

PROJECT OFFICE MODELS IN THE MANAGEMENT OF FOREIGN ENTERPRISES AND THEIR CHARACTERISTICS

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Currently, project offices are widely used in world practice to effectively organize project management. Project offices are a special structure that serves to coordinate, manage and increase the efficiency of projects in enterprises. These offices form a project management culture in the enterprise, implement project planning, financing, resource allocation control, risk analysis and other important processes.

In world practice, project offices are considered an important tool for achieving the strategic goals of the enterprise. Due to the activities of the PMO, errors and failures in projects are reduced, projects are completed on time and within the set budget. This increases the competitiveness of the enterprise, strengthens its position in the market and increases its overall efficiency.

Project office models used in world practice. The following main project office models are used in large corporations, international companies and government organizations around the world:

Controller Project Office Model

This model specializes in monitoring project processes, controlling compliance with standards, preparing reports and checking the implementation of tasks. For example, most government organizations in European countries use such a PMO model. Based on it, project managers work independently, while the PMO evaluates their activities and creates resources.

Intel IT PMO: Controlling PMO Model

Intel implemented the "Controlling" model through its IT PMO (introduced in 2009). It includes:

Project standards, plan monitoring and phased inspections (phase-gate review);

Proper project planning NIV With the help of this PMO, Intel aimed to reduce budget overruns, and cost and schedule control were significantly improved compared to the previous one.

Supporting (supporting) model of the project office

In this model, the PMO is focused on providing advice, methodologies, templates and tools. In enterprises, projects are managed independently, while the PMO provides only technical and informational support. Some IT companies in the USA and Canada use this model.

Referer (Directive) Project Office Model

This PMO model is in a position where projects are fully controlled, determine the allocation of resources and manage project communities. For example, in large Japanese industrial companies, project management is centralized, and the PMO has full management authority.

Hybrid (Hybrid) project office model

This model includes elements of the above three models. For example, in companies such as Siemens and Bosch in Germany, the project office performs both advisory, supervisory and directive functions.

IBM: Project Management Center of Excellence (CoE)

In 1996, IBM founded the Project Management Center (PM/COE), a "pmo" created as a means of building a project management culture at the corporate level. The center:

Certified project managers, their qualifications;

Developed corporate project methodologies and common standards;

Provided knowledge exchange and training through the Global PM Knowledge Network.

As a result, 26,000+ project managers and 5,000+ PM certified individuals appeared in the IVMSiemens: PM@Siemens – a corporate PMO initiative

Siemens AG launched the PM@Siemens program in 2000 and introduced the corporate PMO as its core component. This PMO:

Implemented standardized processes and a company-wide PM culture;

Universalized project management levels across the various business units;

Established processes, tools, ready-made applications and local offices to increase project management maturity (OPMM).

At the same time, the RMO mission is to implement a guaranteed approach to the success of complex projects

Suncorp Metway: a direct PMO model

Australian financial services provider Suncorp Metway Ltd:

Using the "directive PMO" model, it ensured the implementation of rules for the selection, evaluation and execution process while maintaining full control over projects;

The PMO was given broad powers to deepen decision-making, planning and evaluation within the program;

In this way, meeting deadlines and meeting customer needs was significantly improved.

Analysis of world practice shows that the models of project offices used in different countries and large companies differ in their purpose, tasks and scope of authority. For example, the Center of Excellence (COE) model introduced at IBM is primarily aimed at creating a corporate knowledge base, training and certification of project managers, and serves to develop uniform standards for all projects within the company.

Table 1

Models of project offices used in world practice

Kompaniya	PMO modeli	Asosiy vazifalar va natijalar
IBM	Center of Excellence	Sertifikatsiya, umumiy standartlar, global bilim almashish
Siemens	Corporate/Enterprise PMO	Madaniyat shakllanishi, protsess integratsiyasi
Intel	Controlling PMO	Standartlashtirish, byudjet va muddat nazorati
Suncorp	Directive PMO	To'liq boshqaruv, strategiyaga muvofiq loyiha nazorati

On the other hand, the Controlling PMO model at Intel Corporation includes the functions of Budget Control, Project Cost Optimization and Targeted Resource Allocation, with a special focus on the profitability of each project.

At the same time, the PM@Siemens model used at Siemens serves to ensure common corporate requirements and standards for each project, achieving high quality and efficiency.

As a result of applying this model, the methodologies and tools used in projects are the same, and the activities of all departments are coordinated. At the same time, Suncorp Metway Financial Group introduced the PMO Directive model in its activities, ensuring that all processes from project selection to implementation are centrally managed and aligned with strategic goals.

As a result of the comparative analysis, it can be concluded that the selected model of the project office is formed in a way that is adapted to the direction of the company and its position in the market. While the supporting or COE model, which is mainly aimed at developing knowledge and capabilities in the areas of innovation and IT, is more effective, the Controlling or Directive models, which provide centralized and strict control in the areas of production and financial services, are more effective. Based on these experiences, the goals and objectives of the project office should be correctly defined even in national enterprises.

Types of advanced project offices in world practice. Types of project offices in world practice are described as follows.

About the Corporate (Enterprise PMO):

The Corporate Project Office (Enterprise Project Management Office, YePMO) is an office focused on the strategic management of projects at the organizational level, performing the functions of coordinating the projects of all business units, linking them with the corporate strategy, and analyzing the results. The YePMO type is widely used in large, multi-sector companies, including government organizations.

The main features of YePMOs:

Linking all projects to corporate goals;

project portfolio management;

introduction of uniform standards and methodologies in all divisions of the enterprise;

general assessment and control of risks;

ensuring strategic resource allocation.

In world practice, one of the types of project offices is the Corporate Project Office.

Siemens AG - Through the PMO, all international projects of the company are managed in accordance with strategic goals, the "PM@Siemens" methodology developed on the basis of global standards has been implemented.

Microsoft - The Enterprise PMO at Microsoft Corporation ensures the management of all IT projects, innovation programs and product development processes on the basis of a single standard. Through this, the company evaluates all investments in accordance with the strategic direction.

NASA - Based on the PMO model, all programs and missions are implemented in line with strategic goals, and budget and time control are centralized.

Departmental Project Office (Departmental PMO) Departmental Project Office (Departmental PMO) - is organized to manage projects in a specific department or functional area. This type of PMO is focused on the requirements and tasks of one or more departments and does not serve all projects across the enterprise, but rather projects in a specific area (for example, IT, marketing, HR, finance).

Main features:

manages only projects of a specific department or department;

is focused on sectoral goals, rather than the overall strategy of the enterprise;

project methods and tools are selected in accordance with the needs of the department;

is often formed in IT, marketing, digitalization, finance departments;

each department can have its own specific methodology, KPIs and reporting system.

In world practice, one of the types of project offices is the Departmental Project Office.

IBM IT PMO — Departmental PMO has been implemented in some IT departments of IBM, and this department only controls corporate IT infrastructure projects, including projects for creating internal software and services.

Procter & Gamble (P&G) Marketing PMO — P&G has established a special PMO within its marketing department that manages new product launches and advertising campaigns. This PMO coordinates only marketing-related processes.

About Temporary PMO. A Temporary PMO is a type of PMO that is created for a specific period of time or for a specific strategic project or initiative. Such an office is usually created for large transformation projects, company mergers, new product launches, or full digitalization programs. Main features:

Aims at a clear goal and deadline;

Works with aggressive deadlines and budget constraints.

One of the types of project offices in world practice is the Temporary PMO project office.

A Temporary PMO was established for the preparation process of the London 2012 Olympic Games, which oversaw all infrastructure, logistics and event projects. After the Olympic Games, this PMO was disbanded.

Based on the above indicators, it can be concluded that in world practice, by selecting and implementing a properly formed and company-specific PMO type, the efficiency of project management can be significantly increased. This, in turn, strengthens the overall competitiveness of the organization and its position in the market.

Various models and types used in world practice are selected in accordance with the needs in the field of project management, the size of the enterprise and its strategic goals. Through the proper organization and effective functioning of project offices, an enterprise can achieve its goals quickly and safely.

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