

ПРОБЛЕМЫ РАЗВИТИЯ ВНЕШНЕЭКОНОМИЧЕСКИХ СВЯЗЕЙ И ПРИВЛЕЧЕНИЯ ИНОСТРАННЫХ ИНВЕСТИЦИЙ: РЕГИОНАЛЬНЫЙ АСПЕКТ

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DIAGNOSIS OF PROJECT MANAGEMENT MATURITY AS A SOURCE OF INFORMATION ABOUT FACTORS AFFECTING EFFICIENCY OF PROJECT MANAGEMENT

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Долата М. Діагностика завершеності процесу управління проектами як джерела інформації про фактори, що впливають на ефективність проект-менеджменту.

Метою даної статті є обговорення питання щодо завершеності процесу управління проектами з точки зору здатності організації до виявлення факторів, що впливають на ефективне управління проектами. Зрозуміло, що, якщо не буде структурованого та наукового підходу до практики управління, організації опиняться в океані організаційного розвитку і, таким чином, будуть не в змозі впоратися з численними викликами, які сучасна епоха їм кидає. Відправною точкою для дискусії є подання характеристик організаційної завершеності проектного менеджменту та окремих своїх моделей, що дозволяє в статті прийти до висновку, що організації, які мають можливість майстерно керувати проектами, функціонують більш ефективно і можуть впоратися із змінами, а також зрозуміти причини їхніх успіхів і невдач, і, як наслідок, використати їх наслідки для власної вигоди, тобто розвитку організації.

Ключові слова: управління проектами, завершеність організаційного управління проектом, розвиток організації.

Долата М. Диагностика завершенности процесса управления проектами как источника информации о факторах, влияющих на эффективность проект-менеджмента.

Целью данной статьи является обсуждение вопроса о завершенности процесса управления проектами с точки зрения способности организации для выявления факторов, влияющих на эффективное управление проектами. Ясно, что, если не будет структурированного и научного подхода к практике управления, организации окажутся в океане организационного развития и, следовательно, будут не в состоянии справиться с многочисленными вызовами, которые современная эпоха им бросает. Отправной точкой для дискуссии является представление характеристик организационной завершенности проектного менеджмента и отдельных своих моделей, что позволяет в статье прийти к выводу, что организации, которые искусно управляют проектами, функционируют более эффективно и могут справиться с изменениями, а также понять причины их успехов и неудач, и, как следствие, использовать их последствия для собственной выгоды, то есть развития организации.

Ключевые слова: управление проектами, завершенность организационного управления проектом, развитие организации.

Dolata M. Diagnosis of Project Management Maturity as a Source of Information about Factors Affecting Efficiency of Project Management.

The aim of this article is to discuss the issue of project management maturity from the perspective of an organisation's ability to identify factors affecting efficient project management. It is clear that unless there is a structured and scientific approach to the practice of management, organizations would find themselves adrift in the Ocean called organizational development and hence would be unable to meet the myriad challenges that the modern era throws at them. The starting point for the discussion is a presentation of the characteristics of organisational project management maturity and its selected models, which allows, further in the article, to conclude that organisations which master project management perfectly

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function much more efficiently, can cope with changes and understand the causes of their success and failure, and, as a consequence, use them for their own profit, i.e. development of the organisation.

Keywords: project management, organisational project management maturity, development of an organisation.

Project management has been one of the most dynamically developing areas of management sciences, which is clearly shown by an increasing number of temporary, complex, highly innovative undertakings completed with the use of projects as part of organisations' tasks. Until recently, projects were mainly associated with computer science and the construction industry; currently, however, the project approach is applied in various organisational areas, regardless of the type and object of the business. Organisations that do not undertake any projects are difficult to imagine nowadays. The rise in the interest in this field of study has led to emergence of many methods, techniques and tools of project management. All of them are aimed at supporting the project management processes taking place in an organisation and are supposed to contribute to more efficient completion of these processes. It should, however, be noted that certain solutions leading to successful project management in one organisation do not mean achieving success in another one [Juchniewicz 2009, p.26]. What follows from the above, then, is that it is essential to adopt and adjust appropriate methods, techniques and tools to the conditions and needs of a specific organisation, which, in turn, is an impulse to formulate a comprehensive, orderly implication procedure for new standards of project management [Mitrofaniuk 2006, p. 2]. As a consequence, it is supposed to contribute to supporting the execution of the organisation's strategy. Perfection in using management methods being in a close correlation with project management may result in obtaining high quality of the project products, repetitiveness of success and elimination of bottlenecks in subsequent projects, which, at a further stage, will lead to achieving next levels of organisational project management maturity, thus initiating development of the business on a global level [Maylor 2003, p. 293].

1. STARTING POINT – ORGANISATIONAL PROJECT MANAGEMENT MATURITY

The term "maturity" is defined as "a state of achieving full development" or "a state of being ready for certain tasks" [Szymczak 1978, p. 414]. In this sense, the term concerns living organisms and social and psychological phenomena resulting from human activity and leading to development. It means that the process of accomplishing maturity is connected with improving skills possible to be achieved in different dimensions: economic, social or biological [Juchniewicz 2010, p. 10]. The meaning of the term "organisational project management maturity" in a scientific context is constantly evolving. The concept is not unambiguously defined in spite of the increasing interest in the discipline of both theorists and practitioners. In the simplest terms, organisational project management maturity is commonly understood as an organisation's ability to develop by mastering skills in strategic and operational project management. The Software Engineering Institute, one of the first organisations that created a project management model, interprets the term similarly and assumes that project management maturity is measured by the degree of organisational development in the field of project management. Additionally, it emphasises that organisational project management maturity may also be discussed in the context of an organisation's readiness to complete unique undertakings. According to the author, the above cannot be the only point of reference. If an organisation is ready to take steps in the field of various types of initiatives, which are nowadays realised within the framework of projects (examples include working on new technological solutions, introducing organisational changes, integration after mergers and takeovers), but it does not do so for some reasons, organisational project management maturity, or any level thereof, cannot be even mentioned.

A slightly narrower meaning of the term "project management maturity" is presented by the American organisation PMI [PMI 2008, p.5], according to which, organisational project management maturity shall be understood as an enterprise's ability to realise strategic business aims that can only be achieved through appropriate selection of projects and efficient management thereof. This definition displays a close relation between project management and accomplishment of an organisation's aims, which constitute a criterion for its development. Enterprises that come to realise the necessity to apply the project approach in management have a chance of achieving competitive advantage and developing their business in an intensely changing environment.

According to J. Skalik [Skalik 2010, p.51] and K. Mitrofaniuk [Mitrofaniuk 2006, p.2], it is legitimate to use the broad definition of organisational project management maturity, which states that project management maturity is a state of organisational development reflecting the extent to which professional methods and techniques of project management are used. It seems that accepting such a definition of project management maturity would limit the concept exclusively to operational activities taking place in an organisation. As proven by research, the operational approach to project management is too narrow understanding of the issue, as, in the long term, it constrains an enterprise's ability to obtain effectiveness of the processes occurring in it [Hałaczkiwicz 2006, p.5]. Therefore, project management maturity should mean organisational development resulting from the organisation's great potential and skills in the field of operational and strategic project management.

H. Kerzner, according to whom, "all organisations go through the process of development and maturation, which precedes the state of organisational perfection" [Kerzner 2000, p. 32], stresses the need for strategic project management; however, only those enterprises which plan and consistently realise their strategy for developing their project management maturity achieve a certain level of perfection [Szymczak 1978, p. 434]. In consequence, they obtain significant competitive advantage, thus contributing to the development of the organisation [Kerzner 2001, p.238]. H. Kerzner understands maturity as "the degree of the development of the system and processes repetitive by nature, which give a great probability of success in next projects. Yet, the repetitiveness of systems and processes does not guarantee success; it only increases the chance of achieving it" [Kerzner 2005, p. 53]. It means that, together with an increase in the level of project management maturity, an organisation accomplishes a higher degree of perfection, thus reflecting its development.

A totally different view on the concept in question is presented by J. Schlichter, who sees organisational project management maturity as an organisation's ability to repeatedly achieve the same level of success in project management, understand the reasons for this success and avoid repetitive problems [Schlichter 1999, p. 8-10]. It is impossible to fully agree with such a broadly formulated definition of project management maturity. First of all, "development is a process of moving on to more complex, more perfect states"; in the context of project management, it consists in achieving at least the same, or a higher level of success [Szymczak 1978, p. 402]. Stagnation and lethargy are not, then, phenomena connected with development, which, in the case of project management maturity, is expected to take place. The aspect connected with the factors influencing success or failure should not, in turn, be the only point of reference when formulating the definition of organisational project management maturity, as it is not possible to be determined. Undoubtedly, an organisation's ability to understand the reasons for its success and failure in project management is extremely important (or even key, in a sense), but in the context of a feature of organisational project management maturity, not a determinant thereof. Clearly, the capacity of the aforementioned definitions allows many possible combinations of the convergence of project management maturity and an organisation as a whole. However, the concept of organisational project management maturity is best reflected in the relatively complex definition proposed by M. Juchniewicz. The essence of the definition boils down to describing organisational project management maturity as "an ability of an organisation to select its project portfolio effectively and consistently with the organisation's strategy and objectives, and to professionally apply project management techniques, tools and methods, which are supposed to lead to successful completion of the project and which will allow to repeat the success with subsequent projects" [Juchniewicz 2009, s.45]. This definition fully presents the range of the concept of organisational project management maturity and emphasises its four basic components, namely:

- an organisation's ability to develop in the area of strategic and operational project management,
- a diagnosis of an organisation's development state reflected by the degree to which project management methods, techniques and tools are used,
- effective selection of the project portfolio,
- efficient management of the project portfolio leading to successful completion of projects.

2. DIAGNOSIS OF THE STATE OF ORGANISATIONAL PROJECT MANAGEMENT MATURITY

An assessment of the state of an organisation's project management maturity requires the use of appropriate tools, i.e. the so-called models of project management maturity. Approximately 30 models related to organisational project management maturity function on the Polish and foreign markets [Andersen, Jessen 2001, p. 457-461]. These models have been compiled by organisations as well as experts setting standards of project management. The differences between the models concern dissimilar interpretation and differentiation between the individual levels of maturity.

Models of maturity determine elements which are part of a fully developed conception of project management in detail. Most of them measure the

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degree of an enterprise's operation efficiency in relation to project management in the field of: communication between the participants of the project team, maintaining relations with stakeholders, motivating the team members, integration, synchronisation and co-ordination of operations, risk identification, determining the object, quality, budget and time of projects. The individual levels of project management maturity, in turn, define the measures of efficiency required in different areas of knowledge about project management, such as management of integration, range, time, cost, quality, human resources in a project, communication, risk, orders [Hańczkiewicz 2007, p.303].

The models of project management maturity can be divided into two groups [Juchniewicz 2009, p. 48]:

- Static, level-based models – determining certain levels of organisational project management maturity; these are:
 1. Kerzner Project Management Maturity Model,
 2. Prince 2 Maturity Model,
 3. PM Solutions Project Management Maturity Model,
 4. OGC Project Management Maturity Model.
- Models with the use of which a diagnosis of individual areas of project management in an enterprise is made. Instead of the levels of organisational project management maturity, a level of abilities is determined in the form of point or percentage valuation; these include:
 1. Organizational Project Management Maturity Model (OPM3) and any derivatives thereof.

The models of maturity are a sort of reference models, thanks to which it is possible to make an accurate measurement of the level of organisational project management maturity by comparing the existing state with the ideal state (i.e. the model of project management maturity). Then the organisation obtains objective information about the level of project management maturity it is currently at. In this way, it gets complete information about the kind of solutions from the field of project management it should apply. In the aftermath of the aforementioned comparison, an analysis of the strengths and weaknesses of the enterprise in the area of project management should be made. Project management maturity allows, thereby, to identify the origins of project success and failure. J. Kacała and M. Wąsowicz have attempted to summarise the factors that affect success and failure in project management. The set of these factors is given in Table 1.

Table 1. Factors affecting project success or failure

Factors affecting project success	Factors affecting project failure
1. Appointing project manager 2. Creating project team 3. Motivation level of project manager and team 4. Clearly defined aim of the project 5. Support of the company's board for the project	6. Poor leadership skills of project manager 7. Low morale 8. Unclear requirements 9. Lack of clearly specified tasks and responsibilities 10. Lack of mutual trust 11. Lack of clear vision 12. Unrealistic expectations 13. Lack of plan or unpolished plan 14. Lack of support from management
1. Effective communication system 2. Specifying customer's requirements and expectations accurately 3. Supervision and risk control in the project	4. Communication disruptions 5. Changing previously accepted assumptions in the course of their realisation 6. Insufficient resources 7. Wrong allocation of resources

Source: [Kacała, Wąsowicz, 2006, p. 312 after: Karbownik, Spalek 2005; Kleim, Ludlin 1998, Philips et al. 2002]

A comparison of the factors affecting success or failure of projects enables to notice that they focus mainly on the planning phase of the project, its aim in the context of the requirements set by the clients and project owners, which is connected with appointment of a project manager and a project team as well as establishing the type and sequence of the project activities.

“In the initial phases of project realisation, a number of problems connected with certain mistakes, which will cause decreased effectiveness of achieving the adopted aims, may appear” [Kacała, Wąsowicz 2006, p.311]. Being aware of this, an organisation should determine “specific aims and prepare an individual path and plan of development” [Mitrofanuk 2006, p.2]. It also means that an organisation should constantly improve project management, striving for a higher and higher level of maturity. However, in order to gradually achieve subsequent levels of maturity, requirements connected with the realisation of specific¹ processes should be met and appropriate skills assigned to a given level of maturity should be demonstrated. The assessment of maturity of the elements within the range of the list of processes and activities is not easy. In each of the enumerated areas, there are elements that have greater importance for the operation of the given area and the whole organisation. Therefore, in order to evaluate the areas and the whole organisation, the individual constituents of the assessment are given weights assigned by experts. Thanks to permanent control of the activities connected with project management, a complete picture of their quality emerges. This helps to detect areas in which certain shortcomings occur and which need correction. If an organisation trivialises this information and does not undertake any action in order to correct the deviations, those problems will, as a consequence, accumulate when the organisation moves on to the next level of maturity. Moreover, it will inhibit the organisation's development.

In summary, one should agree with the statement that organisational project management maturity can be treated as a mechanism for identification of the reasons for success and failure in project management. It is essential, however, to be able to draw conclusions from such an analysis and avoid actions which may constitute a failure in project management, and to repeat and strengthen actions leading to success.

The organised approach to project management started to be popularised; as a result, enterprises began to strive for next levels of maturity [Kopczyński 2010, p.53]. However, applying models of project management maturity which are not adjusted to the needs and realities of a given organisation is a common phenomenon; yet, it does not guarantee success. That is why the implementation of new solutions must be performed in a precisely planned way that has been thought over. The actions realised within the framework of project management should be subject to constant control. Only such an approach will allow to achieve success in the long term.

The subsequent levels of project management maturity show a path for development, thanks to which the management knows what actions are indispensable in order to achieve success, what solutions should be implemented, what should be avoided or corrected. Hence, “the logic of project management is as follows: together with an improvement in project management maturity, an organisation's effectiveness in project completion rises, its resources are used effectively, its experience from previous projects (both successful and failed) is used in subsequent ones”, an organisation's aims are achieved, it gains competitive advantage and its development follows.

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¹ Within the framework of the project management maturity chosen by an organisation, a few levels of maturity can be distinguished, which is connected with a necessity to meet specific requirements at each of them.

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ФОРМИРОВАНИЕ КОМАНДЫ ТАЛАНТЛИВЫХ МЕНЕДЖЕРОВ КАК ОСНОВНОЙ ПРИОРИТЕТ КОНКУРЕНТНОГО РАЗВИТИЯ ВЕДУЩИХ КОМПАНИЙ МИРА

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Доронина О.А., Доможилкина И.В. Формування команди талановитих менеджерів як головний пріоритет конкурентного розвитку провідних компаній світу.

У статті на прикладі провідних компаній світу показано пріоритетне значення формування команди талановитих менеджерів як головного чинника конкурентоспроможності та успіху будь-якої компанії. Представлено основні проблеми та виклики в управлінні талантами в Україні, серед яких складна демографічна ситуація, зміна парадигм в епоху переходу від індустріального віку до інформаційного, великий попит на лідерські таланти високого рівня, схильність людей змінювати місце роботи. Визначено поняття «талановитий менеджер» і представлено загальний портрет талановитого управлінця. Розглянуто глобальний рейтинг «Кращі компанії для лідерів» за результатами дослідження Hay Group, у якому домінують: Procter & Gamble, Microsoft, General Electric, Coca-Cola та Unilever. Встановлено, що кращі компанії для лідерів здійснюють цілеспрямований та стратегічний підхід до розвитку талантів, підтримки і мотивації лідерів у всій організації, налаштовуючи їх на повну віддачу. Наведено основні інструменти ефективного управління талантами для укріплення команди лідерів, які можна взяти до уваги українським компаніям.

Ключові слова: талант, потенціал, талановитий менеджер, управління талантами, залучення, розвиток, утримання, компанії для лідерів.

Доронина О.А., Доможилкина И.В. Формирование команды талантливых менеджеров как основной приоритет конкурентного развития ведущих компаний мира.

В статье на примере ведущих компаний мира показано приоритетное значение формирования команды талантливых менеджеров как главного фактора конкурентоспособности и успеха любой компании. Представлены основные проблемы и вызовы в управлении талантами в Украине, среди них: сложная демографическая ситуация, смена парадигм в эпоху перехода от индустриального века к информационному, большой спрос на управленческие таланты высокого класса, склонность людей менять место работы. Определено само понятие «талантливый менеджер» и составлен общий портрет талантливого управленца. Рассмотрен глобальный рейтинг «Лучшие компании для лидеров» по результатам исследования Hay Group, в котором доминируют: Procter & Gamble, Microsoft, General Electric, Coca-Cola and Unilever. Установлено, что лучшие компании для лидеров осуществляют целенаправленный и стратегический подход к развитию, поддержке и мотивации лидеров во всей организации, настраивая их на полную отдачу. Приведены основные инструменты по усилению команды лидеров и их эффективному управлению, которые могут быть приняты во внимание украинскими компаниями.

Ключевые слова: талант, потенциал, талантливый менеджер, управление талантами, привлечение, развитие, удержание, компании для лидеров.

Doronina O., Domozhilkina I. Formation a team of talented managers as the main priority of the competitive development of the leading companies in the world.

In article priority value of formation a team of talented managers as main factor of competitiveness and success of any company is shown on an example of leading companies of the world. The main problems and challenges in management of talents in Ukraine, among them are presented: a difficult demographic situation, change of paradigms during a transition era from an industrial century to information, great demand for a high-end talent managers and tendency of people to change jobs. The concept «the talented manager» and the general portrait of the talented manager is found. The «The best companies for leaders» by results of the research Hay Group are considered. In a global rating dominate: Procter & Gamble, Microsoft, General Electric, Coca-Cola and Unilever. The best companies for leaders carry out focused and strategic approach to development, support and motivation of leaders in all organization, setting them on complete return. The basic tools of effective management talents are given. The Ukrainian companies can take in attention them.

Keywords: talent, potential, the talent manager, talent management, attraction, development, retention, company for leaders.

Постановка проблемы. Конкурентоспособный бизнес создается лучшими управленцами, менеджерами, рядовыми сотрудниками. Персонал является главным активом любой компании. Именно человеческие ресурсы обеспечивают деятельность компании, разрабатывают стратегии, внедряют инновации, создают материальные блага, реализуют продуктовые линейки товаров и услуг, в конечном итоге определяют успех любого предприятия. Поэтому, одна из главных задач любого собственника - формирование команды талантов. Установка на талантливых сотрудников в зарубежной практике доказала свою эффективность на примере мировых лидеров из разных сегментов экономики (Coca-Cola, General Electric, Amazon, The Gap, Johnson&Johnson, Microsoft и др.). Сегодня украинские компании нуждаются в талантливых менеджерах на всех уровнях управления для обеспечения решения сложных задач в условиях быстроменяющегося рынка. Назначение талантливых работников на ключевые управленческие позиции, их развитие и удержание должно стать стратегическим приоритетом роста деловых возможностей в украинской экономике. Однако, количество талантливых руководителей ограничено на внешнем рынке, и, следовательно, необходимо брать курс на комплексное решение: привлечение со стороны и внутреннее укрепление лидерского потенциала.