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Kyiv National University of Construction and Architecture, Kyiv**Kutsenko Maryna**Assistant, project management chair, *orcid.org/0000-0002-4499-0021*
Kyiv National University of Construction and Architecture, Kyiv**VALUE-HEADED CORPORATE SYSTEM OF PROJECTS
AND PROGRAMS MANAGEMENT**

Abstract. *The article deals with the model of the values system of corporate project and programs management system (further CPPMS) to the development and improvement of the technological maturity "competence" of a project-management organization. The authors investigate the valuable approach (Japanese project management methodology P2M) in the formation of the model of the values system of CPPMS, which is based on simple principles, the most fundamental of which is the consideration of a project from the point of view of the creation of a new value to the key stakeholders. It was investigated how the knowledge management system influence to company's value creation and improve its competitiveness. Model of values system for CSPPM allows constantly create, manage, analyze, develop and implement a sustainable current external and internal competitive advantages of design-driven organization built on the monitoring and management system of values relevant to all key stakeholders. The introduction of the corporate knowledge management system allows you to raise the level of competence of staff, create a favorable environment for the formation of general knowledge and improve the overall value of the company.*

Keywords: *the values system; the corporate project and programs management system; the project-management organization; the value approach; knowledge management system*

Problem formulation

The current state of the Ukrainian economy largely depends on the development and improvement of the technological maturity level of the "competence" of organizations implementing projects. In turn, the development of such organizations leads to increasing in the number of successful projects in which there is the possibility of increasing their complexity. Multi-project management has become possible due to the transition of organizations implementing projects on design-driven organization. With the rapid increase in the volume of activities is difficult to understand what is happening now:

- make an informed decision on the need to implement projects;
- analyze and monitor their implementation;
- track labor costs;
- to fully introduce new employees in the process.

Therefore, an increasing number of Ukrainian project-driven organizations standardize project management processes through the introduction of corporate system of projects and programs management (hereinafter CSPPM). One of the important factors in the company's development becomes knowledge, and also the knowledge management system, that actively creating its value. Analyzing the situation of the existing project-driven organizations in Ukraine we can define

the insufficient scientific study of the problem of creating CSPPM in these organizations.

Analysis of recent research and publications

Analysis of recent research and publications shows that the project approach is one of the most progressive approaches to business design-driven organization.

Its development began immediately with the advent of the knowledge of project management.

Start of project management methodology in project-driven organizations was laid much later, with the advent of the book R. Turner [1], the term "project-driven organization." This methodology was developed in the dissertation, Vaisman [2] and Chernoff [3]. Under the design-driven realize an organization that can carry out every order (contract) as a separate project. According to P. Gareis, design-oriented company has the following 4 features:

- Project management is a strategy;
- The implementation of inclusive processes used projects and programs;
- There are constantly acting internal structures (office projects) performing the integration function;
- Company employees themselves see it as a project-oriented.

Creation of scientific bases regarding the design-headed CSPPM requires a significant development of the theoretical foundations and techniques of project

management, created thanks to the enormous scientific work of many scientists, primarily S. Bushuev, N. Bushueva, V. Bogdanov, V. Voropaev, M. Dubovik, I. Oberemok, A. Polkovnikova.

Analysis of recent research and publications shows that the creation of CSPPM carried out by phased transition from a "functional" management of the organization to the "project." This process should be carried out on the basis of awareness of the need to improve and optimize the activities of the organization.

The article purpose

The purpose of this article is to provide a model of values for CSPPM in value-headed organization (hereinafter VHO).

The main goals of CSPPM values system are:

- To create the most effective system of personal and team personnel motivation to achieve VHO its strategic and tactical objectives;
- Creation of an effective system to maintain staff loyalty;
- Creation of the corporate culture of the VHO, which supports effective internal communications and standards.

Values system model of CSPPM for project-driven organization

Project-driven organization has a number of subsequent signs:

- Management by projects is the main guide strategy of VHO;
- In VHO is carried out the portfolio and program management;

- Strategic objectives to be achieved through the implementation of parallel and successive projects;
- VHO has Project office;
- VHO makes demands not only for the technology of the product but also to control project technology;
- The organizational structure that used is matrix or project, but project teams are the primary organizational unit supported by the VHO management, because the team is responsible for the final result of the project;
- The vision of department is changing – employees of departments are included in the team as any other projects;
- The project manager is seen as the main subject of responsibility in corporate governance;
- Self-development of the project teams is the main source of increasing effectiveness of the VHO and its cost-effectiveness;
- Staff motivation is the basis of the relationship between the manager and project team staff.

The value system of the corporate system of project and program management is a set of interrelated values (benefits) to stakeholders with key success factors for project-driven organizations.

Figure 1 shows the value system model for CSPPM for project-driven organizations.

The main stakeholders for CSPPM are:

1. Shareholders. The main criteria for shareholder value are:
 - Dividends;
 - The increasing of the shares market value.

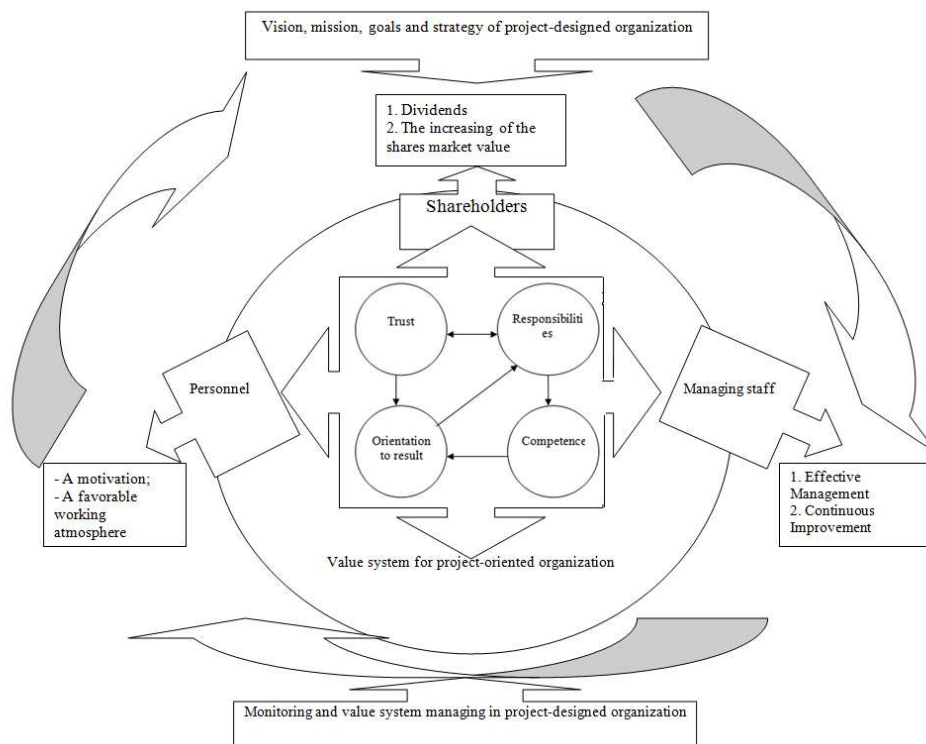


Figure 1 – Value system model of CSPPM for project-driven organizations

2. Managing staff (managers). The main criteria for the value of management personnel are:

- Effective management;
- Constant improvement.

3. Staff. The main criteria for the staff values are:

- A motivation;
- A favorable working atmosphere.

The core of the value system CSPPM is to ensure the competitiveness of the VHO acquired by its advantages (key success factors), compared with major competitors, such as:

1. The trust.
2. Competence.
3. Focusing on the results.
4. Corporate Responsibility.

In forming the values system model for CSPPM, vision, mission, goals and strategy of project-driven organization are counted.

Development and implementation of value system of CSPPM for VHO

Development and implementation of value system of CSPPM for VHO:

1) Develop the key criteria value system (development is carried out by working groups composed of key stakeholders of different levels and different departments VHO).

2) Conducting a survey among the staff VHO to determine the importance of each criteria for him personally, definitions (in terms of staff) the degree of implementation of the VHO in each of the value criteria. To conduct the survey used a specially designed questionnaire.

3) Analysis of the perception of the employees of the existing system of values VHO.

4) Formalizing the value system of CSPPM for VHO workers.

5) Based on the vision, mission, strategic goals of the VHO and formalized value system of CSPPM for VHO employees, is being developed corporate solutions and standards for project management in the organization. Based on of the VHO strategic objectives, the results are integrated with the value system of CSPPM for the other key stakeholders.

6) Develop a common system of values of CSPPM for VHO.

7) Developing a strategic action for the development and raising of technological maturity "competence" of the PMO on the basis of analysis of the overall value system CSPPM VHO.

8) Monitoring and corrective action after the introduction of CSPPM value system.

Development and implementation of the corporate knowledge management system

The development and implementation of corporate knowledge management system should take into account the different characteristics and parameters of the company, including project-oriented nature of the activities and management.

The process of knowledge management in the project-oriented company can be implemented at the following levels:

The level of a single project;

– The level of the functional units, whose members are involved in the projects;

– Corporate level.

Accordingly, at every level creates its own knowledge space, which aims to enhance knowledge sharing participants in this environment, the formation of a common mental space, which contributes to improve the management of this project, a division, or project-oriented company as a whole, the creation of knowledge value of each level and the creation of the company's common values.

Conclusions

Model of values system for CSPPM allows constantly create, manage, analyze, develop and implement a sustainable current external and internal competitive advantages of design-driven organization built on the monitoring and management system of values relevant to all key stakeholders.

The introduction of the corporate knowledge management system allows you to raise the level of competence of staff, create a favorable environment for the formation of general knowledge and improve the overall value of the company.

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ЦЕННОСТНО-РУКОВОДИМАЯ КОРПОРАТИВНАЯ СИСТЕМА УПРАВЛЕНИЯ ПРОЕКТАМИ И ПРОГРАММАМИ

Аннотация. В статье приведена модель системы ценностей корпоративной системы управления проектами и программами (далее КСУПП) для развития и повышения уровня технологической зрелости «компетентности» проектно-управляемой организации. Исследован ценностный подход (японская методология управления проектами P2M) при формировании модели системы ценностей КСУПП, который базируется на простых принципах, основным из которых является рассмотрение проекта с точки зрения создания новой ценности, которую он принесет для ключевых заинтересованных сторон. Исследовано влияние системы управления знаниями компании на создание ценности компании и повышение ее конкурентоспособности. Модель системы ценностей КСУПП позволяет постоянно создавать, контролировать, анализировать, разрабатывать и внедрять устойчивые актуальные внешние и внутренние конкурентные преимущества проектно-управляемой организации, построенные на мониторинге и управлении системой ценностей, актуальной для всех ключевых заинтересованных сторон.

Ключевые слова: система ценностей; корпоративная система управления проектами и программами; проектно-управляемая организация; ценностный подход; система управления знаниями

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ЦІННІСНО-КЕРОВАНА КОРПОРАТИВНА СИСТЕМА УПРАВЛІННЯ ПРОЕКТАМИ ТА ПРОГРАМАМИ

Анотація. У статті наведена модель системи цінностей корпоративної системи управління проектами та програмами (далі КСУПП) для розвитку та підвищення рівня технологічної зрілості «компетентності» проектно-керованої організації. Досліджено ціннісний підхід (японська методологія управління проектами P2M) при формуванні моделі системи цінностей КСУПП, який базується на простих принципах, основним з яких є розгляд проекту з точки зору створення нової цінності, яку він принесе для ключових зацікавлених сторін. Досліджено вплив системи управління знаннями компанії на створення цінності компанії та підвищення її конкурентоздатності. Модель системи цінностей КСУП дозволяє постійно створювати, контролювати, аналізувати, розробляти і впроваджувати стійкі актуальні зовнішні і внутрішні конкурентні переваги проектно-керованої організації, побудовані на моніторингу та управлінні системою цінностей, актуальною для всіх ключових зацікавлених сторін.

Ключові слова: система цінностей; корпоративна система управління проектами та програмами; проектно-керована організація; ціннісний підхід; система управління знаннями

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