

Christophe N. Bredillet

P2M: Toward a new Project & Program Management Paradigm? (Part II) — 4

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 30 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.*

Igbal Babaev

Innovation Techniques in Managing Regional Projects — 19

The study deals with the issues of realizing regional projects in transitional economies. Innovation techniques were used as a base for developing knowledge formalization principles and knowledge measurement tools. The knowledge model is presented in the form of a multi-purpose structure for storing, exchanging and accumulating knowledge in project management systems in project-driven organizations. With a view to modeling knowledge management procedures gate model and methods of applying these procedures to knowledge transfer between different regional projects in PM practice have been developed. The study states the principles of building the «genetic code» of a project, which allows navigating its realization and development. The article also features the main approaches used in modern PM methods and their logical relationship as a foundation for building genetic models.

Key words: *Project Management Models and Methods, Subjects and Tools of Management, Knowledge Models, Genetic Code of a Project, Project Management in Organization.*

Kazuo Tanaka

Value Creation in the Construction Industry. A New Service Model for the Renewal Construction Market — 31

The paper discusses recently emerging trends in the renewal construction market in Japan, in which IT is employed as a tool to support corporate management with construction technology. We intend to demonstrate specific examples of recently developed methodology (Computer Aided Facility Management — CAFM), and to describe how it can be further enhanced to create a more effective service model for the future.

Keywords: *Project and Program Management, Information Technologies in Project and Program Management Systems, Service Model, Renewal Construction.*

Hiroshi Tanaka

Project Management Scenarios in a Mixed PM Culture — The Japanese Case — 39

In terms of project management, Japan is a country of diversity, competition and innovation. This paper examines the Japanese project management dynamism from a variety of aspects in the hope that the Japanese experience is of value to Russia in pursuit of an optimum combination of the strength of industrial project management capabilities and project management professionalism. The paper describes the Japanese way to balance strong industrial project management capabilities with emerging project management professionalism; highlights the diversity of Japanese project management infrastructure; introduces the elements of Japanese project management innovation; and looks at the future of the Japanese project management.

Keywords: *The State and Development of Project Management in Japan, the Best Experience and Practice of Project Management.*

Reinhold Wessely

Methods and Tools for the Management of International Technical Assistance Projects — 48

This paper written by one of the world famous experts who many times managed large scale projects of the international development organizations (such as UNECE, UNIDO, World Bank, the European Union and TACIS) in a number of the countries of the Central and Eastern Europe and the CIS considers the basic questions of setting up and carrying out of the technical assistance international projects. Typical problems, organizational peculiarities, «international and national bureaucracy» and procedures of performance of projects of technical assistance are analysed. The special attention is given to art of how to make results of these projects valuable for beneficiaries to specific methods of management such projects, in particular to application of approaches of the system analysis.

Keywords: *International Development Organizations, Technical Assistance Projects, Beneficiaries, Sustainability, EU, TACIS, Organization, Bureaucracy, Procedures.*

Galina Sekletova

Project and Program Management: Training and Certifying Specialists — 62

The article deals with the issues of training and certifying specialists in project management. It elaborates on the Certification Program launched by IPMA / SOVNET and analyzes the state of training and certifying specialists in Russia and the existing trends.

Key words: Training and Certification of Specialists in Project Management.

Vasily Shpilevoy

Improving the Training System for Professional Project Managers in Ukraine — 68

The market practice spreading over the economical and industrial activity has contributed to the active development of project management in Ukraine. This process resulted in creating a training system for professional project managers, who are in demand due to the buoyant innovative structures as well as deficiencies in this type of specialists on the labor market.

The operation of the project manager training system being socially and economically significant, its improvement is necessary. It involves developing and putting into practice a corresponding system model.

The author describes the elements of the educational standards system applied to training Masters of Project Management qualified as project and program managers. He also elaborates on the principles that underlie the forming of these elements, on the results of putting them into practice and on the mainstream trends in improving the training system for professional project managers.

Key words: Education and Training System, Innovative Projects, Project Manager Training, Higher Education Standards System, Single European Education Area.

BOOK REVIEW

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