

Peter W. G. Morris

The Irrelevance of Project Management as a Professional Discipline — 4

Our understanding of the central core of generic project management has not changed very much (though it has a little) in the last 20 years or so. However, this central core does not reflect adequately what managers have to address in managing projects successfully. The analysis given in this paper shows that strategic, technical and commercial matters also need to be addressed. This broader framework is the real «body of knowledge» of the discipline of managing projects. Unless and until this broader framework is recognized and promoted, project management will be seen as, at best, a planning and reporting based, execution oriented activity, and not as one central to, or effective in, the management of projects. Getting this broader framework accepted by managers in project-based industries is the task now facing project management professionals.

Keywords: *Methodology of Project Management, Irrelevance, Project Management Body of Knowledge.*

Vladimir Voropaev, Galina Sekletova

System Approach to Project and Program Management — 20

Analysis of the methodological approaches to project management provided the opportunity for summarizing the achievements in this field and developing system approach to project and program management. The approach the authors dwell on is based on the system model. This model allows specialists to put into structures sets of knowledge, functions, processes, procedures and other elements of project management. The model also allows to define the tasks for all the participants of the project management process and to find the sequences of fulfilling these tasks and effective technological connections, to interact on the basis of accepted terminology.

The article dwells on different project and program management structural models and their interconnection, describes the problem of system methodology elements analysis and synthesis, and integration between them.

Keywords: *System Approach, System Model, System Methodology, Project, Program and Portfolio Management.*

Christophe N. Bredillet

P2M: Toward a new Project & Program Management paradigm? — 30

This paper aims at clarifying the links between strategy, programme and project, mobilizing various perspectives: epistemological, conceptual and methodological and technical. Then we offer a discussion about why, for us, P2M can become a new paradigm in project and programme management.

This paper has to be considered as a fundamental work. It is based on thirty years of research works undertaken at CIMAP Research Centre (Centre International de Management et d'Analyse de Project), ESC Lille, France.

Keywords: *Project and Program Management, Project Management Strategy, Knowledge Management, Project Management standards.*

Petar Jovanovic, Dejan Petrovic, Marko Mihic

Investment Project Decision Making Methodology in Serbia — 42

This paper describes investment project decision making methodology in Serbia. It gives basic global phases in investment process execution and deals with the preparation of prefeasibility and feasibility studies, financial and national evaluation, cost-benefit analysis and evaluation in the conditions of uncertainty under the current regulations in Serbia.

Keywords: *Investment project, Methodology, Decision Making.*

Vyacheslav Poznyakov

Project Management in International Development Organizations Working in Russia — 49

The paper considers the basis of the logical framework approach and other approaches used for managing projects executed jointly by Russian companies and international development organizations (such as World Bank, UNICEF, USAID, TACIS and others). The specificity of such projects is analyzed, the useful experience of collaboration and current problems are shown. The paper is addressed to the specialists dealing with the management of such joint projects realized in complex dynamic environment with many stakeholders involved using often different management methods.

Keywords: *The State and Development of Project Management in Russia and Abroad, Project Management Methodology.*

Mikhail Dubovik

Project Management System for Diversified Media Holding — 58

Every company uses its specific approach to developing project management system. Many companies start building this system with software, they pay primary attention to information subsystem. However, they forget that software is only a tool for management processes automation. Some companies focus on refining, efficiency analysis and reconstruction of accepted management processes. What kind of balanced approach should be used in building corporate project management system in diversified holding which executes very different projects?

The article explores different approaches to project classification in the company, levels of management scheme, and specific characteristics of project management role structure.

Ключевые слова: *Project and Program Management Systems, The Best Experience and Practice of Project Management, Training and Certification of Specialists in Project Management, Information Technologies in Project and Program Management Systems.*

Yuji Kishira, Shigenobu Ohara

Implementation of P2M for Public Construction and Analysis of the Results — 68

With the recent drastic reduction in public construction projects due to the fiscal conditions of the national and local governments, the order volume of small and medium-sized construction companies, especially in local construction, shrunk to less than half of that in the past and their business environment is getting more and more severe. On the other hand, a series of large scale disasters are still fresh in our memory and the importance of public works is being actively discussed widely. This paper details the finding of a case study carried out by implementation of P2M (Project & Program Management) framework at a local construction company in Hokkaido, Sunagogumi.

Keywords: *Project and Program Management, Project Human Resources Management, Critical Chain Project Management, Theory of Constraints.*

BOOK REVIEW

Bovteev S., Eremenko V., Rybnov E., Frolov V.
Project Management in Construction — 77

PM EVENTS — 79

Announcement — 80

Guide for Authors — 81