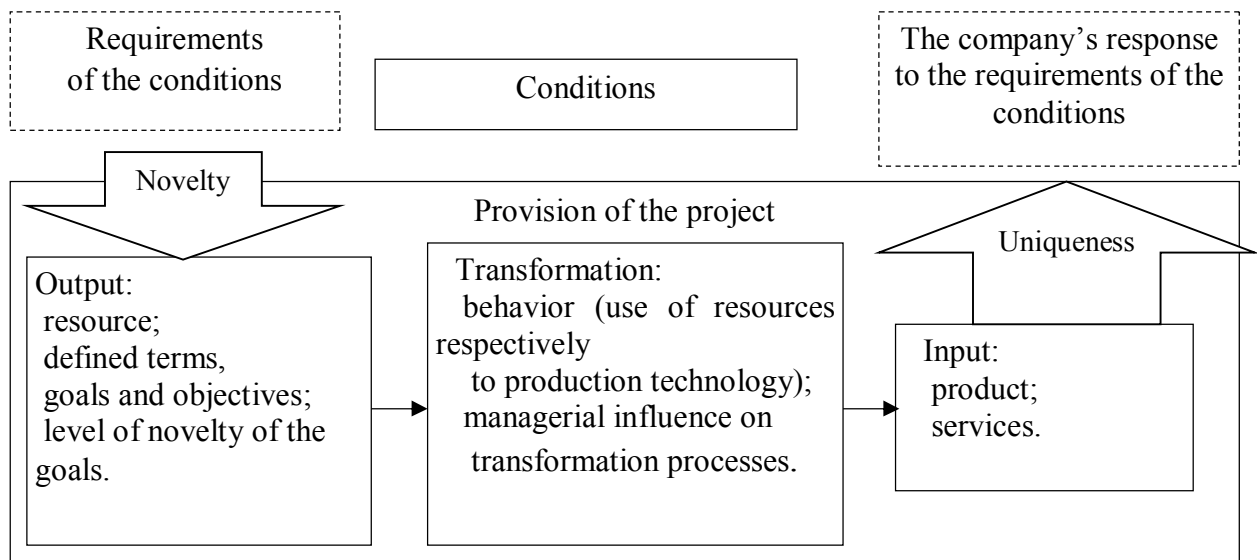


Fig. 1. Project in terms of system approach [generalized by author]

Therefore, the management of enterprise development projects is intended to ensure the efficient and rational organization of the activities of any business entity and aimed at creating favorable conditions (technical, economic, psychological) for the functioning of enterprises and organizations, and at achieving their success. Taking this into consideration, the study of the theory and practice of project management in the modern business environment is relevant in Ukraine for both manufacturing and service enterprises. After all, the project activity of enterprises in the current market conditions is characterized by the need to orient the scientific, technical, operational and commercial activities of the enterprise to take into account market requirements and consumer needs. Since the project management approach is relatively new for domestic enterprises. In spite of this, domestic enterprises still do not effectively use the project activity in practice. Enterprises do not have a single mechanism for identifying consistent stages of enterprise project management, resulting in a low operational efficiency of projects, inefficient use of limited resources, maximal costs and low quality. At present, the Ukrainian approach to management is prevalent among Ukrainian enterprises, which is characterized by the repetition of production processes, seasonality of works, and certain criteria for the effectiveness of management.

The project management system of domestic enterprises is at the initial stage of its development and has a practical nature. Although they fulfill the organization of the project activity, they do not have a special department, which is required for effective management of project activities and development projects, in particular.

Since it is determined that the project activity at the domestic enterprises is at an initial stage, we will define some of the reasons for the insufficient development of this practice in Ukraine:

- the absence of a professional project manager and project team in the enterprise;
- lack of skills to clearly understand the goals of enterprise development and to select the projects
 - that allow them to achieve them (increasing costs for unnecessary projects, reducing quality);
 - not fully take into account all project costs;
 - fears of the company's management about the emergence of a high risk,
 - the inability to detect and minimize them (due to lack of practical skills);
 - ineffective time management of the project.

Studying the work on project management, it can be noted that the researchers distinguish between the effectiveness of management of development projects from the point of view of professional activities on such a project and the rational selection of the project team and its effective management.

The project department should be solely in charge of the analysis of all aspects of the project and the project development company, in particular. Therefore, in today's market conditions, the creation of a project

department at domestic enterprises is a necessary and important part of the successful functioning. The organization of the project department at the enterprise includes: construction and condition of the management structure of the enterprise, sorting of the staff – specialists in the project activity of the relevant qualification, distribution of tasks among the employees, duties and responsibilities, ensuring appropriate conditions for efficient work of the staff of the project activity, ensuring the effective interaction of the project department and other departments of the enterprise.

Thus, in order to increase the effectiveness of project management and project activity management in general, it is proposed to add the director of the project activity to the management entity (if it does not exist at the enterprise), who will be in charge of the project planning department of the enterprise and selecting qualified staff, who must have the necessary knowledge, be responsible from the beginning of the project until it is completed. A mandatory step for improving the effectiveness of risk management in project activities in the project planning department of an enterprise should include a risk manager, or create a separate department for risk management in the organizational structure and expand the powers of a risk manager that will be able to respond not only to risk management in project activity, but also in the management of risks of innovation and investment activity or any other.

If the establishment of such department is not economically feasible for the enterprise or rather costly, implementation of the project process may be directly attributed to the Director General, Chief Accountant and Chief Engineer (Table 2).

Table 2

Participants' realization project of enterprise development [developed by the author]

Project Implementers	Project Implementers Functions
Director General of the enterprise	Fulfills the coordination function. Makes adjustments and control the implementation of the developed projects.
Chief Accountant of the enterprise	Gets the authority to decide on the appropriateness of financing a particular project, gives recommendations on the economic feasibility of the project, to coordinate with the technological departments.
Chief engineer of the enterprise	Gets the authority to make decisions the project, fulfills general management of the project activity, controls the procurement process, installing the equipment, coordinates documents with the relevant organizations and other supervisory bodies, coordinates the compliance of the schedules of the project, calculates the risks.

Consequently, in the absence of the possibility of creating a separate department of management of the project activity in the enterprise, in order to successfully implement the project of development of the enterprise, it is provided to create a special project group under the leadership of the Director General, which will include leading experts of the business entity and, if necessary, independent project finance experts.

A well-established algorithm for managing the project activity of the enterprise will help to effectively implement development projects (reflected in Fig. 2).

The role of the algorithm of effective management of enterprise development projects is a sequence of actions that determine the content and sequence of actions in any information-communicative, technological or organizational process. The process of project management development within the framework of the research is defined as a system of consistently implemented operations to perform operations in a certain order, which ultimately leads to the adoption of managerial decisions. The proposed algorithm is implemented not only through the organizational structure, but also by monitoring the adoption, support, and implementation of management decisions on the basis of methodological tools.

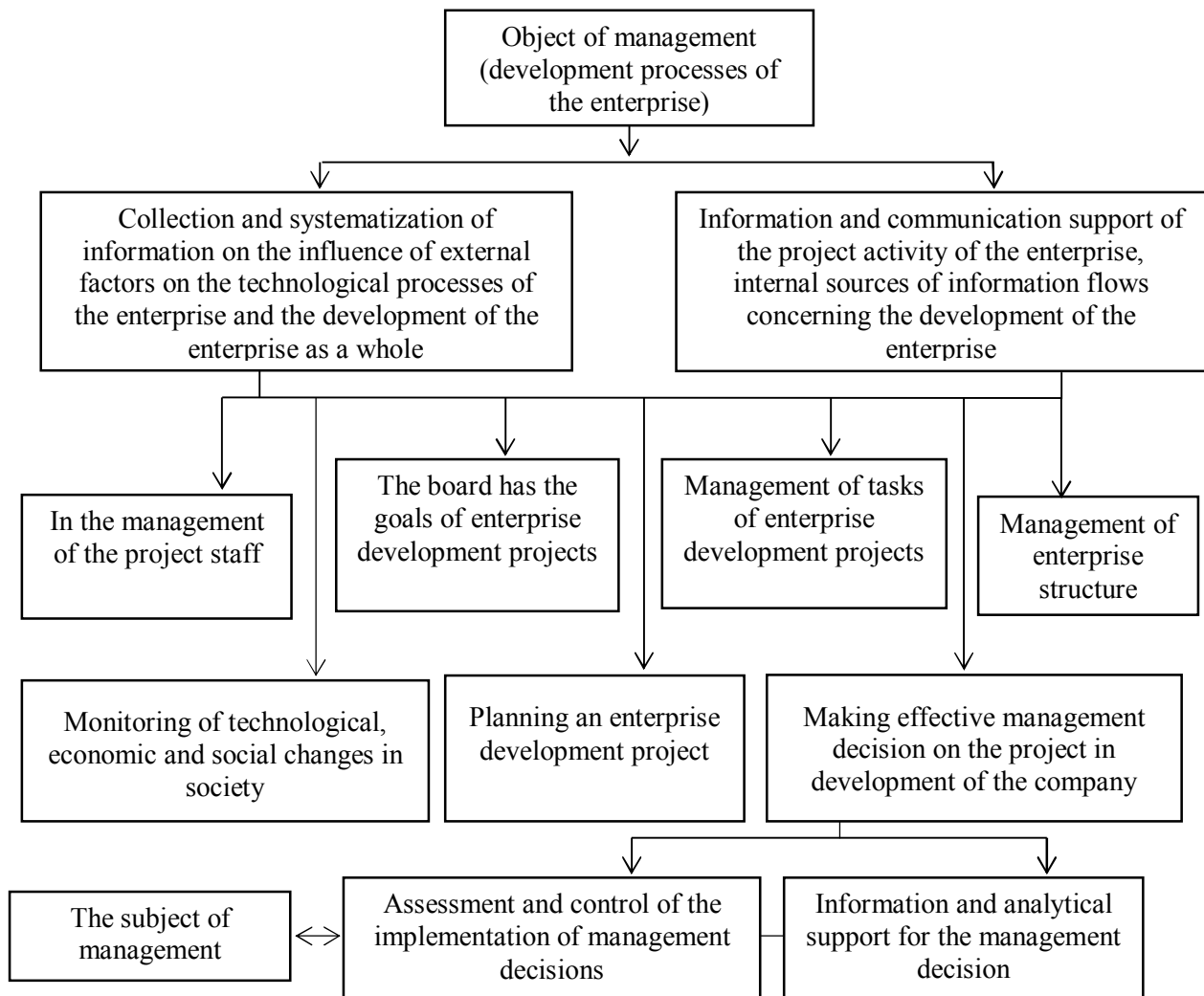


Fig. 2. The algorithm of enterprise control project management system
[developed by the author]

Conclusion. The development of the project activity in the complex conditions of the competitive conditions and the associated process of formation of new economic relations has led to a new look at some theoretical aspects of the effective management of project activity of the enterprise, to critically rethink the problems that have arisen, to develop approaches adapted to the modern conditions of economic development. The article proposes theoretical-methodological and practical aspects of improving the efficiency of enterprise project management. With the help of the proposed support tool for making managerial decisions on project management, the enterprise will solve the problem of the effective functioning of the enterprise in modern economic conditions. The scientific novelty consists in generalization and improvement of the concept «project» and the introduction into the organizational structure of the enterprise for the effective management of the projects of development of the enterprise of the project group, which will be accompanied by the proposed algorithm of the enterprise development project management system.

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Гришко Володимир Васильович, доктор економічних наук, професор. **Кривенко Олена Георгіївна**, магістрант. Полтавський національний технічний університет імені Юрія Кондратюка. **Ефективність управління проектами розвитку підприємства в сучасних умовах господарювання.** Досліджено поняття «проект», проаналізовано особливості управління проектами розвитку підприємства в сучасних умовах господарювання, поглиблено теоретичні аспекти щодо ефективності управління проектами розвитку, виявлено чинники підвищення ефективності управління проектами розвитку підприємства. У рамках даного дослідження проект розглядається як складна система, тобто сукупність, взаємопов'язаних між собою, процесів цілеспрямованої діяльності, обмежених в часі, ресурсах та витратах, що мають унікальний характер та спрямовані на досягнення ефекту (економічного, соціального чи будь-якого іншого). Оскільки проектний підхід до розвитку в управлінні є відносно новим для вітчизняних підприємств, він ще недостатньо ефективно використовується на практиці. На сьогодні підприємства не мають єдиного механізму визначення послідовних етапів управління проектами розвитку підприємства, в результаті чого мають низьку оперативність виконання проектів, неефективно використовують обмежені ресурси, мають максимальні затрати та низький рівень якості. На сьогодні на українських підприємствах переважає операційний підхід до управління, який характеризується повторюваністю виробничих процесів, сезонністю робіт та певними критеріями ефективності управління. Тому основна увага в статті зосереджена на теоретико-методологічних та практичних аспектах підвищення ефективності управління проектами розвитку підприємства – у впровадженні в організаційну структуру підприємства проектної групи, що супроводжуватиметься запропонованим алгоритмом системи управління проектами розвитку підприємства.

Ключові слова: проект, проектна діяльність, проект розвитку підприємства, управління проектом розвитку підприємства.

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Hryshko Volodymyr, Doctor of Sciences (Economics), Professor. **Kryvenko Olena**, master-student. Poltava National Technical Yuri Kondratyuk University. **Efficiency of Project Management of the Enterprise Development under Current Economic Conditions.** The concept of «project» is analyzed, peculiarities of management of projects of enterprise development in modern economic conditions are analyzed, in-depth theoretical aspects on the efficiency of management of development projects, factors of increase of management efficiency of enterprise development projects are revealed.

Keywords: project, project activity, enterprise development project, project management of enterprise development.

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Гришко Владимир Васильевич, доктор экономических наук, профессор. **Кривенко Елена Георгиевна**, магистрант. Полтавский национальный технический университет имени Юрия Кондратюка. **Эффективность управления проектами развития предприятия в современных условиях хозяйствования.** Исследовано понятие «проект», проанализированы особенности управления проектами развития предприятия в современных условиях хозяйствования, углублены теоретические аспекты по эффективности управления проектами развития, выявлены факторы повышения эффективности управления проектами развития предприятия.

Ключевые слова: проект, проектная деятельность, проект развития предприятия, управление проектом развития предприятия.