

**Max R. Wideman**

**Modeling Project Management (part II) — 4**

Over the last couple of decades there have been numerous attempts to explain project management using graphical models. This paper traces these efforts as a basis for solving this biggest of unresolved issues.

*Key words: Project Management Models and Methods.*

**Russell D. Archibald**

**A Global System for Categorizing Projects: the Need for, Recommended Approach to, Practical Uses of and Description of a Current Project to Develop the System (part II) — 14**

This paper summarizes some of the research done to date on categorization of projects, briefly discusses the need for and uses of an agreed project categorization system, and proposes a first approach to establishing a number of broad categories based on the products or end results being produced by the projects. It also briefly describes a current project to develop such an agreed system with a global virtual team.

*Key words: Project Categorization System, Organization Project Management Maturity Models.*

**Avner Ben-Yair, Dimitri Golenko-Ginzburg**

**Harmonization Models for Project Risk Management — 24**

In order to demonstrate the role and the place of the harmonization modeling theory, we have to show its utilization in certain management areas. It can be well-recognized that harmonization models are applicable mostly to organization systems under random disturbances. This, in turn, enables analyzing various sources of uncertainty, e.g. reliability values including hazardous failures, various environmental parameters, etc. We will examine henceforth two important cases of project management: large-scale complicated projects and medium-level public service projects.

*Key words: Project Risk Analysis, Risk Assessment Models, Public Service Projects, On-line Control models, Trade-off Project Optimization Models.*

**Sergey Bushuev**

**Development of Project Management Bodies of Knowledge and Technologies — 31**

The article dwells on the trends of development of project management on the basis of contemporary methodologies. Special emphasis is put on the process of project birth and the opportunity to transfer the «genetic information» given to the project by project founders. The author scrutinizes the organization chart, defining the places and conditions of the birth of the projects as regular reengineering systems, analyzes the existing systems of bodies of knowledge and methodologies. The article proposes the scheme of possible combination of these approaches in project management («Matreshka» (set of nesting dolls) methodology model is given as an example), brief characteristic of development model of the technological maturity of the business is given, the trends of the project management system methodologies and project management technologies using this methodology, are shown.

*Key words: Methodology and Technology of Project Management, Maturity Models of Project Management in Organization.*

**Vladimir Ananyin**

**Control Stability of IT Projects under the Conditions of Uncertainty (part II) — 44**

The practice of the project activity in the sphere of IT abounds in examples of the successful realizations of projects not due to, but in spite of the applied methodologies — «wrong» projects. This paper is dedicated to the analysis of the control stability with the help of such projects.

*Key words: Methodology and Technology of Project Management, Project Management Standards, Project Procurement Management.*

**Boris Dyakonov, Valentin Nikonov**

**General Approaches to the Implementation of an Integrated Management System: Integrating Project Management System into a Company Management System — 54**

The issues discussed in the paper deal with the problem of the implementation of the integrated management systems. The approach being offered implies the implementation of the ISO 9001 quality management system, which is followed by the integration of other management systems into it. A case study which provides an example of the project management system embedded into a quality management system is offered, followed by the analysis of its efficiency.

*Key words: The Systems of Project and Program Management, Project and Program Portfolio Management.*

**Igor Gavrishin**

**System of Power Construction Projects Management — 60**

The paper dwells on the experience of introducing and using the project management system in engineering company — Joint Stock Company «Company EMK-Engineering» for the period of 2001–2004. The issues of organization and methodology for introducing project management system into the company's practical work are considered, along with the condition and development of project management in Russia, using power construction projects as an example.

*Key words: Project Management in Organization, The Systems of Project Management, Information Technologies in Project Management Systems.*

**Evgeniy Gribov**

**The Experience of Introducing Project Management System in Telecommunication Companies — 68**

Nowadays market success is impossible without the modern methods project management.

Many software solutions claiming that they facilitate such management, appear. What is the right way of managing projects? How do others manage projects? What software to use? The modern managers more and more often ask such questions. This article informs all the interested readers about the unique experience of introducing project management system in the project organizations of telecommunication type.

*Key words: Project Management Systems, Information Technologies in Project Management Systems, Planning and Control of Project Execution.*

**Sergey Vratenkov**

**Project Analysis Tools — 73**

The article dedicated to the main tools of financial analysis of projects, these instruments will be used in future scrutinizing various components of the projects management systems.

*Key words: The Analysis of Project Economic Effectiveness, Project Portfolio Management.*

**BOOK REVIEW**

**S. Barkalov, V. Voropaev, G. Sekletova. Mathematical Basis of Project Management — 80**

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