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**PROJECT MANAGEMENT TECHNOLOGY DEVELOPMENT  
IN THE REPUBLIC OF KAZAKHSTAN: CURRENT  
SITUATION AND PROBLEMS**

*The article considers the current situation of project management technology development in the Republic of Kazakhstan. Based on the authors' rating scale the level of project development in Kazakhstan has been assessed. The conclusion is made that the national project management system is only beginning to form in Kazakhstan. The stated recommendations are aimed at the activation of the process of implementation of project management activities in Kazakhstani organizations.*

**Keywords:** project management; academic and professional training; certification of experts; consulting.

**Лідія І. Кармазіна, Наталія А. Некрасова, Талгат Болатжанули**  
**РОЗВИТОК ТЕХНОЛОГІЙ ПРОЕКТНОГО УПРАВЛІННЯ**  
**В РЕСПУБЛІЦІ КАЗАХСТАН: СУЧАСНИЙ СТАН І ПРОБЛЕМИ**

*У статті розглянуто сучасний стан розвитку технології проектного менеджменту в Республіці Казахстан. Виміряно рівень проектного розвитку в республіці на основі авторської шкали оцінювання. Зроблено висновок про те, що в країні національна система проектного управління лише тільки починає формуватися. Висловлено рекомендації, спрямовані на активізацію процесу впровадження проектного управління в діяльність казахстанських організацій.*

**Ключові слова:** управління проектами; академічна та професійна підготовка фахівців; сертифікація фахівців; консалтинг.

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**СОСТОЯНИЕ И ПРОБЛЕМЫ**

*В статье рассмотрено современное состояние развития технологии проектного менеджмента в Республике Казахстан. Измерен уровень проектного развития в республике на основе авторской шкалы оценивания. Сделан вывод о том, что в стране национальная система проектного управления лишь только начинает формироваться. Высказаны рекомендации, направленные на активизацию процесса внедрения проектного управления в деятельность казахстанских организаций.*

**Ключевые слова:** управление проектами; академическая и профессиональная подготовка специалистов; сертификация специалистов; консалтинг.

**Problem statement.** In contemporary management of organization, changes occurring in the process of its development are considered as projects. Accordingly, the implementation of these projects is based on the newest knowledge — project management. With its help, it is possible to change not only an organization, company, but also the entire socioeconomic system of the state. Therefore, the project-based approach is widely used in developed countries for managing business, public bodies, social structures, in the framework of a separate campaign and in all spheres of life.

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Originating in the 1950s in the USA and the Soviet Union, project management (PM) has mushroomed in the world and became the planetary knowledge that teaches how to reach goals. Today this knowledge is an established scientific discipline, an independent area of professional activity and a coherent system. It has its own subject, methods, tools and standards. Their use is a significant factor in the competitiveness of individual organizations and of the whole state.

For the Republic of Kazakhstan the issue of competitiveness is mentioned in the context of the state level goals: Kazakhstan plans by 2050 to be among the 30 most developed countries of the world and become the country with high level of welfare (Official site of the President of the Republic of Kazakhstan, 2014). In this regard, the use of PM tools is an important strategic task, which can be considered as a criterion of innovative development.

However, the process of promoting project management in Kazakhstan demonstrates slow dynamics. It is important to identify the reasons for this. The article describes the application of scaling method for measurement of the current situation of the Republic of Kazakhstan as a project-oriented state.

**Last researches and publications analysis.** In Kazakhstan today there is still no broad spectrum of research on project management. There are only some works in this direction. This is largely because academic training in Project Management is carried out in the Republic only since 2008. As a result, only in December of the last year, A.M. Tulembayev (2013) defended the first thesis in project management. Theoretical approaches to project management are also considered by K.V. Levin (2012), A.F. Tsehovoy (2011), M.A. Vinnitskaya et al. (2013), E.Z. Shildibekov (2012). N.A. Nekrassova et al. (2011; 2012), V.I. Zatolokina (2007), A.M. Tulembayev (2011), A.F. Tsehovoy (2011), A.F. Tsehovoy et al. (2013) have analyzed the practice of project management application in the activities of Kazakhstani companies and organizations.

The issues of project management promotion in the Republic of Kazakhstan are investigated by L.I. Karmazina et al. (2014), A.F. Tsehovoy et al. (2014), D.N. Bocharov (2013), M.H. Khusainova (2012). For example, M.H. Khusainova (2012) in her article "The development of project management in Kazakhstan as a factor of increase of economy competitiveness" mentioned a number of problems, which, from the author's perspective, should be solved at the level of national economy, to remove the existing regulations hindering the development of PM in the country.

**The purpose of the research** is to identify the problems that hinder the dissemination of project management in Kazakhstan based on the evaluation and measuring of the current level of projects development in Kazakhstan.

**Key research findings.** Today's world has clearly come to the understanding that high dynamism of economic development has made the control system ineffective because it is not designed to respond quickly to changes in external and internal environments and effectively manage the process of achieving targets.

In the structure of management activities, the project management starts to play an increasingly important role. Moreover, project management ensures the implementation of targeted changes within individual organizations, companies, and the whole socioeconomic system because it is a powerful tool for creating new products and services. Figuratively speaking it is a sort of "key" to success of creation.

Such a feature of modern contemporary management gives versatility to this type of professional activity. Project management is not confined only by the boundaries of a project; it can be applied to management of any objects, even to non-obvious notions. Due to unquestionable advantages of this multifunctional approach it is widely used in business management and public administration, both in the framework of individual campaigns and in all spheres of the economy. Therefore, in today's world this type of management represents a special philosophy, a contemporary paradigm of managerial and professional activities.

All developed countries use project management. We can confidently assert that the technology of project-oriented management provided them with dynamic development and high competitiveness. In the 1990s this technology began to penetrate into the former Soviet Union.

In Russia, in June 2013 there was the implementation of project management by some federal executive authorities and state bodies of RF subjects. With this purpose, the Ministry of Economic Development established a specialized Council, which in 2014 started the project management implementation in its pilot mode (Ministry of Economic Development of the Russian Federation, 2014).

In the Republic of Kazakhstan, the President Nazarbayev marked the importance of project management already in May 1993 during the First Congress of Engineers of Kazakhstan. Addressing the representatives of engineering he said: "I would like to draw your attention to one important aspect of modern engineering education and activities. I mean the aspect of organization of engineering work, which got the name "project management". Its distinctive feature and advantage is in focusing on continuous monitoring and engineering support of the entire investment cycle, from searching for an idea to profit" (Kazakh State Institute of Scientific and Technical Information, 1993). However, the actual process of promoting project management in Kazakhstan began in 10 years since that speech. Some companies began to feel the need for this technology and move on to the execution of projects up to the world standards.

Acute shortage of specialists in the country, being aware of the instruments and methods of project management showed up in the process of implementing a large-scale 2010 state program on forced industrial-innovative development, which has already executed more than 600 projects (Khusainova, 2012).

So how does the Republic of Kazakhstan look today on the background of global trends dynamic of cultural dissemination of project management, shaping it as an important sector of professional activity?

For more adequate and full assessment of the level of project maturity of Kazakhstan the authors of this article developed an evaluation scale, including a number of factors as the criteria, allowing carry out this measurement by the following steps:

1. Adopting effective national standards on project management.
2. Legislation on project management.
3. Project management is widely used by most companies and organizations in their activities, many of them have implemented the corporate system of project management, there are divisions of project management in large organizations.

4. A well-developed network of education institutions providing academic training of specialists in project management, including Bachelor, Master and doctoral studies.

5. The ongoing research on the development of project management in the country and in the world, there exists a formed national scientific school in this direction.

6. In the state classifier there are such professions (occupations) as "project manager", "program manager", "portfolio manager".

7. Widely used professional certification of experts in project management.

8. There is a wide network of organizations engaged in training of specialists on short-term courses.

9. Developed consulting and outsourcing in the field of project management.

The development of all these factors in the country suggests the formation of the national system of project management.

Assessment of the state of project management development in Kazakhstan on this scale gives the following results.

**1. National standard project management.** Project activity has been first standardized in the 1980th. About 20 states have their own national standards on PM (Soolyatte, 2012). The basis for many of them is the standard of the Project Management Institute (USA) – the Guide to the Project Management Body of Knowledge. Many countries simply use the PMBOK® without having their own standards. Thus, "de facto" this standard has become international (Project Management Institute, 2013).

Also widely known is the Standard on evaluating the competence of project manager by the International Project Management Association IPMA (Switzerland) (Dmitriyev and Philimonov, 2010) and Japanese standard P2M – the Guidebook of Project and Program Management for Enterprise Innovation (Ozhereliyev and Kuznecov, 2012).

In 2012, the international standard ISO-21500 was adopted which is a guide on project management based on the PMBOK standard® (International Organization for Standardization, 2012). Currently, the ISO is preparing standards "program management and portfolio" and "risk management" (International Organization for Standardization, 2014).

In the Republic of Kazakhstan we don't have any national standards in this field. However, already there is a need for their adoption. This is evidenced by the results of the sociological research and surveys. The aim of this survey was to study the progress of project management in Kazakhstani companies of various fields of economic activities and with different number of employees. Therefore, the target group of this study were officials of companies of different levels, starting from the assistant project manager and up to general directors.

The designed questionnaire consisted of 19 questions. 74 people from 55 companies participated in the survey. All the respondents work in companies that are engaged in the realization of projects of different levels and different directions.

On the question about the relevance of national standards of project management for Kazakhstan 85% of the respondents said that Kazakhstan should have such standards (Figure 1).

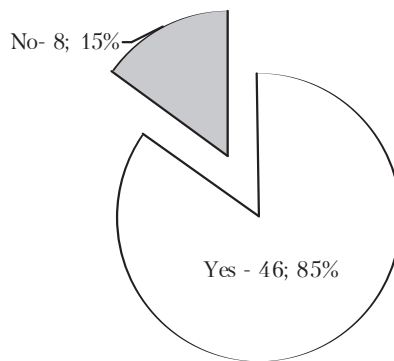


Figure 1. Answers to the question: Should the Republic of Kazakhstan adopt national standards on project management?, authors' development

Many respondents also agree that the adoption of national standards should be based on international practice, i.e. they must be congruent with international standards in this area.

In 2012–2013 non-state development institution, the Union of Project Managers of the Republic of Kazakhstan (SPM RK) took the initiative to harmonize the country's standards with international ones. As a result, Kazakhstan state standards were included into the work plan for the year 2014. National standard ISO 21500:2012 should be adopted in November 2014 (Kazakh National Institute of Standardization and Certification, 2014).

**2. The law on project management.** Competent application of project management should be based not only on standards, but also on relevant norms. Even if there is no special law, a number of specialized laws of different directions, one way or another, could include such rules specifying or mandating certain actions.

In Kazakhstan today even the concept of "project" and "project management" are not additional, not to mention categories. Although the term "project" in Kazakhstan's laws, of course, used. Nevertheless, in the absence of national standard in the country there are different understandings of the essence of "project" and "management". It appears that the adoption of the standard in 2014 must overcome this discrepancy.

**3. Wide implementation of project management by business companies and organizations.** Of the total number of criteria included in the rating scale, this factor is the most illustrative one. In many countries today, national PM standards are not available; however, the technology is still widespread. In this case known world standards of project management applied as it is stated are above. In Kazakhstan currently there is a formed environment for productive promotion of project management, increased interest in the use of project management techniques, in all the sectors of economy (Tsehovoy, 2011; Tsehovoy, Statsenko and Tsehovoy, 2013). High demand for project management is noted by 78% of the respondents during the opinion poll (Figure 2).

To the question of whether "there is a recognized importance of training and certification on project management in your company" 74.5% replied affirmatively.

If in the 2000s project management for the vast majority of companies was a new technology, in this decade already PM tools in a number of companies and organiza-

tions are perceived as necessary and useful. Tasks of project management are tied to the current processes of companies, organizational structures, their development strategies.

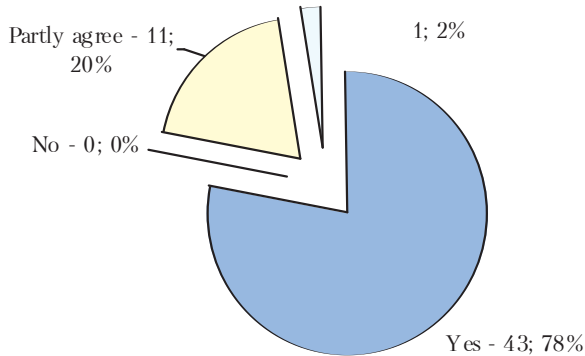


Figure 2. Answers to the question: Is the technology of project management essential in the Republic of Kazakhstan currently?, authors' development

Thus, gradual increase in the number of structures that become project-oriented, work at improving professional skills of experts in the field of PM, some implement the corporate system of project management and open project offices. In accordance with this there is a growing demand for a network of organizations, conducting training seminars on project management.

According to the survey, 70% of Kazakhstani companies today use the PMI standards. All these companies obviously understand the need in it. In the whole Kazakhstan, this figure should be corrected significantly since the survey was conducted among the employees who attended a short course on project management to which they had been specifically directed by their organizations.

So actually, in Kazakhstan, the practice of PM is not yet widespread yet and often project management is carried out blindly.

**4. The developed network of educational institutions providing academic training of specialists in project management.** The widespread adoption of PM is possible only when there is a sufficient number of specialists, who got academic education in this field. Developed countries have demonstrated this.

As for Kazakhstan, in the above direction we can note some progress in the last 5 years. Starting from 2008 there exists academic training of masters and PhDs in "Project Management". Today it is present in 5 universities: Kazakh National Technical University named after K.I. Satpayev, Kazakh National University named after al-Farabi (since 2009), Kazakh-British Technical University (since 2011), the International University of Information Technologies (since 2012) and Almaty Management University (since 2013). As of today they have prepared only 92 masters of economic sciences specializing in "Project Management". This is insufficient for the country. Moreover, there is no preparation of bachelors in this field.

**5. Researches on project management in our country and in the world.** Given the fact that doctoral studies in PM were launched only in 2009, domestic scientific research in the field of project management is still scarce. In December 2013, the first



doctoral thesis on this specialty was defended. Therefore, it is impossible to say that studies are conducted on a regular basis, and we definitely cannot talk about the formation of the national scientific school yet. Its development will take several decades.

**6. In the state classifier of professions there are no such professions as "project manager", "program manager" and "portfolio manager".** The above occupations exist in project-oriented countries. The recognized "project manager" is a universal position. One must have a comprehensive knowledge in strategic and operational planning, finance and accounting, sales, marketing, manufacturing, personnel, administrative work. Project managers must have good organizational skills, be able to implement plans, to solve simultaneously and, sometimes, in short time many tasks, work with large volumes of information. This position requires responsibility, ability to make decisions, focus on results, analytical mindset, communicative flexibility, high performance, high stress tolerance and patience. This is not a complete list of qualities for a professional project manager.

In the Qualifying Directory of posts of heads, experts and other employees by the Ministry of Labour (2013) and the social protection of RK state classifier of professions of the Republic of Kazakhstan such professions are not yet available (Al-Farabi Kazakh National University, 2009).

**7. Professional certification of experts in project management.** By this time there is a variety of certifications for specialists in project management and project managers. They have both international and national status. Their main goal is to create a community of professionals with a common management culture, a unified professional language, a certain system of values and uniform approaches to projects implementation. This management culture should not depend on the specifics of any country, however, it allows taking into account the socioeconomic peculiarities, traditions and national culture, peculiarities of religions, lifestyle and mentality.

The most prestigious international certification is "Professional Project Manager" – PMI PMP® (Project Management Professional). 6 PMI institutes assign the degree of professionals in program management.

IPMA also has a well-known international certification programme which is a four-level system of assessment of competencies for project managers.

Some countries, such as China, are developing their national certification, thus extending the capabilities for assessment of specialists qualification in the field of PM.

Certification can be also performed by companies. In Russia, for example, the famous center of competence in project management, the company "PM Expert" is the developer of their own certification system in project management, taking into account Russian specifics of project management, including national standards in this area, but also basing on the best world practices in this area (PM Expert, 2014).

In Kazakhstan, interest in professional assessment of project managers is still simmering.

The following comparison is quite illustrative. On July 1, 2014, according to PMI, there were 618993 specialists, having the status of PMP (Union of Project Managers of the Republic of Kazakhstan, 2014). Kazakhstanis of them – 55. Figure 3 shows that this number is twice bigger than in 2012.

However, it is obvious that this figure in the total volume of certified specialists is less than 1%.

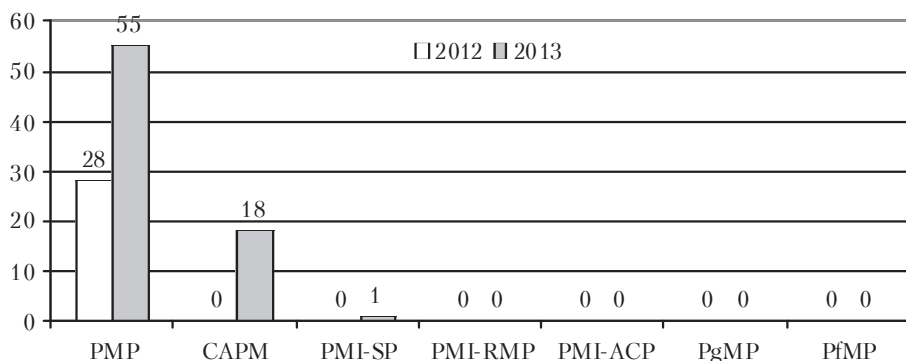


Figure 3. The number of Kazakhstani specialists, having a certified degree by Project Management Institute, authors' development

The IPMA certification was obtained by even larger number of people from Kazakhstan – 523. Nevertheless, it is also only 0.3% of the total certified quantity in the world (Kazakhstan Project Management Association, 2014).

We still don't have national assessment of professionals in project management in Kazakhstan. In 2014, the Union of Project Managers of Kazakhstan intends to start its certification of professional qualification "Certified Project Manager" (CPM). However, this project is still underdeveloped.

**8. A wide network of organizations engaged in training of specialists on short-term courses.** A network of organizations, conducting trainings and seminars on project management is increasing in accordance with the related demand, as mentioned above, but still it is not large scale.

**9. Advanced consulting and outsourcing in projects management.** Kazakhstan consulting and outsourcing in projects management is very poorly developed.

From all presented above, it is possible to make the following **conclusions**.

The country's national project management system is only beginning to emerge.

Because all transformations in the Republic in the 20 years took place under the supervision and with the support of the state, the absence of such support dooms any innovation to fail or develop slowly. In this regard, one of the main reasons for poor dissemination of project management is the insufficient attention to this issue on the part of public authorities.

Practice of project management is developing in Kazakhstan quickly due to the activities of several non-governmental structures, such as Union of Project Managers of the Republic of Kazakhstan, the Kazakhstan Association of Project Management, several training companies. Efforts of these organizations have enabled Kazakhstan occupy a certain place in the world of professional PM.

Meanwhile, public attention to this important issue, following a good example of Russia, would contribute to the institutionalization of project management in organizations, companies and the whole country. This, in turn, would raise the ratings of Kazakhstan's competitiveness meeting the objective of entering the top 30 of the countries in the developed world.



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### КНИЖКОВИЙ СВІТ

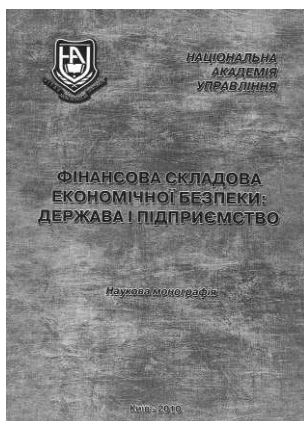


СУЧАСНА ЕКОНОМІЧНА ТА ЮРИДИЧНА ОСВІТА  
ПРЕСТИЖНИЙ ВИЩИЙ НАВЧАЛЬНИЙ ЗАКЛАД  
**НАЦІОНАЛЬНА АКАДЕМІЯ УПРАВЛІННЯ**

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**Фінансова складова економічної безпеки: держава і підприємство: Наук. монографія. – К.: Національна академія управління, 2010. – 232 с. Ціна без доставки – 40 грн.**

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У монографії розкрито місце і засади фінансової безпеки в системі економічної безпеки на двох рівнях управління економікою країни: держави і підприємства. Розкрито роль економічної безпеки в розвитку економіки України, визначено і обґрунтовано шляхи забезпечення фінансової безпеки на рівні держави.

Викладено методологічні основи фінансової безпеки підприємства та управління нею. Визначено форми і методи удосконалення механізму управління фінансовою безпекою на рівні підприємства.