

### **7.3 International project management methods as a factor in improving the efficiency of modern domestic management**

The main task of any enterprise is to maximize the use of available financial, production and human resources, which provides:

- 1) reduction of costs for operational and project activities;
- 2) implementation of performance appraisal systems;
- 3) achieving high productivity after possible staff reductions.

To implement this, first of all, helps the design approach, as well as the use of technologies that are based on it. A project is a tool to achieve the goals of an organization or an individual.

The main source of the project is currently considered to be the needs of business, new opportunities, the requirements of the legislature, the need to achieve any technological advantages. By purpose, projects can be divided into three groups:

- strategic - the implementation of which makes significant changes in the work of the organization;
- improvement of operational activities - improve the properties of the components of the organization;
- compliance support - aimed at maintaining the characteristics of the elements of the organization at the required level.

Effective project management is the skillful application of experience, tools, knowledge and techniques needed to achieve the objectives [141].

Today, there are two main independent standards, PMI and IPMA.

PMI (Project Management Institute). The American Institute of Project Management was founded in 1969. PMI has developed and is actively promoting the well-known project management standard The Guide to the PMBOK (Project Management Body of Knowledge).

The US Project Management Institute (PMI) has also developed the following core standards:

- PMI Practice Standard for Work Breakdown Structures - standard for hierarchical structure of works;

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- Project Management Competency Development Framework - a guide to assessing and developing organizational skills of project managers;
- Organization Project Management Maturity Model - the standard of technological maturity of corporate project management.

IPMA (International Project Management Association) - an international project management association - was founded in 1965 in Zurich as a non-profit professional association.

These standards are collected in the form of instructions that are widely used in private and public structures around the world. These Project Management Instructions gather all the world's experience in implementing various projects. At the same time, they are constantly improving.

There are several methods of effective project management. The most famous are the Project Management Body of Knowledge and PProjects IN Controlled Environments.

Project Management Body of Knowledge - an organization that has systematized various knowledge and techniques and designed them in the form of standards. The Project Management Institute is based in the United States, unites more than 200,000 management professionals from almost every field of human activity and represents 125 countries. In Ukraine there is a branch of this organization - PMI Kiev Chapter.

The PProjects IN Controlled Environments standard, developed in the United Kingdom, is used mainly in the British Commonwealth.

As for Ukraine, we can say that there are projects in any organization, but most domestic companies are not aware of this. In our country, project management is associated mainly with the construction and implementation of corporate information systems.

The reasons for Ukraine's lag in project management are:

- young age of Ukrainian business,
- lack of qualified personnel in the labor market,
- not always a sufficient level of education of managers,
- general inefficiency of organizational and management structures of enterprises,

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- high marginal profit, which was received by companies in the pre-crisis years, which did not contribute to the search for effective management tools.

It can be stated that according to the degree of development of project management, our country is at the level of the United States in the early 1970s. Projects are implemented in Ukraine, but their quality, success rate and final results do not meet modern conditions.

Two technologies based on the application of project management are widespread in the world: "Management by Objectives" (MBO) and "Six Sigma".

Goal Management technology organizes the operational process and contains the following components:

- measured goals obtained as a result of operating activities and set for a short period (usually not more than three months);
- a system for assessing these objectives (KPI);
- tools and techniques, as well as terminology, taken from the field of project management, for planning three-month operational work, their management, control and closure;
- setting the following short-term operational goals, etc.

The "Goal Management" technology is a very successful attempt to combine the implementation of operational (functional) tasks with extremely effective tools for initiating, planning, monitoring and closing project work.

The disadvantage is that Management by Objectives (MBO) is hardly mentioned in any domestic review of the application of the Management by Objectives approach, which significantly reduces the level of understanding and the likelihood of successful implementation in Ukraine.

Six Sigma's quality management strategy was developed by Motorola in 1986 and has been widely used in many sectors of the economy - it identifies and eliminates defects and inconsistencies in business processes and production [143].

When implementing projects aimed at improving existing business processes, a sequence of stages of the DMAIC concept is used:

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- 1) Define (definition of project objectives and consumer requests - internal and external);
- 2) Measure (measurement of key aspects of the process);
- 3) Analyze (analysis and determination of the root causes of defects);
- 4) Improve - process improvement - reduction of defects;
- 5) Control (control of the further course of the process).

The sequence of the DMADV concept, which is used in the development of new products / services, provides:

- 1) Define (definition of project objectives and consumer requests - internal and external);
- 2) Measure (measurement of key aspects of the product / service);
- 3) Analyze (analysis and determination of the root causes of defects);
- 4) Develop (development);
- 5) Verify (verification of compliance of the developed product characteristics necessary) [142].

As an important, but not the only element of the overall quality system of the organization can be considered a project management system. Its need in modern conditions is caused both by the essence of the MBO methodology (it can also be considered an element of quality) and by the very definition of "Six Sigma". In both approaches we see the use of project management as a tool for managing targets.

In general, Ukrainian companies do not work according to a single system "Management by Objectives", and even more so - according to the method of "Six Sigma". Their elements may be present, but just as elements. Thus, project offices (one of components of system of management of projects) in organizational structures sometimes meet. If you compare the situation today and a few years ago, then this is a good indicator [144].

To solve this problem, it is necessary to improve the skills of project managers, the understanding of senior managers of the need for project management, the level of organization of structures in companies.

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Today, the presence or absence of at least an idea of the project management system indicates the degree of compliance of the organization with modern conditions. The company's ability to apply modern management methods in practice is actually an indicator of successful project implementation and the most important factor that separates amateurs from those who are able to survive in the current environment.