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ASSESSMENT OF PROJECT MANAGEMENT MATURITY
AT THE ORGANIZATIONS OF KAZAKHSTAN

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Key words: project management, project management maturity model, assessment of project management maturity.

Abstract. The social and economic effect of project activities of state and companies in many respects depends on maturity level of project management processes. Improvement of project management processes is connected with additional expenses and it is necessary to prove them thoroughly. By means of the developed model it is possible to define substantiations of the priority directions of development of management project processes, and it also can be used for forecasting of deviations of project's key indicators with change of maturity level of management processes.

ОЦЕНКА ЗРЕЛОСТИ УПРАВЛЕНИЯ ПРОЕКТАМИ
В ОРГАНИЗАЦИЯХ

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Ключевые слова: управление проектами, уровень зрелости управления проектом, модели зрелости управления проектами, оценка зрелости управления проектом

Аннотация. Социально-экономический эффект проектной деятельности государства и компаний во многом зависит от уровня зрелости процессов управления проектами. Совершенствование процессов управления проектами связано с дополнительными расходами, которые необходимо четко и ясно обосновывать. С помощью модели зрелости можно определить и обосновать приоритетные направления развития процессов проектного менеджмента, а также спрогнозировать отклонения ключевых показателей проекта.

Project management allows to control the course of project implementation more accurately from the very beginning till the logical end. Within each project it is possible to see and estimate results of the performed works carry out the general analysis of labor, temporary, human and other resources. Meanwhile, the called elements can be considered from the perspective of one project, the whole briefcase of projects, and in the future, regional strategy of development [1].

The implementation of project management system consists in increase of knowledge in this sphere, adaptation of the existing principles and requirements of a current practice of project management of foreign countries. The standard methods and approaches to project management are described in standards of international and national professional organizations uniting specialists in project management such as PMI, IPMA, OGC, ISO, GAPPS, APM, PMAJ and tens other national associations of the different countries [2].

The above listed standards describe the body of knowledge in this sphere and serve as a good initial base in formation of procedural guidelines of public administration of projects and programs in the Republic of Kazakhstan. But to meet the existing requirements we need the concrete guidance papers comparable on specification level to Project Management Book of Knowledge (PMBoK), the standard of Project Management Institute (PMI).

It should be noted that project management doesn't contradict the applied goal-oriented planning of the budget, but vice versa, it is directed on increase of its efficiency. The world practice shows that along with

a wide use of mechanisms of goal-oriented planning of budgetary financing realization and strategic planning of subjects and municipalities' development, modern technologies of project management are gradually entering the practice of management. The priority national projects of state level of the Republic of Kazakhstan introducing project management in governance can serve as the example of such practice. Introduction of project management methodologies directly depends on a maturity of the project management system and determination of the strategy and tactics of its development. The maturity of project management processes can be considered as the instrument, providing development through continuous improvements of knowledge and project management processes. [2]. To receive an objective assessment of maturity level it was developed a wide range of models, and their main task is to estimate the reached maturity level and compose the detailed recommendations, in which areas of PM knowledge and phases of project life cycle it is necessary to improve management processes [3]. Therefore, the initial stage of this work is an assessment of project management maturity level at various levels of the government and local management. For an assessment of a maturity there are quantitative and qualitative techniques, the majority of which allocate five levels: 1 – chaotic PM, 2 – informal PM, 3 – partial formalization, 4 – full formalization of PM, 5 – improvement [4]. All models of an assessment of maturity level define, what processes need to be improved in the field of project management, but unlike qualitative, quantitative techniques allow to establish, what directions of development are priority. Experts in the field of project management developed a range of models of an assessment of maturity level, some of which allow to estimate financial benefits upon transition to higher level of a project management maturity. [5]: Maturity model of Harold Kertsneraili - Project Management Maturity Model (PMMM). ORM3– is the PMI standard for an assessment of a Project Management Maturity on the basis of PMBoK. Maturity model in the ISO standard of 9000 series. Capability Maturity Model (CMM) - estimates maturity level for software developers. Enterprise Architecture Management Maturity Framework (EAMMF) – is a structure of maturity of architecture management of the Government Accountability Office enterprise (Financial and control management of the USA). The P3M3 standard (The Portfolio, Programme, and Project Management Maturity Model) — is a Maturity Model of Portfolio, Programme, and Project Management. PRINCE2 Maturity Model (P2MM)⁷ — is a standard, which serves as a basis for an assessment of level of introduction of the PRINCE2 standard by the organization, etc. Results of the analysis of models on 7 elements of project management system are given in the table No. 1. [6]

Table No. 1 **Comparative analysis of assessment models of the organization's maturity level**

Model The assessable element of system	Maturity model Berkeley 1997	Maturity model CMMI 2002	Maturity model OPM3 2003	Maturity model PMMM 2003	Maturity model EAMMF 2003
Regulatory					+
Methodical	+	+	+	+	+
Personnel	+		+	+	
Organizational	+		+	+	
Technological		+	+	+	+
Corporative	+		+	+	
Quantitative assessment	+				
Number of the covered elements	5	2	5	5	3

The listed models are based on control of existence or absence of certain characteristics of management processes, but don't give a quantitative assessment of degree of conformity to technique's requirements. Besides, the result of an assessment doesn't reflect an existence of processes of higher level maturity in the company, and this is also an essential disadvantage of qualitative models. Despite the disadvantages, qualitative models allow to estimate, at what stage of PM development is the organization at the moment, and also, having analyzed, what processes have the lowest level, and define requirements for achievement of a higher level.

In general, the models of maturity are a kind of manual for the evaluation of project management processes in the company. In addition, each model offers a different approach to the assessment of the

company activities, through the use of benchmarking and past experience analysis - Kerzner Model, based on best practices in the area of process - ORM3, R3M3, R2MM. According to the developers, the use of maturity models will allow organizations in both the private and public sectors to determine their current position and develop a strategy for the development of the organization in the future. The improvement of the processes of project management, as well as the formation of core competencies and experience base will enhance the competitiveness of the company management in the field of project management and will help to create competitive advantage.

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ҰЙЫМДАҒЫ ЖОБАЛАРДЫ БАСҚАРУДЫҢ КЕМЕЛДЕНУІН БАҒАЛАУ

Тірек сөздер: жобаларды басқару, жобаларды басқарудың кемелдену деңгейі, жобаларды басқарудың кемелдену моделдері, жобаларды басқарудың кемелденуін бағалау

Аннотация. Мемлекеттің және компаниялардың жобалық қызметінің әлеуметтік-экономикалық әсері көбінесе жобаларды басқарудың кемелдену деңгейіне байланысты. Жобаларды басқару үдерістерін жетілдіру қосымша шығындармен байланысты, ал оларды анық түрде дәлелдеу қажет. Кемелдену моделі арқылы жобалық менеджмент үдерістерінің приоритетті даму бағыттарын анықтақтауға болады, сонымен бірге жобаның кілтті көрсеткіштерінің ауытқуларын болжауға болады.

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