

TASKS OF THE PROJECT OFFICE IN THE ENTERPRISE MANAGEMENT SYSTEM AND FEATURES OF FORMING A PROJECT TEAM

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Today, effective project management is becoming one of the most important strategic tasks for enterprises operating in a competitive environment. In the activities of the enterprise, the processes of implementing various innovative ideas, producing new products or providing services are organized on a project basis. In such conditions, the organization of a project office and a clear definition of its tasks are considered an important link in the enterprise management system. Through the project office, the processes of planning, coordination, control and evaluation of the project are carried out in a centralized manner, and the efficiency and productivity of these processes are ensured.

For the proper functioning of the project office, the formation of a professional project team is also of great importance. The project team should consist of specialists who have the knowledge, skills and abilities necessary for the successful implementation of projects. Therefore, the correct selection of a project team, a clear definition of its roles and responsibilities, and the establishment of effective cooperation between team members are an integral part of the project management process. This section extensively covers the tasks of the project office in the enterprise management system and the main features of the formation of a project team.

The role of the project office (Project Management Office — PMO) is gaining great importance in modern and competitive enterprise management.

A project office is a structure responsible for the centralized management of all projects implemented in an enterprise, their coordination, the development of standards and rules, and the effective implementation of project management.

The concept of a project office. A project office is a special organization or functional department responsible for planning, managing and controlling all projects in an enterprise in accordance with strategic goals. The office provides methodological support to project managers and executive teams, sets corporate standards, and manages general information about projects.

The main tasks of a project office include the following.

1. Development of project management standards and methodologies:

establishing a common approach for all projects in the enterprise;

developing rules for the preparation, approval and storage of project documentation;

implementing risk assessment and management methods.

2. Coordination and monitoring of projects:

coordinating the goals, deadlines, budgets and results of each project;

providing management with regular information on the progress of projects;

organizing effective communication between responsible persons and performers.

3.Development of project management skills:

conducting training for project managers and team members;

providing modern project management tools.

4.Resource and budget management:

calculating and distributing financial, labor and material resources required for projects;

controlling project costs and financial expenses.

5. Project portfolio management:

Selecting priority projects to achieve the strategic goals of the enterprise.

In the enterprise management system, project management functions are important in achieving strategic goals, creating new opportunities and increasing competitiveness in the market. Through project management, it is possible to effectively use the resources available in the enterprise, plan work processes, reduce the risk of failure and ensure that the project is completed within the specified time, within the specified budget and at the expected quality level.

Project management is an integral part of the enterprise management system, which is inextricably linked with the activities of production, finance, marketing, personnel and other functional departments. Effective implementation of project management allows the enterprise to introduce innovations, launch new types of products or services on the market, improve internal processes and fully satisfy customer needs. Therefore, project management is a key factor not only in individual projects, but also in the overall strategic development of the enterprise.

Taking into account the significant aspects of the project office in the enterprise management system, its functions are presented in the table below. (Table 1)

Table 1

Functions of the project office in the enterprise management system[Author's development based on scientific literature]

№	Funksiya nomi	Qisqacha tavsif
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1	Metodologik ta'minlash	Standartlar, qoidalar, yo'riqnomalar ishlab chiqish va joriy yetish
2	Nazorat va monitoring	Loyihalarning bajarilishini kuzatish va baholash
3	Muvofiqlashtirish	Boshqaruv qarorlarini muvofiqlashtirish va muvofiq ijrochilarga yetkazish
4	Amaliy ko'mak	Loyiha jamoalariga maslahatlar berish va mutaxassislik yordami ko'rsatish
5	Ta'lim va rivojlantirish	Loyiha boshqaruvi sohasida kadrlarni qayta tayyorlash va malakasini oshirish
6	Axborot va hujjat aylanishi	Loyihalarga oid ma'lumotlarni yig'ish, tahlil qilish va saqlash

The correct formation of a project team in the enterprise management system is a key condition for the effective implementation of projects and the achievement of the expected results from them. A project team is a group of specialists with knowledge and experience in various fields, the proper and effective cooperation of which directly affects the successful implementation of the project. A clear distribution of tasks, responsibilities and authorities of team members creates the basis for the timely and high-quality implementation of project tasks.

In addition, in the process of forming a project team, it is necessary to pay attention to such aspects as the potential, abilities, creativity and initiative of employees. A correctly selected team plays an important role in quickly and effectively solving problems that may arise in the project, developing innovative solutions and achieving project goals. Therefore, team formation is one of the stages of strategic importance in the enterprise management system.

When organizing work on a project, two main tasks must be solved: forming a project team and organizing its effective work.

A project team is one of the main concepts in the theory of project management. This is a group of employees who work directly on the implementation of the project and report to its leader. It is the project team that ensures the implementation of its plan, therefore it acts as the main element of the project structure. This team is created for the duration of the project and is disbanded after its completion, in rare cases it starts a new similar project.

The team is structured as follows. The leading participants in the project - the customer and the contractor - create their own teams, which are managed by the customer and the contractor, respectively, by project managers. These managers report to a single project manager.

The essence of the team - in general, is determined by the presence of a specific goal (mission) for all its members, which all members of the team believe in and strive to effectively implement.

Requires the possession of a combination of additional skills that fall into three categories:

technical and/or functional, i.e. professional skills;

the ability to solve problems and make decisions;

interpersonal skills.

is an independent subject of activity that can be considered in terms of the characteristics, processes and parameters inherent in a social group. The main characteristics of the project team. The project personnel management system should ensure: compliance of personnel with the goals and objectives of the project; the effectiveness of the personnel management system, the selection of adequate criteria for assessing the results of work with personnel; the balance of personnel in certain groups of professional activity and socio-psychological characteristics; the structure of interests and values that prevail in management personnel groups, their attitude to work and their impact on its results; the rhythm and intensity of activity that determine the psychological state and quality of work; the development of the intellectual and creative potential of personnel.

An important aspect of managing project teams is the stimulation of creative work. Practice shows that the most effective method is self-motivation and the optimal ratio of instructions given to them by orders from above and decisions made jointly and independently by project participants.

A distinctive feature of team management in project implementation is that it is usually not a traditional independent organization.

The model of the team building process includes a description of the task, work structure, individual characteristics, team characteristics, team processes, team building processes, team change, team activities, individual changes.

Methods of forming a project team. There are four main approaches to team formation: goal-setting; interpersonal; role-playing; problem-oriented (Table 1.2).

Table 1.2.

Methods of forming a project team [Varnavsky, V.G. Cooperation between the public and private sectors / V.G. Varnavsky. — M.: Nauka, 2018. — 315 p.]

Usul	Xarakterli
Maqsad qo'yish	- jamoa a'zosiga loyihani amalga oshirish uchun umumiy guruh maqsadlarini tanlash va amalga oshirish jarayonlarini yaxshiroq boshqarish imkonini beradi
Shaxslararo	- jamoada shaxslararo munosabatlarni yaxshilashga qaratilgan va shaxslararo kompetentsiya jamoaning samaradorligini oshirishiga asoslanadi. Uning maqsadi guruhlariga bo'lgan ishonchni oshirish, birgalikda qo'llab -quvvatlashni rag'batlantirish va jamoa ichidagi

	muloqotni oshirishdir.
Rol o'ynash	Jamoa a'zolari o'rtasida o'z rollari bo'yicha muhokama va muzokaralarni o'z ichiga oladi; jamoa a'zolarining rollari bir-biriga mos keladi deb taxmin qilinadi. Jamoa xatti-harakati rollarning bajarilishini o'zgartirish natijasida, shuningdek, rollarni individual idrok yetish natijasida o'zgarishi mumkin.
Muammoga yo'naltirilgan	Jamoani shakllantirish jarayonining faol bosqichida to'rtta asosiy maqsad mavjud: maqsadlar to'plamini yoki ustuvorliklarini o'zgartirish; ish uslubini tahlil qilish va taqsimlash; me'yorlarni tahlil qilish, qaror qabul qilish, aloqalar; mehnat qilayotgan odamlar o'rtasidagi munosabatlarni aniqlash.

There are five active job roles or key functions that are important for the success of a project (Table 1.3). Failure to perform one or more functions will lead to the inability of the organization to effectively implement the project.

The approximate composition of the team and the requirements for project managers. The general principles of project management and the presence of sufficiently typified stages of its implementation and life cycle make it possible to determine the approximate structure of the project team in a generalized form.

To ensure the success of projects, management must determine in which specific projects and activities it should be directly involved, to what extent, and in what form. In large organizations, top management cannot be involved in all projects, but some of them should be personally managed or find a specific or symbolic way to support and demonstrate management.

The importance and significance of the team in project management.

Project management appeared several decades ago, but today the popularity of this direction is very high, because many companies have their own tasks, the best organizational form of which is projects. Professional project management allows you to effectively distribute responsibilities and obligations between project participants, save up to 30% of time and up to 20% of funds, and reduce the risk of project failure. Another interesting statistic is that participation in projects takes up from 30 to 70% of the working time of middle and senior managers.

The speed of project implementation largely depends on the effectiveness of communication management, which affects the timing, quality and cost of project implementation. Project management is a promising and important area of management, and people are the main element in the implementation of projects. In teamwork, there is everything: exchange of experience, work,

thoughts, emotions, excitement, happiness, tension, pleasure, feelings, doubts and success. The necessary balance of the main factors of the project - time-cost quality - depends on how effectively the work and interaction of the project team is structured, how the participants are involved in the implementation of the project, how competent the manager is in the project area. management.

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