

## WORLD EXPERIENCE OF PROJECT MANAGEMENT

Project management today is recognized as one of the best methods of planning and managing the implementation of management projects. According to American experts, application of the methodology of project management can provide high reliability of achievement of the set goal and considerably reduce expenses for its realization.

The domestic economy undergoing a transition period undergoes significant changes. According to the classical approach, project management is understood as managing change. Hence, firstly, the relevance of project management for the modern economy, and, secondly, wide opportunities for applying the project approach.

The study of project management is undertaken by such domestic and foreign scientists as Voropayev V. [1], Prosvetov G. [2], Grashina M. [3], Denisov A. [4], Yemelyanov Yu. [5], Zarnitsina K [6], Romanova M. [7] and others. However, an analysis of the current state of project management needs further research.

The purpose of this article is to analyze the international experience of project management and the possibility of using it at domestic enterprises.

To achieve the goals of the work, the following tasks are set: to analyze global trends in project management and to consider the possibility of their application in the domestic economy.

The project-oriented approach that has been used for years in engineering and technology, applied in organizational, economic, social and other projects, is impressive. The experience of Germany, Japan, South Korea, China, the United States and other countries suggests that the project management system is a powerful means of overcoming the economic crisis, a method of solving large-scale scientific, industrial and social problems [1].

At the present stage, the development of the domestic economy is possible only at the expense of a deep modernization of all major industries and spheres of industrial production and the search for new areas of growth, primarily associated with overcoming the innovative backwardness and introduction of modern technologies, increasing the efficiency of the use of available resources, updating the worn out a fleet of fixed assets, the development of competitive products and the search for ways to enter new prospective markets. The realization of these strategic economic tasks becomes real only as a result of the acceleration in the economy of processes related to the development

and implementation of economically and socially effective projects.

Under the projects in organizations usually understand the purposeful activity, the result of which is the achievement of specific goals at given limits of terms and resources, which carries some of the exclusive details [2].

Project management is understood as the art, science and methodology of planning, guidance and coordination of labor, financial and logistical resources during the project cycle, aimed at effectively achieving the objectives of the project related to the attraction, conservation and development of consumers (customers) through the creation, provision and promotion of significant values for them, in accordance with the requirements and market opportunities, within the limits of the design, restrictions on the composition and volume of work, cost, time and quality [8].

In order to identify trends in project management, one should refer to the history of the formation of a modern project management system. We note that the basis of modern methods of project management lies in the methods of network planning, which were developed in the late 50's in the United States [3, p. 33].

In countries with market economies, these methods have become widespread. They have received the greatest application in construction. It is from these that the emergence and spread of methods of project management began. Leading industrial corporations began to use planning work on the basis of project management practically simultaneously with the military to develop new types of products and modernization of production [4, p. 59].

Significant gain over time was the application of new methods of planning and management based on information technology and the application of computing. However, the first computers were expensive and only available to large organizations.

Soon, the first project management systems also appeared in the software market. At first they were developed for powerful large computers. The main indicators of which were high power and the ability to describe projects in detail, using sophisticated network planning methods. These systems have been focused on highly skilled managers who manage the development of major projects and well-known with network planning algorithms and special terminology.

The stage of the most rapid development of systems for project management began with the advent

of personal computers, when the computer became accessible to a wide circle of the population.

Expansion of the circle of users of management systems has led to the creation of systems for managing new types of projects, one of the most important indicators, was the ease of use. The new generation of control systems was developed as a tool for project management, clear to any manager.

Today, in the United States and many other countries, there are already deep enough traditions of using project management systems in many areas of life [5, p. 25].

Project management today has become one of the most important management mechanisms in a market economy. In many developed countries, it is used on virtually all projects. So in Japan, according to the Japan Project Management Association, all investment projects are evaluated and implemented using technology management projects [6, p. 108].

Returning to international experience, it should be noted that during the gradual development of the project management system as an independent area of professional activity, their own unified mechanisms, methodologies, tools and standards, such as the International Project Management Association (IPMA) and the Project Management Body of Knowledge (PMBOK) American Institute of Project Management (PMI).

An important feature of project management as a formed professional discipline is the existence of advanced certification systems for project management and project managers. These systems have both international and national status [9, p. 203]. Their main goal is to create a community of professionals who have a common managerial culture of a market type and, as a result, a unified professional language, recognized a certain system of values and the same approach to the implementation of projects. Such a management culture does not depend on the specifics of the country in which the project is being carried out, but it allows taking into account in practice the socio-economic features, traditions and national culture, peculiarities of religions, lifestyle, mentality.

Despite the fact that more than 20 countries have their own national certification systems, the 4-level international certification system supported by IPMA (RMRA IPMA) and the one-level national system of the USA, supported by PMI (PMR PMI), have become the most widespread international practice [7, p. 117].

Now one of the basic directions in international cooperation is the formation of common approaches to unification of knowledge and standardization of project activities, attempts are being made to formulate common glossaries and requirements systems [10, p. 323].

In recent years, a new scientific field has emerged, such as project management. It is a section of the theory of socio-economic system management that studies methods, forms, means, etc. Project management responds most efficiently and rationally to changes. The methodology of project management is organizational

and economic mechanisms of the general theory of management.

Now the project leader is the project manager, not as an earlier engineer. There were new projects concerning the social sphere of human life, but the essence of the technology remained the same. Today, both entrepreneurs and small firms that carry out small projects are increasingly systematic to prepare, plan and control the implementation of their projects using methods and tools for project management. The number of companies specializing in the development and implementation of projects has increased significantly. Position and profession of project manager (Project Manager) became one of the prestigious ones. It became generally accepted that project management is a profitable business. Application of methods and means allows not only to achieve the required quality of project results, but also save money, time, resources, to reduce risk, to improve reliability.

The crisis of our country and its economy is largely due to the imperfection and low level of organization and management in all spheres of activity. Meanwhile, the reforms taking place within their framework, today's and future large-scale changes are a combination of socio-political, economic, organizational, scientific and technical and other projects. Successful implementation of these projects requires fundamentally new approaches to their preparation, implementation and management.

This task cannot be solved by administrative-command methods. In many cases, success can provide project management with its advanced arsenal of approaches, methods and tools. This is the objective need for project management. This need should become a conscious necessity; in other words, project management should be widely recognized and widespread.

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