

REGIONAL REPORT – RUSSIAN FEDERATION



Overall Results of the International Project Management Symposium in Nizhny Novgorod (13-17th of February 2007)



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Chairman of the Supervisory Board of the Symposium
President of SOVNET



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Elaborating the programme of the symposium the organizers set a task to provide a maximum assistance to the real and mass formation of professional community of specialists in the field of project management in the regions of Russia. To accomplish this task, on the one hand, it was made an attempt to present in the programme of the Nizhny Novgorod symposium as many as possible directions and personalities of Russian and International project management. On the other hand, a maximum quantity of specialists representing Nizhny Novgorod Oblast and other regions of Russia had an opportunity to speak in public.

High interest of the regional government and governmental organizations was an important feature of the symposium. Taking this into account a lot of attention was paid to implementation of project management in **state governance**. The was a broad spectrum of issues in the reports – from general principles of formation and management of federal and objective programmes to specific tools, used in state projects, including aspects of professional training of state employees in the field of project management.

The key reports of this direction were submitted to the first plenary meeting of symposium: Victor Klochay (Russia, Vice-Governor of Nizhny Novgorod Oblast) “The Strategy of Nizhny Novgorod Oblast Development up to 2020 and Employment of Project-oriented Approaches to its Implementation”, Alexandra Ochirova (Russia, Member of the RF President’s Council for National Projects and Demographic Policy) “Employment of project management approach to solve problems of the state’s social policy”, Hiroshy Tanaka (Japan) «Governance of project management - the next step in project management», Ali Jaafari (Austra-


lia) «Re-engineering Government Services to Become Citizens - and Results-Oriented through Project and Program Management».

The role of projects in implementation of the state investment policy must be stressed among other topics. The most interesting was to compare the ways, which different countries follow in this area – Don-skaya S. (Russia) “The directions to increase effectiveness of state investments into regional economy” and Rybak A., Dorofeev V. (the Ukraine) “Investments – basic tool of project development”. The report of Savitch A., Tsipes G. (Russia) “How to estimate influence of a separate project on end results of an ob-jective programme”, which considers possibility of unbiased estimation of investments’ justification, joins this very topic.

A large group of reports was dedicated to the experience of the state projects implementation in Nizhny Novgorod Oblast. Among them the topic of project management in social sphere (public health, educa-tion), which was also considered in the context of national projects, should be emphasized. Reports of high-ranking officers of the Nizhny Novgorod Oblast Government arose a great interest of the auditorium.

The matters of collaboration of the state bodies and international organizations in the framework of joint projects, considered in the reports of Wessely R. (Austria) “The use of system analysis methods for land market development projects», Tovb A. (Russia) «Management of international projects of technical as-sistance – approaches, practice, experience» turned out to be a new and interesting topic for Russian auditorium. At this point, the report of Poznyakov V. (Russia) must be marked: “Project management for top managers”. It includes principles of creation of management systems of the same projects, based on taking into account existence of high-level goals, necessity of confirmation of achievements and specific risks of these projects.

Comments of one the session’s moderator:

	<p>In general, the most remarkable was impression from variability of situations in which large public projects are developed in a real life. Particularly this refers to reports of V. Anglichaninov “Man-agement of construction projects in view of implementation of the national priority project “Avail-able accommodation” in Nizhny Novgorod Oblast” and L. Sedov “Management of projects in view of implementation of the national priority project of agricultural complex development in Nizhny Novgorod Oblast”. These reports showed that formal methods of planning and evaluation of pro-jects are not sufficient in circumstances when specific goals of this or that undertaking are not completely understood (and this means that it is absolutely not clear what to set as measurable projects goals). All this must convince leaders in necessity of analytical projects, deeply research-ing the structure of needs and possibilities before start of a project or a programme. The report of Maltsev V. and Maltsev K. “Theory and practice of project management in education of state and municipal employees”, included experience of multi-aspect study and long-term prognosis of the country’s need for specialists and managers of different profiles, is an example of such kind of research.</p> <p>In my opinion, the report of I. Nesterovsky “Practice of programmes management in circumstances of extreme financing” was outstanding in its straightforwardness and practicality. The author’s experience received in circumstances of short-financing, changing of opinions and desires of cus-tomers, made the recommendations especially valuable.</p> <p>During this session I presented report “Typification – challenge to managers of projects and pro-grammes of electronic governments in the framework of the Concept of regional informatization of RF”. It was about problems, which appeared during the projects of creation of an effective typical IT product and measures how to solve it. The auditorium was far away from consensus – from doubts if the typical solutions must exist to beliefs that an effective typical solution could be no more expensive than a “common” development by order. In spite of, though thanks to this, the discussions were useful and they would allow to specify some points for the Expert council for the regional informatization at the Ministry of IT and Communication of RF.</p>
<p>Eugeny Z. Zinder President of FOSTAS</p>	

The innovation development of economy on the basis of the system project approach implementation and professional management was represented in the programme at different levels – at the level of an innovation product of a company, at the level of the regional and state economy. Participants could become aware of various tools of innovations implementation, such as register and processing of innovation proposals, marketing of innovation projects, protection of intellectual property, training of adequate specialists etc. There was an overview of experience of innovation development of the world's leading economies (Japan, USA, Italy) and experience of innovation projects in Russia.

The key reports of the session - Tanaka H. (Japan) «Project Management Development in Japan - Program and Project Management Supporting Innovation», Iperiti L. (Италия) «The Project Management in Italy», Fern E., Liberzon V. (USA, Russia) «Successful management of innovations: system or intuition» arose a huge interest.

The Nizhny Novgorod Oblast representatives' reports revealing both state approaches in the field of innovations (Barulin V. "Development of innovation system of Nizhny Novgorod Oblast", Seleznev V. "Nizhny Novgorod Oblast business incubator. Project management of science-intensive small business development") and the regional science representatives' reviews (Gudzinsky A. "Project-oriented university", Fiyaskel E. "Management of innovations and implementation of the project approach when training of employees for innovation projects") were interesting and substantial.

More than twenty reports were dedicated to progressive experience and practice of projects and programmes management. Machine-building, power industry, fuel and energy complex, construction, transport, food industry, telecommunications, banking were only a few branches, revealed in reports of this session.

The key report of the session of Jaafari A. (Австралия) «Holistic Solutions for Transforming a Whole Industry Sector: Framework, Tools and Results» contained several general conditions regarding organization of corporate project management at industrial enterprises. It was very interesting to observe how these ideas are practiced in large factories in different countries – "Zorya-Mashproject", the Ukraine (Chernov S., Levit A. «Effective management of project teams in domestic project-oriented science-intensive companies»); RomaniaTelecom, Romania (Purnus A. «Challenges and Lessons Learned in Project Management Implementation in Telecommunication Projects»), «ZMZ», Russia (Terekhov S. «Experience of introduction of investment and project management systems at an industrial enterprise»).

Comments of the session's moderators:

	<p>A great interest of the participants of this section was arisen by the reports, which observed various approaches to solving of the most critical problems, appearing in project-oriented companies. Thus, the representatives of OAO "MRSK Centre and North Caucasus" told about their experience of introduction of the system aimed at final results of the project of motivation and fees of project participants depending on a real input of each one. (D. Aleshin, E. Samarina, D. Lobusov «Project approach when introducing the quality management system in OAO "MRSK Centre and North Caucasus" . It must be pointed out that the symposium convinced that the project approach happened to be used more in areas, which were not previously included a number of branches traditionally considered to be project-oriented. In this connection the report of Alenkov V. "Experience of introduction of project management information system in "Gorpozhtecnica" group of companies" must be mentioned.</p>
<p>Lubov V. Mironova Executive Director of SOVNET</p>	<p>At the same time, representatives of investment and construction complex, which accumulated a significant positive experience of project management employment, dedicated their reports to the next step in the direction of development of this methodology applied to accomplishing of more complicated and broad missions – of all-regional and interregional importance. These reports are as follows: Gerasimov V., Isakov A., Pyatikh N. "Informational management of the regional accommodation construction project-oriented complex" and Zhmachinsky V., Belyanin V. "Organizational projecting of system of international transport corridor management (ITC) "North-South".</p> <p>I would like to mark the report of T.B. Bobrova "Project-oriented management of exploitation of the regional network of automobile roads". In essence it must be considered as one of a few examples of a real using of the project management methodology for accomplishment of state and municipal governance missions. Management of road infrastructure resources and solving of practical tasks of roads exploitation are considered in the report in the context of complete cycle of projects or a programme management including their formation, operational resources management, accepting of fulfilled works of contractor and formation of budget applications for financing in further planning periods.</p>
	<p>It is worth to mention a steady trend of diversification of variety of branches. The reports contained not only traditional project-oriented branches, such as construction, oil and gas industry but also transport, metallurgy, food industry (aquacultures, non-alcohol drinks) etc.</p> <p>Judging by fundamentalism of approaches and diversity of tools in use, construction projects were leading among traditional project-oriented branches. At the same time in many other branches the level of project developments is coming closer to the level of construction, which is historically high. This was convincingly demonstrated in S. Terekhov's report revealing experience of investment management system introduction in the industrial company. It arose a big interest of practitioners, who were present at the symposium, as the "ZMZ" company was the first in the branch and in the region who introduced an effective investment project management system.</p>
<p>Alexander S. Tsarkov Deputy Director for Science of the Nizhny Novgorod Branch of High School of Economics</p>	<p>It can be stated that today an increased level of project developments in leading branches of economy keeps up with the best foreign experiences, such as, for instance, Ali Jaafari's report about the large petrochemical company.</p>

One of the most important trends of the modern project management is a growing interest in its strategic component and its role in a company development. This topic was broadly introduced at the symposium – within this session a topical track called "Management of business through project management" was organized.

The key reports of this track were dedicated to discussion of different models of generation of organizations development projects – Bushuev S., Bushueva N. (Ukraine) "Proactive management of organiza-

tional development programmes”, Babaev I. (Azerbaijan) “Management of organizations’ development programmes on the basis of genetic model of projects”. According to Alexander Tsarkov’s opinion, who was one of the session’s moderators, only existence of these or several other reports in the symposium’s programme is rather demonstrative and is an evidence of soundness and success of not only practical but also theoretical development of project management as a branch of science in former Soviet Union countries – Russia, the Ukraine, Azerbaijan.


The reports, which discussed experience of implementation of various techniques and tools of strategic project management – Dyakonov B., Zhernosek E. (Russia) “Project office in a commercial bank: integration of strategic goals into projects portfolios and their harmonization with current operations”, Tsarkov A. (Russia) “About experience of project works on elaboration and implementation of development strategies of large Russian companies” also arose a big interest. The matters of harmonization of the projects management and other schemes of companies management –strategic, process, product etc. were considered in the report of Tsipes G. (Russia) “Philosophy and practice of project management”.

A huge interest was arisen by the reports, which included development and appearance of new **professional instruments of projects management**. The key reports of this session provided the most exact leitmotif of this direction – how to ensure a professional and successful management for projects in a company.

The model showed in Ali Jaafari’s report «The Making of Professional Managers and Leaders: How to Succeed on the Face of a Fast Changing World», emphasized the project managers’ competences – managerial, leadership, technical, social, cultural and personal. The model of Duncan’s W. (USA) report «Developing Organizational Competence in Project Management» has a broader corporate context. Twenty elements of this model are combined in three main groups – proper selection of projects, proper implementation of projects, effective project environment.

One more model was considered in the report of Seitz D. (Germany) «How to Design Project Management Systems. An Integrated Approach». It is the most remarkable for demonstration how changing of the business strategy of “Deutsche Telekom” created a new understanding of the goals and missions of the corporate project management systems, influenced its structure and content.

One of the session’s moderators gives a brief analysis of the basic trends in the area of elaboration of the project management systems and standards, noted by the reporters:


	<p>From our point of view, it was remarkable during this session that the emphasis on specific tools and approaches in the reports shifted to consideration of integral aspects of corporate PM systems. This result was quite expected: Similarly within the last 5 years the emphasis of project methodology customers’ interests was changing, so there was a change in direction of activities of training and consulting companies in this field. The report of W. Duncan (USA) presented the most general corporate PM systems model, resembling by its form so widely spread among American consulting companies in the last decade PM Maturity Models, but an updated one. The topic was continued and expanded in the report of A. Polkovnikov and U. Trubitsin, which stressed new trends in development of PM corporate systems, adapting the systems for new management missions and composition of company projects. The Seitz’s report produced an interesting dialogue by presenting the analysis of results of project management corporate system introduction from point of view of the customer – the largest telecommunications company, for our market – standard consumer of project management corporate system.</p>
<p>Marina N. Grashina General Director of PSM Consulting Russia</p>	<p>Further reports allowed the auditorium to move from an integral presentation of corporate project management systems to consideration of its components. The S. Kiselev’s report included the aspects of automation and regulation of the corporate project management systems and discussion of the limits of using of one of the world’s top PM standards system (PM-BoK PMI). The excellent practically-oriented report of G. Tsiperman “Base of knowledge for a project-oriented company” was dedicated to the most important element of automation system of the corporate project management systems – corporate base of knowledge, approaches to its development, analysis of risks and mistakes, problems of security. The V. Bogdanov’s report revealed organizational aspects of formation of the corporate project management systems and practical approaches to establishment of a project office.</p>

One more important trend in the corporate project management systems development was noted by G. Tsiperman: “The most interesting for the auditorium were the reports, in which not only or not so much object (project) and function (management) were described but methods of evaluation of degree of success (or failure) of what these categories revealed. The growth of interest in KPIs of projects and the quantity of research in this area are an evidence of maturity of both project management companies and the project management itself as a branch of science.”

A large group of reports was dedicated to employment of the project management automation tools. Besides, not only well-known products like Primavera, SAP, MS Project, Spider but also new products of Russian makers of software were discussed.

In the framework of the session there were also the most actual matters of practical project management – contracts, risks, communications etc. The most interesting was the topic of pricing, considered in several reports and discussed emotionally at the round table.


One of the round table’s moderators gives her comments:

	<p>The main topic of the round table “The matters of pricing in investment projects” was determined by the report called “New methods of projects costs prognosis”, Alexander Rybin, manager of the TNK-BP projects control department. Obviously that evaluation of project costs, especially in construction, leads to a lot of disputes. On the one hand, a uniform database for comparison of variants of project implementation, standards and prices, which allow a customer and a contractor to agree both at the stage of signing of contract and during its execution. In Russian construction business such database is represented by prices, calculated according to the basic price-level of 1984,1991, 2004. On the other hand, to make a decision to put money an investor needs not basic but real prices, at which materials and equipment are sold and construction contractors are employed.</p> <p>There is a need for methodology, which enables to evaluate the project cost in current prices, to forecast variation of costs and it is important for long projects lasting for more than a year. This kind of methodology was proposed by Mr Rybin. The statistics of TNK-BP completed projects is rather interesting: evaluation of the projects costs calculated 3-4 years before their finalization was 5% different from actual costs. The round table auditorium noted that the proposed methodology was applied only to line objects (roads, pipelines), though they agreed that it should be developed and improved.</p>
<p>Elena V. Kolosova Executive Director of GK PM SOFT</p>	

Parallel to the main session there were several interest groups.

The track “Management of projects portfolios” considered matters of corporate governance of projects. Both general matters of corporate governance of projects and specific methods and tools of formation and management of projects portfolios were revealed. This track’s reports can be subdivided into two groups. The first one contains the reports paying more attention to processes, regulations and programming support to management of projects portfolios, such as A. Belozarov’s report “Management of projects portfolios – new methodological approaches, solutions and tools”, S. Lebedev’s report “Project management office: from company’s strategy to implementation of business initiative”. Second one contains the reports considering methods of formation of investment projects portfolios, such as V. Nikonov’s report “Methods of formation of effective projects portfolios”, S. Lyubkin, E. Orel, S. Orekhov, D. Golenko-Ginzburg (Russia-Israel) “Dynamic investment of projects programme”.

The session’s moderator stressed a number of features of this track’s programme:

	<p>First of all, it must be noted that the reports widely covered the topic of the track. For those, who started to be aware of methods of corporate project management, overview reports were the most interesting. The most remarkable were reports of V. Liberzon, V. Shavyrina "Organization of corporate project management".</p> <p>A number of projects was dedicated to specific solutions in the area of projects portfolios management. These reports are of big practical interest for specialists because they consider the main solutions, sold in Russian market, which support processes of formation and monitoring of projects portfolios: Microsoft Portfolio Server, Primavera, Open Plan, Spider.</p> <p>Finally experience of practical introduction of methods of the projects portfolios management was presented. Here the most interesting was the report of D. Aleshin, D. Lobusov "Corporate system of projects and programmes portfolios management of OAO "MRSK Centre and North Caucasus". The authors succeeded in combination of a clear practice with a fundamental study of various issues – from organizational component (project office) to creation of system for automation of the process of projects and programmes portfolios management on the basis of SAP products.</p>
<p>Alexey V. Polkovnikov Managing Partner of "TE-KORA-Consulting", Vice-president of SOVNET</p>	

Approaches to education of project management specialists, basing on various standards and models of project management, were presented in the framework of the track "Professional competences – qualification standards, education, certification". The participants could become aware of approaches of professional organizations (IPMA, SOVNET, PMI, GPBS), experience of different countries (Russia, Germany, Kazakhstan) and practice of companies, specialized in training of project management specialists

According to common opinion one of the most remarkable reports at the symposium was the key report of this track – O. Zieglmeier «Serious Creativity for Project Management, based on Edward de Bono Creativity Concepts». The author used the method of parallel thinking ("six hats") to organize a collective working in project teams.

In moderator's opinion all topics indicated in the track's name were rather fully presented in its programme.



Galina I. Sekletova

Vice-president of SOVNET

Certification was revealed in W. Duncan's report (USA) «Using Performance-Based Competency Standards», in which the author informed the auditorium about the standard of evaluation of project management specialists competence basing on completed projects. It takes into account complexity of projects, which is performed using qualitative indicators.

The report of V. Voropaev, G. Sekletova, M Voropaeva-Kates (Russia, USA) "System model of project management as the base of the competence standard" was dedicated to qualification standards. The report considered matters of the new ICB version structure (official IPMA competence standard) improvement on the basis of SOVNET system approach. As it was noted by the members of the section, they successfully passed training and certification of specialists on the basis of project management system model.

A number of interesting reports were dedicated to experience and problems of corporate training. Grashin M., Platov A. presented in their reports two types of activities in the field of project management training: preparation and execution of complex programmes of corporate training and establishment of corporate systems of working with project staff from training to promotion. In M. Dubovik's report "How to invest in project management training sensibly? Experience of large and medium companies" there were issues of effectiveness of the corporate training and necessity of distinct understanding who, when and according to what project management programme must be trained.

The matters of interrelation of training and career in the field of project management were considered in the reports of E. Lykov, L. Malikova, O. Sveshnikova "The system of uninterruptible project management training as a professional accompaniment of project manager's career" and the report of U. Smyslova "Leadership and career in project management. Project management training under the conditions of dynamically developing market".

The authors' position is that only a steady growth of qualification of projects managers can ensure success of more and more complicated projects, in its turn this success guarantees the managers' own professional and career growth.

The discussions and talks during the track allowed to formulate a number of important proposals on development of standards in the considered areas.

The track called "Mathematical methods in project management" was represented by a few reports though it was impressive due to the topics and personalities. As it was showed during the session and further discussion at the round table these matters are of interest not only for those who keep an eye on the project management development as a mathematical science. No one was indifferent to discussion of uncertainty in projects and contracts. Eugeny Zinder, one of the round table's participants said: "The discussion returned the auditorium to the fundamental problem of all times: Is a man, at least in his behaviour, a determined or a random being?"



And this is one of the session moderator's opinion (a detailed report about this track will be published separately):

	<p>The discussion's topic followed logically from the presented reports. It was formulated by academician V.N. Burkov as follows: "Contract is a specific thing and execution of contract foresees consideration of randomness and uncertainty. How to deal with them?".</p> <p>There were opposite points of view. V.I. Ananin said: "Uncertainty in contracts is of an objective character. Institutional economy has a half - century tradition of studying of such contracts. The uncertainty is extremely various and only in very simple cases it can be measured as a mathematical uncertainty. Though business practice is full of examples of not only dealing with such uncertainty but even its quantitative evaluation basing on principles, which are different from mathematical probability.</p> <p>Professor D.I. Golenko-Ginzburg (Israel) had an opposite opinion. In some cases there can be a formal consideration of randomness: In long and complicated projects, implementation of which is not clear at the beginning, one may follow Japanese philosophy when a project's model is completed during the process of project implementation. Other suggestion - to conclude contracts step-by-step after finalization of a successive stage. For hierarchical projects in a number of cases probability calculations must be made at the upper level and at the bottom level, level of calendar plans, probability parameters must be averaged and determination models must be built".</p> <p>V.I. Liberzon gave a reconciling proposal: "Contracts must be added by article "Elaboration of the system of uncertainties consideration and measures of adequate reaction". S.M. Lyubkin added: "there is a complicated matter of resources and reserves allocation for specific measurements". The live discussion covered a number of important matters connected with trustworthiness and timeliness of information, adequacy of experts and the ones who make decisions.</p> <p>The round table's moderator V.N. Burkov made a conclusion: "No doubt that the discussed problem is actual and to solve it there must be coordinated efforts of businessmen, lawyers, project managers, mathematicians, statisticians and IT specialists." In all reports of the section, especially at the round table, there was a proposal to introduce "Reliability of project management" as one of the most important project management parameters. At that it is expedient to make detailed elaboration and divide reliability into local risks. The latter is especially important in view of a large portfolio of various projects.</p>
<p>Sergey M. Lyubkin</p> <p>Member of the SOVNET Board</p>	

The reports dedicated to **implementation of high technology projects** collected a professional and interesting auditorium. Various aspects of IT projects - from the role of a separate personality and style of the project management (V. Ananin "Style of IT project", and M. Anshina "You won't go far in IT area without project manager") to modern approaches of IT projects implementation under conditions of lack of qualified human recourses (E. Zinder "Outsourcing, insourcing, cosourcing in innovation IT project. Reality of the world's experience and peculiarities of the national companies" and D. Zabrodin "Outsourcing of IT project management in LUCOIL-OVERSEAS HOLDING") were considered.

The reports dedicated to practical and methodical matters of introduction of a corporate information system were included into a special track "Peculiarities of automation projects of companies". In this context the report of M. Slesarenko "Complex projects management model" should be stressed. It contains a detailed consideration of possibilities and limitations for employment of traditional PMBOK methodology in similar projects, customer relations management methods, management of his demands and expectations.

The comments of the session's moderators (a detailed report about this track will be also published separately):

	<p>As the world's civilization and economy develop the processes of information processing become more various, fundamental and versatile, the role of them is constantly increasing in activities of every person, company, community, society.</p> <p>Project implementation activities combine many interrelated processes of information processing. In projects dedicated to information technologies introduction, the information processing comes as both an object of improvement and an instrument of modernization and an essence of activities of all project's participants.</p> <p>The reports revealing high technology projects implementation and methods of their implementation demonstrate many characters of a complex performance, which is the project – managing directors, staff of IT departments, designers, introducers, project managers. Commonness and difference of goals of all sides of a project were the subject of analysis of the leading specialists; mutual assistance and conflict of interest of participants, threats and chances, created by project domain; the reporters discussed methods of their understanding, overcoming and using, which contribute to success of a project.</p>
<p>Boris A. Letuchy Director for Production of the "SetProject" company</p>	<p>Every IT specialist is familiar with an unpleasant feeling of walking on a thin ice of an unpredictable and variable IT project. When you have to follow traditions of Russian folk fairytales: "Go there-don't know where, bring this – don't know what". Alas! Common practice of IT projects includes significant variation of requirements to project's product during its implementation, enlargement of times, significant exceed of budget. Often it turns out after the project implementation that the result of it is useless. A long and unpleasant list of IT projects troubles can be compiled. Senseless. All these reasons rather long ago lead me to study project management and to handle at least part of troubles surrounded IT project. Though this seems to be not so simple; in many cases using of the theory as it is does not bring a noticeable benefit and sometimes even does harm.</p> <p>The international project management symposium, especially that section in which I took part ("High technology projects"), just revealed how to apply the theory to complex projects, to which IT projects are related. A lot of useful and interesting ideas were presented and I hope they will settle down and enable to improve situations with projects in IT area. Though before the symposium I doubted that project management is more likely art than science after it I firmly believe it is.</p> <p>I enjoyed the atmosphere of the symposium – working and at the same festive. This enabled me to think in a project management manner and work energetically on the corporate project management standard.</p>
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<p>Marina L. Anshina Chief of IT department of OOO "Sybur-Russian Tyres"</p>	

Specific, though a small one, was the group of plenary projects dedicated to the **future of project management**. Everyone was impressed by emotional speech of Mary McKinly (Great Britain) «The Changing Face of Project Management». Discussions of what has a more impact on project's success – knowledge, experience, creativity, belief in success, passion were constantly heard in the lobby of symposium.

Very critical by form and paradoxical by content was the report of Duncan W., Grashina M. (USA, Russia) «The Future of Project Management». Common points and truth of project management were reinterpreted from a sceptic's point of view who doubted in advantages of that approach and disbelieved in everything. As for Eugeny Zinder' opinion "this report brought to total overview real distinctions between sound declarations, typical for advertising proclamations of project management, on the one hand, and needs and trends of development of practice, on the other hand. The conclusion: not written statements but real effective projects implementation activities of methodologists and practitioners will demonstrate what will die away and what will strengthen and develop".

Eventually that the matters of project management development in Russia were not missed. The plenary report of V. Voropaev (Russia) "Integration of Russia into the world project management community" was dedicated to that topic. It set a number of top priority measurements of development of project management as a professional science.

Finally a brilliant conclusion of the technical programme, the bridge to the nearest future were the reports of Stanislav Sroky (Poland) and Luigi Imperty (Italy) about the coming IPMA Congresses in Krakov in 2007 and in Rome in 2008.

Totally the technical programme of the symposium included more than 130 reports, two round tables, ten additional activities (workshops, master-classes, trainings). The reporters were the leading experts of the project management from 16 countries (Russia, USA, Canada, Great Britain, Germany, Italy, Austria, Finland, Romania, the Ukraine, Japan, Israel, Australia, Azerbaijan, Kazakhstan, Mongolia). About 1000 people visited the symposium's activities, lasting for 5 days on 8 sites. According to a general evaluation the symposium's programme allowed the participants to get a complete picture of the modern state of project management methodology and practice in Russia and in the world, to compare own ideas and approaches with experience of the most successful companies and well-known experts.

It is worth to mention the rich social programme of the Symposium, which coincided with a anniversary date - the Russian Project Management Association "SOVNET" was 16 years old. Everyone at the ceremony dinner "SOVNET 15+5" was inspired by the presentation of V. Voropaev "The History of SOVNET in pictures". The corporate and individual members of the association, its friends from abroad, CIS and the regions of Russia mentioned in their congratulations the achievements and victories of passed years, wished further development in the coming prospective. The IPMA management pointed out the achievements and contribution of SOVNET into international project management: president Veiko Valila (Finland), vice-president Otto Siegelmeier (Germany), Mary McKinly (Great Britain), Chairman of the Global Forum and president of JPMA Hiroshi Tanaka (Japan), Director of Asia Pacific International College professor Ali Jaafari (Australia) and others. The SOVNET activities were highly assessed by the leaders of The National Project Management Associations of Azerbaijan (I. Babaev), Kazakhstan (L. Savchenko) and the Ukraine (S. Bushuev), who unanimously noted that The SOVNET has been an original epicentre of professional communication, information exchange, integrator and transmitter of innovations in increasing of potential of project management human recourses.

In its turn the SOVNET noted achievements of the symposium's participants by presenting honourable diplomas and awards. Thus the status of the honourable member of SOVNET was given to the following experts: Adesh Jane (India), Rassel Archibald (Mexico), Vladimir Burkov (Russia), Sergey Bushuev (the Ukraine), Vladimir Voropaev (Russia), Dmitry Golenko-Ginzburg (Israel), Lev Golub (Estonia), David Pells (USA), Vyacheslav Poznyakov (Russia), Lyudmila Savchenko (Kazakhstan), Hiroshi Tanaka (Japan), Mark Shweinberg (USA).

Diplomas "Significant contribution to development and promotion of project management" were presented to G.I. Sekletova, A.S. Tovb, A.V. Tsvetkov, V.A. Polkovnikov, A.D. Bazhenov, V.I. Liberzon.

Many nominations and awards were presented for the first time. Particularly it was the first time when regional and branch project management leaders' achievements were recognized. Such high appraisal was given to Administration of Nizhny Novgorod, state-owned enterprise "Projects Centre", OAO "MRSK Centre and North Caucasus", "Rosatomenergo", ZAO "Sual-Holding", OOO "GreenStreet" and IBS.

The web-site of "Tekora" was admitted to be the best informative site in the field of project management. Moreover, the authors of the most essential and important school-books and practical guidance, published in Russia, were awarded by the diplomas of honour (V. Duncan, M. Grashina, A. Tovb, G. Tsipes and others).

One more significant event of professional community was mentioned – the first "Project Management" doctoral thesis of I. Babaev in the former Soviet Union countries.

The trip to historical town Gorodets and the "Holiday of Russian Winter" arranged with assistance of the local Administration will be stamped for a long time in memory of the symposium's participants.

Everyone noted that the technical programme was highly professional, filled with interesting reports and the atmosphere of the event was festive, welcome and friendly.

This is the reaction to the symposium of one of the key reporters - the Asia Pacific International College professor Ali Jaafari:

"Dear friends and colleagues of SOVNET!"

I would like to sincerely thank and congratulate you and the SOVNET team on successful completion of the symposium in Nizhny Novgorod and stress the successful programme.

Having been the main organizer of the International Project Management Conference in Sidney in September of 2006 I understand that terrific efforts are required to qualitatively arrange for such event. I also

understand the input of those who were out of the scene and those who spent time for the welfare of project management development.

The vision of symposium was excellent: its goal was not only to have a look at project management out of its specific area of application but also to try to change views on it within governments, society, business. No doubt that these changes are rather late and project management must not share fate of many popular methods of management of the recent 20-30 years. We must combine our efforts to determine how to make project management an integral part of basic activities of modern organizations and use the results in a more and more complex and variable world. This requires an ambiguous approach.

Participation of the state officials of various ranks was a sound feature of the International Symposium in Nizhny Novgorod. I hope that the project and programme management potential will be properly assessed and we shall get new experience in our turn.

I wish you all the very best and, please, accept my thanks for this splendid event one more time."

The overall results of the Symposium based themselves on the final resolution, approved unanimously by all participants:

***Recommendations of the International Symposium called
"Project Management. Power. Society. Business"
Nizhny Novgorod, The Nizhny Novgorod Fair, February, 16 2007***

In order to assist in national projects implementation, acceleration of development of the regions of Russia, increasing of their investment attractiveness the International Symposium called "Project Management. Power. Society. Business" was conducted in Nizhny Novgorod under the slogan "Professional project management is a key factor of effectiveness, development and prosperity".

More than 1000 of representatives of science and education, business, government bodies, non-commercial organizations and the leading international project management experts from more than 20 countries took part in the symposium's events. There was discussion of issues linked to introduction of modern professional project and programme management in Russia, analysis of international and Russian experience.

The symposium's participants produced the following resolution:

- 1. Acknowledge using of project-oriented approach as effective in all areas of management.*
- 2. Recognize as necessary an extensive introduction of the management by projects in Russia, primary for the national projects and federal and regional programmes implementation.*
- 3. Recommend the RF Government to elaborate the programme of development of the management by projects as a modern market tool of growth of effectiveness of social-economic development of Russia, which will be aimed at the following points:*
 - 3.1. Create the necessary legal base for development and employment of the project and programme management.*
 - 3.2. Elaborate and introduce national standards for project and programme management.*
 - 3.3. Develop high level professional education in the area of the project management, including distance methods, creation of a complex educational and methodical base for training and certification of project management specialists.*

3.4. Assist in mass retraining and raising the level of skills of managers of all levels to become familiar with the methodology and means of the project management in all spheres of economy and governmental bodies.

4. Recommend the RF Ministry of Education and VAK RF to include the project management specialties into the professional and qualification lists of specialties.

5. Notify about this resolution all interested organizations and the community.

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