

29th World Congress International Project Management Association (IPMA) 2015, IPMA WC 2015, 28-30 September – 1 October 2015, Westin Playa Bonita, Panama

Corporate University as a driver of project culture and competence development

Grigory Tsipes^{a,b*}, Natalia Echkalova^a, Elena Sharova^a, Alexandr Tovb^c

^a IBS, 9b, Dmitrovskoe shosse, Moscow, 127434, Russia

^b MIPT, 9, Institutskiy per., Dolgoprudny, Moscow Region, 115184, Russia

^c SOVNET, 34/3, Shabolovka, Moscow, 115419, Russia

Abstract

Where to get qualified project managers who understand the specifics of business is relevant question for any large project-oriented company. Especially this problem is becoming more acute in terms of dynamic changes in the business environment and intensifying the processes of labour migration between competing companies. We should not forget the continuous development of the discipline of project management, the emergence of new areas of knowledge, technique and new professional Standards. In this situation, the Corporate University is becoming an important tool for organising of a process of sustainable development of organization project culture taking into account the interests of various internal and external stakeholders. An innovative model of sustainable development of IBS project culture is based on three principles. First, for the trainees, who are coming into the company directly from a University bench, it is an organisation of fundamental training on project management. Secondly, to consultants, who showed themselves as a potentially project managers, it is the ability to change the trajectory of career growth. And finally, for professional project managers, coming from other companies it is their adaptation and further personal development based on the business specifics of IBS Company. Main components of the Programme are considered in the paper - from training of Master students on the position of a graduate employee (trainee), till coaching for the Project Directors; from the study of the Project Management methodology, till practical case studies, formed on the basis of real projects of the company.

© 2016 The Authors. Published by Elsevier Ltd. This is an open access article under the CC BY-NC-ND license (<http://creativecommons.org/licenses/by-nc-nd/4.0/>).

Peer-review under responsibility of the organizing committee of IPMA WC 2015.

Keywords: Project culture; Corporate University; Assessment; Competencies; Master's program

* Corresponding author. Tel.: +7-903-798-5881; fax: +7-495-967-8081.

E-mail address: gtsipes@ibs.ru

1. Framework of Competence Development Program

The question, where to get skilled project managers who understand the specifics of the business, is relevant for any large project-oriented company. Particularly acute this problem becomes in dynamic changes in the business environment and enhances the processes of labour migration between competing companies. We should not forget about the constant development of the discipline of project management, the emergence of new fields of knowledge, techniques, and professional standards.

IBS Company has worked in consulting and IT services, where these factors are added also the high rate of renewal of implemented technologies, which often entails the need to change traditional approaches to project management. Thus, the development of sustainable company's project culture requires, on the one hand, to comprehend and to use own 20 years of experience in project business, and, on the other hand, to be completely open to new approaches, methods and technologies. IBS model of development sustainable project culture is based on three principles, corresponding to the main methods of project manager's replenishment (see Fig. 1).

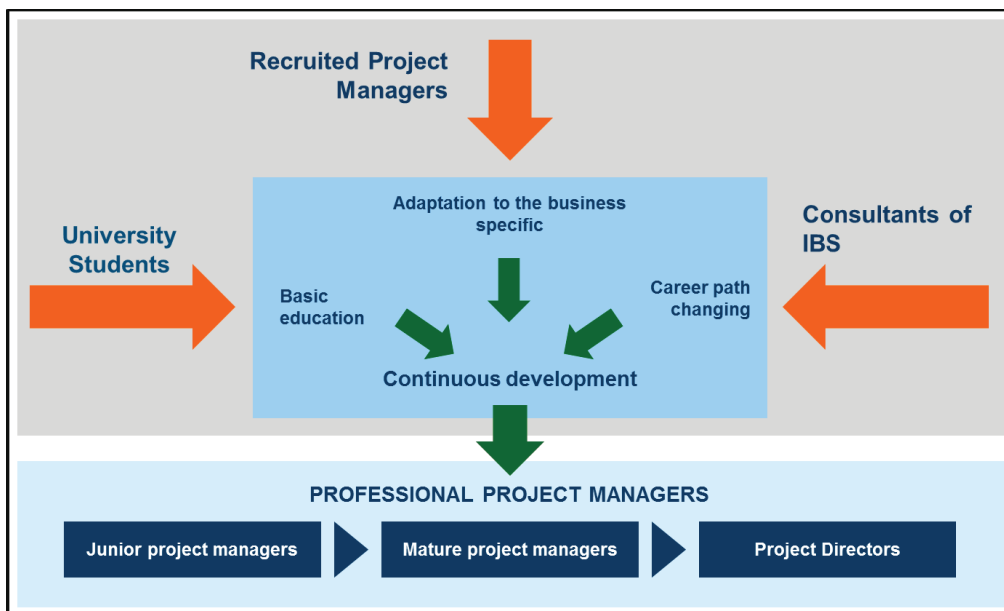


Fig. 1. Principles of company's project culture continuous development

First, for the trainees, who are coming into the company directly from a University bench, it is an organisation of fundamental training in the field of project management. Secondly, for the consultants, who showed themselves as a potentially successful project managers, it is the ability to change the trajectory of career growth. And finally, for professional project managers, coming from other companies it is their adaptation and further personal development based on the business specifics of IBS Company.

A complete implementation of these principles is possible only with the active collaboration of a number of stakeholders (see Fig. 2), the most important of them are top-management of the company, HR-service, Project Management Office. Main partners in the implementation of the project culture development program are:

- Universities implementing special Master's programs - NITU MISA, MIPT State University, Higher School of Economics;
- Russian national project management association named «SOVNET» conducting accreditation of Project Management training programs in order to confirm their compliance with the requirements of SOVNET NCB based on IPMA ICB v.3.0 (ICB, 2006);

Download English Version:

<https://daneshyari.com/en/article/1107504>

Download Persian Version:

<https://daneshyari.com/article/1107504>

[Daneshyari.com](https://daneshyari.com)