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Who manages what? Project management for different stakeholders

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Abstract

Why is the number of unsuccessful projects in the world almost constant from year to year? Among the factors influencing success, there are two reasons:

- all PM methodologies and approaches methods and tools have been developed for project manager, based on his needs to execute the projects
- other interested parties make decisions and really do manage projects, but they DO NOT have any specific methods and tools for the successful fulfillment of their functions.

There is a methodological mistake. Well – known PM methodologies and approaches deal with the stakeholders as the “objects” of management. However, key stakeholders do manage the project being the main decision makers, thus they are “subjects”, not “objects” of management. The authors suggest new approach, models, methods and tools for managing PP&P for key stakeholders.

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Keywords:

1. Introduction

In modern world project managers carry out various activities for managing the creation of a new project product and apply well-known methods and tools for this purpose. At the same time, the number of unsuccessful projects in

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percent relation to successful ones reaches from 40% to 60% by different estimates (PMI, Pulse of the Profession® In-Depth Report: Navigating Complexity, 2013). This might be interpreted like almost half of the projects either do not achieve the planned results or do not meet the requirements that different interested parties want to have. The reasons of such low effectiveness are various, but all of them could be divided into two larger groups. First, the technologies, methods and tools for managing the project activity existing today, need to be reviewed and improved. Second, new methodologies, methods and tools need to be developed.

All existing methodologies of project management are built under the determined network diagram models which are focused on the operational level, i.e. the lowest level of execution the project management activities. In fact, the methodologies known today in the world as well as the standards - PMBOK, PRINCE2, IPMA ICB, P2M, and certification systems, have been developed on this basic principle – models are intended to be used by the project manager and project management team. At the same time there are many other interested parties (stakeholders) taking active part in project management activities. They make decisions at tactical and strategic levels of management, i.e. fulfill governance functions. Whether it be investor, customer, general contractor or other, all of them use the determined models, focused on operational level of management for a decision making process of higher level. Thus, the existing methodologies do not take into consideration their interests and consider the key stakeholders to be the “objects”, not “subjects” of management.

In this paper the authors propose to develop the new methodology of developing of the new information – analytical system for managing complex projects on the basis of integration of multi aspects mathematical models for managing projects from the positions of different interested parties. These separate models have been developed and described by the authors previously. For developing such a complex model, it is planned to take the cyclic alternative network diagramme as a basis, including classical, generalized and stochastic network models being the correspondent parts of the complex one.

2. Logical schemo of the information – analytical system of complex project management

The integrated information - logical scheme of stakeholders’ interaction is presented in figure 1. The algorithm of integration of mathematical models and methods for management projects consists of procedures of aggregation of Cyclic alternative network models - CANM (Voropaev V.I., Gelrud Ya.D., 2013), thus for each level of management and each stakeholder, necessary types of network models, their parameters and methods of processing are defined for each interested party.

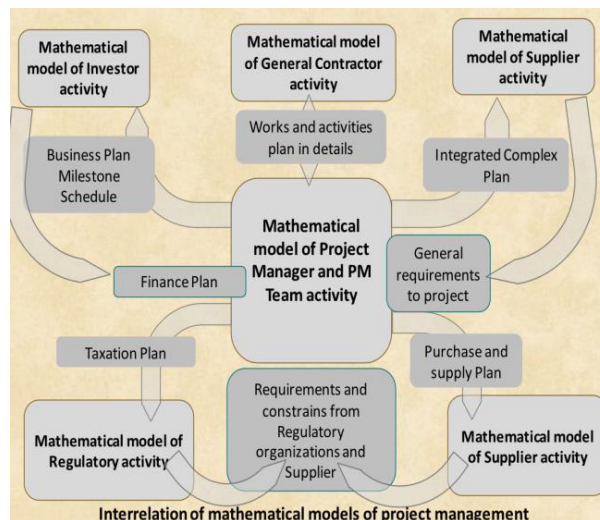


Fig. 1 Interrelation of mathematical models of project management

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