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CORPORATE PROJECT MANAGEMENT SYSTEM AS AN EFFECTIVE TOOL TO OPTIMIZE MODERN COMPANY ACTIVITIES

The study emphasizes the significance of applying the project corporate management model into production industries to enhance project quality, shorten project completion timelines, enhance staff engagement, lower costs, and maximize resource utilization. The main benefits that companies receive from training their managers and employees in the corporate project management system are identified. It has been found that it is necessary to implement a set of practices that contribute to the creation of special working conditions at each stage of project management in the organization in order to maintain the effectiveness of employees' work.

Keywords: project management, business, company, project, management processes, resources, corporate project management system.

КОРПОРАТИВНАЯ СИСТЕМА УПРАВЛЕНИЯ ПРОЕКТАМИ КАК ЭФФЕКТИВНЫЙ ИНСТРУМЕНТ ОПТИМИЗАЦИИ ДЕЯТЕЛЬНОСТИ СОВРЕМЕННОЙ КОМПАНИИ

Проектное управление сегодня — не просто следование западным веяниям моды и заимствование опыта у зарубежных коллег, а результативный и испытанный инструмент интеграционной деятельности, направленный на достижение поставленных целей. В условиях ускорения научно-технического прогресса и необходимости в быстром современном информационном потоке контролировать процессы, ресурсы и время, очень важно на предприятиях создавать системы управления проектами, позволяющие повышать качество проектов, снижать сроки их выполнения, совершенствовать механизмы взаимодействия между со-

трудниками, сокращать затраты и оптимизировать ресурсы. В данной работе поднимается тема актуальности использования корпоративной системы управления проектами (КСУП) на производственном предприятии, так как непрерывные усложнения и рост потребностей общества приводят к неизбежному усилению интеграции науки и производства, а также возникновению новых, более эффективных форм их взаимодействия. Авторами отмечается, что эффективность использования современной компанией КСУП позволит оптимизировать технологию разработки проектов, создать автоматизированную систему контроля их реализации. Следовательно, для большинства компаний важнейшей задачей является разработка КСУП, определяющей основные понятия, принципы, механизмы и процессы, обеспечивая управление проектами различных типов – организационных, социальных и тех, что связаны с разработкой и внедрением информационных технологий. При разработке проекта, направленного на формирование проектного управления в компании, необходимо учитывать причины неудач таких проектов, которые были проанализированы и структурированы сообществом. Кроме этого, в статье анализируется исследование, проведенное в 2011 году российской компанией РМ Expert, на тему «Корпоративная система управления проектами: российская практика ведения бизнеса» [3], направленное на получение, систематизацию и анализ информации об эффективности корпоративных систем управления проектами в компаниях и организациях. Описаны основные выгоды и преимущества, которые получают компании от обучения своих руководителей и сотрудников корпоративной системы управления проектами. Отмечено, что для осуществления эффективной работы таких сотрудников необходима реализация комплекса практик, которые способствуют созданию специальных условий труда на каждом этапе управления проектами в организации.

Ключевые слова: управление проектами, бизнес, компания, проект, процессы управления, ресурсы, корпоративная система управления проектами.

As one of the urgent tasks for most managers is ensuring efficiency in company development and the ability to respond to external changes, the structuring and formalization of company development management processes will contribute to solving this problem.

Regardless of how business develops, managers who are interested in the company's development recognize the critical need to develop and implement a project management system in organizations on a company-wide or individual business process scale [1].

A full-scale implementation of a project management system may last for 2-3 years, and this term is not accepted by the company's top

management, which requires its specialists to develop a quick and simple solution to enhance the project management efficiency. As a rule, the company's management has to revisit the issue of the effectiveness of the capital investments invested in projects. Solving such a task needs a certain amount of time to collect information, analyze it, and determine the current state of funded projects. Still, the financing of the projects themselves is minimized, and the projects that are in development have to be suspended.

The analysis of the situation conceals the fact that the actual effectiveness of those projects that have already been implemented has not been evaluated and differs significantly from the planned one, and projects aimed at implementing the strategy comprise a smaller part of all projects realized or nearing completion.

As a result, many of the projects being developed do not meet the established economic indicators, and, the risks that are somehow related to the external environment of the project are not taken into account.

Thus, for a long period of time, the company's resources were spent on inefficient projects that reduced the company's market value and took away from it the advantages that it had over competitors.

In this regard, the purpose of this work is to develop practical recommendations for the creation and implementation of a corporate project management system at an enterprise.

The indicated purpose of the study involves the following tasks to be completed:

1. Develop an action plan for a company attempting to establish a corporate project management system.
2. Create practical recommendations on organizational support and planning for the organization's corporate project management system, as well as a set of management measures.

Corporate project management system (CPMS) is a set of methodological, organizational and informational tools that support project management processes in the company [2].

CPMS consists of the following components:

1. Project management methodology that defines uniform rules and standards for project management processes, programs, and project portfolios.
2. Organizational and staff structure of project management.
3. Project Management Information System (PMIS) designed for automation and information support of project activities.

In 2011, the Russian company PM Expert conducted a survey titled *Corporate Project Management System: Russian Business Practice*, tar-

geted at obtaining, systematizing, and analyzing information about the effectiveness of corporate project management systems in companies and organizations. The major part of respondents was project managers (42%), department heads (19%), program/project portfolio managers (16%), and project office managers (11%) [3].

Respondents identified the following aspects as a priority step in the implementation and development of CPMS for effective company operation:

- improving project management methodology (73%);
- employee training in the corporative management system (45%);
- creating project documentation templates (32%);
- implementing portfolio management (31%);
- introducing ISUP (26%);
- implementing the project office (23%);
- program management implementation (20%).

Most companies have implemented a Corporate Project Management System on their own (70%) and only 18% have attracted external consultants for implementation.

But 2018 witnessed an increase in the proportion of external consultants addressed to by 28% [3]. Therefore, more and more companies are standardizing project management processes through the introduction of a corporate project management system.

Obviously, while developing the main solutions of a corporate management system, it is necessary to rely on existing experience, concentrated in professional project management standards developed by an international community of scientists and practitioners.

As a rule, the main comparative criteria influencing the choice of the standard as the basis of the project management methodology involve [4]:

- the approach used in management;
- composition of subject areas of management;
- availability of management document templates;
- availability of a translation into Russian;
- specifics of the organization's business processes;
- specialization by industry.

Also, the formation of a methodological base and the choice of a project management approach are adjusted to the existing methodology of project management, characterized by such parameters as:

- share of projects in business;
- the nature of the projects being implemented;
- maturity level of the existing project management system;

- the level of training and mentality of the company's employees;
- availability and level of information technology.

The establishment of CPMS aims at computerizing project management processes as well as enabling project participants to access necessary tools and information for project management [5, 6].

The system provides project management of various types such as: organizational, social and those that deals with development and implementation of information technologies.

The organizational structure of project management for the system under development should consist of the following items:

- project committee;
- project management department;
- project curators;
- project managers;
- resource owners;
- working groups for projects (project administrators, executors, or responsible executors of works);
- project participants;
- contractors.

The system being created ensures the project participants have the tools and information necessary for effective and operational project management. When creating a corporate project management system, it is necessary to identify the main business processes of a company and conduct meetings with representatives of the organization to specify the main processes of a project.

Alternatively, specialized services are suggested in project management.

The authors consider that such services could be appropriate for medium- and large-sized businesses that have several functional divisions. Moreover, a group of companies that introduced project management have to apply for the consulting services of highly professional specialists.

A large company requires a project office within its location, and its organization and distribution of powers should be provided by a person experienced in such activities. For companies that are only initiating the introduction of CPMS, it is advisable to choose the option when the head hires an internal specialist or trains an existing employee in the basics of project management.

When adopting a project for the implementation of CPMS, managerial staff needs to pay attention to a number of problems that are highlighted by consultants on CPMS.

Firstly, company staff will accept the implementation of CPMS in different ways. Some employees, innovators by nature, will accept the idea of changes in the company with enthusiasm and will contribute a lot to its development. Others, on the contrary, will refuse to introduce innovation in their field of activity. Many of the employees who have already established relationships with the former team and bosses will be dissatisfied with additional body to control.

Secondly, the staff of the organization may simply not be ready for the introduction of new management technologies. Low qualification of employees in project management will require either replacement of a part of the team, or investments in training and professional development of employees.

Thirdly, the implementation of a new management method is likely to be costly as it includes payment for consultants on project development and staff training for changes, the re-training of some employees under programs such as PMP (Project Management Professional) or hiring new employees with the appropriate level of training, the cost of computer programs used for IPMS, and lost profits from inefficient or unrealized projects during implementation.

Fourth, the top management of companies needs to develop a new policy within the structure that will indicate the main goals and place of project management in the organization, project selection criteria, project quality criteria, resource policies, and risk management.

Fifth, in some cases, the corporate management system may need integration with other systems, which already exist in a company and it may require considerable effort to ensure that all systems work smoothly.

Sixth, the corporate governance system heavily relies on data. As soon as the data is incomplete, inaccurate, or inconsistent, it can undermine the system's effectiveness, so organizations should have to ensure processes for accurate and up-to-date data availability.

Seventh, a successful corporate governance system needs the involvement of all relevant stakeholders in the development process. Otherwise, the system will not meet their needs, and, consequently, it may lead to limited success or loss of acceptance for a company.

Eighth, as the organization develops, the corporate governance system should be able to adapt and scale accordingly. If the system is designed without considering scalability, it may become outdated or inefficient over time.

So, the key factors for the success of the implementation project are:

1) support for changes from top management, adoption of project management as part of the general ideology of company governing;

2) proper support and motivation of employees, consultants' assistance in shaping employees' skills in new technologies;

3) suitable software product selection, cooperation with a consulting company with diverse experience in implementing project management.

4) Consistent implementation of CPMS elements to meet the needs of direct users of innovations.

The outcome of the work performed can be seen in a company's main project activity [7].

The selection of a project for CPMS testing

A pilot project should last for about a month and involve 3–5 specialists. At the same time, it should be taken into account that the actual duration of the project will be 25% longer than planned due to the need to master a new CPMS.

Selection and appointment of a project manager

The project manager should be appointed from among the current employees of an organization with leadership qualities, who is aware of the efficiency of project management and supports the project to build CPMS.

Setting the project goals and objectives

Before starting a project, it is necessary to formulate the goals and objectives of the project.

The project goal and objectives should be clear to all project members, measurable, and achievable within the project.

Creating project working group

If at all possible, the project working group should comprise of key employees of an organization, who are expected to share the acquired skills with other employees. Also, it is advisable to involve employees from various departments of an organization to form a successful working group.

Developing a project plan

When creating a plan in MS Project, it is necessary to begin with the requirements for its implementation. Each task should be assigned to a certain responsible employee from the project working group, and the volume and duration of the work performed should be fixed. All activities should be organized in a hierarchical list with dependencies defined.

Conducting training of the project working group

Before the project to commence, it is necessary to train the working group with CPMS. It is recommended to hold a four-hour lecture with a demonstration of the capabilities of CPMS and an analysis of the main

project cases. During course of the project, it is necessary to hold weekly meetings of the project team to exchange experience and analyze the difficulties encountered with the use of CPMS.

Elimination of errors and comments on the results of the pilot operation

Following the completion of the pilot project, it is necessary to compile a list of comments that should be discussed with the contractor to plan further improvements and changes.

Developing a project management standard

Based on the results of the project, the project team needs to develop the main provisions for working with the CPMS, which should be fixed in the organization at the level of the internal standard.

The main benefits that companies receive from the training of their managers and employees in CPMS are:

– the number of successful project implementations grows, deadlines and budgets shrink, and quality improves;

– positive company image improves; additional competitive advantages while participating in tenders;

– the ability for employees to gain a large amount of new knowledge in a concentrated form in a short period;

– seminar and training participants learn to apply their knowledge in practice through practical exercises and business games;

– in the classroom, participants are welcome to discuss the urgent problems of their real businesses and ways to solve them;

– during corporate training course a company's "terminological field" is formed.

At all stages of the project life cycle, the possibility to access reliable and up-to-date information on the project by every person making management decisions is an issue of paramount importance.

A successful implementation implies that all company members are aware of the rationality of the method; the way the work is organized becomes more efficient; the project management methodology encourages the management staff to make better and more precise decisions and to track the execution of specific work.

The commissioning stage of the project management system should be carried out at a time when the company has already tested project management methods on several pilot projects, corrected errors that arise when applying this methodology and each of the employees has learned how to use the project management information system.

According to the authors, it is the right time to assess the functioning of a company in "with a project" and "without a project" modes when

the introduction of a new method enables the company to compare the main indicators of its financial and production activities and to trace company team comradery and other non-material factors.

Based on the data obtained, it is possible to assess how much the company's activities have changed and whether they have become more efficient in terms of intensification of the company's capabilities. But it should also be noted that the projects involving the introduction of new management technologies will not provide prompt or hasty results. The implementation of CPMS can last two or even three years, depending on the scale of the company, so the management should not make hasty conclusions about the technique unless it achieves positive results in pilot projects.

When developing a project aimed at forming project management in a company, it is necessary to take into account the reasons for failure of such projects, which have been analyzed and structured by the community. The cases when a project fails comprise 9% and are determined by the reasons as follows:

- lack of training for project participants;
- rejection from some of the project participants;
- inconsistency of project management processes with the real conditions of project execution;
- insufficient level of detail in project management processes;
- non-compliance by the company's management with the requirements of the project management methodology;
- rejection from functional managers;
- complexity of CPMS requirements for execution.

Since one of the elements of the corporate development project management system is document management, there is a need to create templates for project management documents.

The developed project provides the creation of a draft standard, templates and other regulatory documents at the stage of personnel training. N. V. Mayunova in her work [8] offers a list of templates necessary for the development of CPMS, which can facilitate the staff functioning after innovations (tab. 1).

Table 1

Required Project Management Templates

<i>Document</i>	<i>Description</i>
Project application	Project initiative
An order to initiate a project	Serves to approve the start of a project

Table 1 ending

Initial description of the project content	Describes the goals, objectives, milestones and results, scope and boundaries of the project, criteria project completion
Project Charter	Reporting frequency of project participants, project documentation management, team responsibility, etc.
The project card	Brief information about the project
Final description of the project	Describes the project product, process in detail approval of intermediate and final project results
Project Management Plan	Includes plan project schedule, resource management plan, risk management, communications and other project plans
Project budget	List of cost items for project work, distributed over time
Commercial suggestion	Proposal for project approval by an external customer
Project status report	Report on the current state of the project for
Request for modification of project parameters	Request to change the subject area, scope of work of the project and other significant parameters
Change log	List of all change requests and their status
Project meeting reports	Records issues discussed during project meetings and decisions made on them
Final report	Analysis, collection of experience
Internal note on completion	Reasons for closing, main results, results of project acceptance, reaction of the project customer
Order on project completion	Serves to approve the end of the project
Internal note on material fund distribution	Serves to approve project awards
Act of acceptance for completed works	Serves to approve the closure of works on project
Services questionnaire	The reaction of the customer following the results of the project
Check sheet	Quality criteria checklist. Project Management Process: Scroll standard quality criteria for analysis by completion of project stages
Risks checklist	List of the most common risks

The fundamental document of any project is the charter, developed at the stage of project initiation to represent the goals, content, and timing of the project. At the project planning stage, the project management plan becomes the main document, which is the package of approved documents that indicates the processes of its implementation and monitoring. Also, it includes a content management plan, schedule, cost baseline, milestone list, and schedule baseline.

In most projects, a risk register is created to manage the company's risks, which is also part of the project management plan.

Another necessary document is the list of project members, which reflects all participants involved in the project, describes their roles, and includes their contact information.

Today, project management is a productive and proven tool for integration activities aimed at achieving the desired results and goals, rather than simply following Western business trends and borrowing experience from foreign colleagues. Each successful project in any area of management, whether the construction of buildings or the introduction of a new document management system, contributes to the company's development.

As practice shows, the process of implementing CPMS is quite costly in all respects; however, the result will not be long in coming. Companies' implementation of CPMS can result in an improvement of life processes and interaction mechanisms in the production sector, a reduction of costs and project deadlines, and the optimization of resources. As a result, all divisions work as a single organism, successfully functioning in the market.

An enterprise project management system can be an effective tool for modern companies in several ways. Here are some potential benefits:

– Improved project planning and tracking: CPMS can provide a centralized platform for project planning and tracking, allowing project managers to more easily manage tasks, deadlines, budgets, and resources. This can help reduce the risk of project delays and cost overruns, as well as improve overall project outcomes;

– Enhanced Collaboration: The CPMS can facilitate collaboration between team members by providing a platform for information sharing and communication. This can help improve teamwork and reduce the risk of misunderstandings or duplication of effort;

– better decision making: CPMS can provide project managers with real-time data and analytics, allowing them to make informed decisions and adjust project plans as needed. This can help improve project outcomes and reduce the risk of costly mistakes;

– advanced risk management: CPMS can help project managers identify and mitigate risks associated with a project, including financial, technical and other types of risks. This can help improve the overall success and profitability of the project;

– Improved efficiency and productivity: CPMS can help streamline project workflows and automate repetitive tasks, allowing team members to focus on more important work. This can help improve overall efficiency and productivity, as well as reduce project cost.

In general, CPMS can support modern companies to manage complex projects more effectively, improve collaboration and make more informed decisions, which ultimately lead to better project outcomes and greater business success.

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