OPERATIONAL PROJECT MANAGEMENT

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Before we talk about "Organizational Project Management" we would First of all talk about what Project management is. Project management is the maximization or usage of knowledge, abilities, experience and skills in organizing, leading, securing, overseeing and managing resources of individuals or organization to bring to completion a specific task, duty, event or goal. This implies that Organizational Project Management (OPM) is the assessment and execution of an on-going project in an organization, with the combination of "portfolio management, program management and project management". OPM relates with both the project managers and the executive managers to produce a yielding result. Its main purpose is to establish a closer relationship between usage of new abilities and strategic goals.

In our fast-growing business environment, it is rare to find organizations that do not utilize the OPM system, as this system expatiates on the necessary and critical issues that affects the executive management's decisions and directions, above all the survival of the organization. Here are few of the challenges faced by several modern organizations:

• Daily need for increase in efficiency
• Globalization and new market opportunities
• Pressure to reduce time in market for new products
• Desires for more revenues and lower costs
• The chaos of mergers and acquisitions, amongst others.

With an understanding of what OPM is, let also come to an understanding of how OPM can be implement to the situations of several organizations. The pyramid below explains the main components of OPM in an organization. The arrows beneath the pyramid (organizational resources) pointing at the left and right, illustrates that the organization must be supported by a balance usage of its resources.

TOP (Choosing the right project)

Most companies have good ideas/ projects (properly arranged, organized with a strong ratio of profits/benefits) but are not properly aligning with the organization's resources. As Henry Ford reportedly said *"the greatest waste in business is doing the wrong thing well"*. Choosing projects are done on the basis of which project would provide the most attainable promising goal.

Bottom (Right & left)

In the reality, organizations do not out rightly benefit from undertaking projects. This is explained in the pyramid (up), if carefully looked at, it

would be observed that project output is directed to projects currently going on. This simply means that the result of any project is new and recycled to the other projects. Benefits are gotten from new projects only if process is properly served to the clients of that organization. It is the responsibility of the manager to consider how this process would be used properly by the organization and cause a positive change to the organization.

Utilization of OPM

A lot of organizations are already actualizing projects but not to the best there ability. Above that not with the type of success rate expected, investments not meeting with the business results or expectations. In such a case, the need for capitalizing on the different offers through the usage of Projectized activities is advisable.
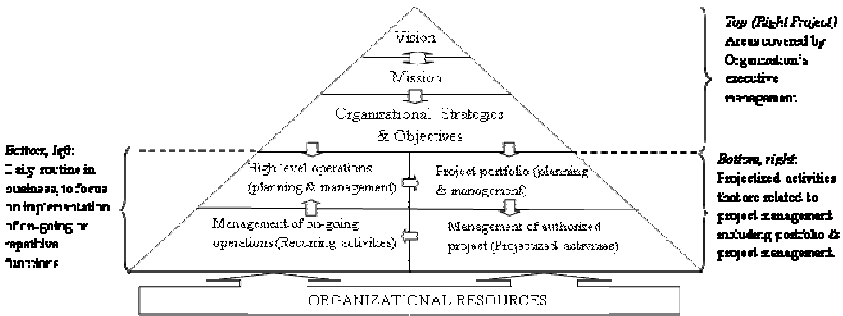

Fig. 1. The main components of OPM in an organization

For an existing organization with an understanding of executing projects, there are existing approaches to help promote the organization's potentials for success. The major components are the maturity models, like Portfolio, Program and Project management Maturity Model (P3M3) or the PMI Organization Project Management Maturity Model (OPM3).
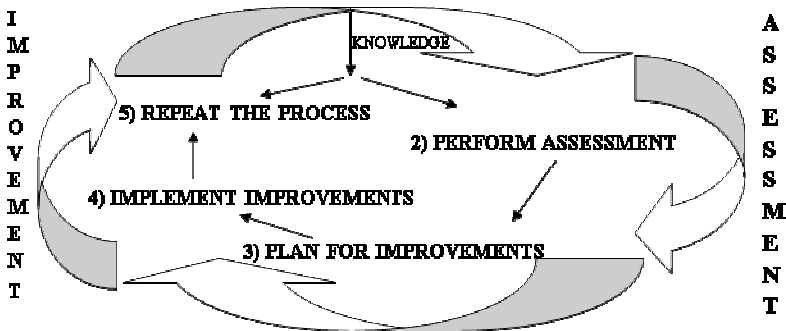

Fig. 2. The cycle explaining the elements of OPM3

The cycle above explains the elements of OPM3; it shows a list of best practices that are accepted in the field being analyzed, for example, project, program, portfolio management. Also a road map showing areas that need improvements and explains how to determine the order in which changes could be implemented. Finally, it shows us how many of these practices are functional in an organization, whereby forming a baseline.

Benefits

Most managers understand that not all projects are profit oriented and as result of this, a good project decision is based on the probability of realizing benefits from the investment. The following are benefits are gotten from the usage of OPM:

- It helps all level of management understand how to create an environment for successful projects.
- It helps organizations to understand their own current project management, program management and portfolio management capabilities.
- It makes project management measurable within organizations
- It identifies areas for improvements and ways to make coordinated improvements incrementally in manageable steps.
- Offers the required bridge from strategy to operational outcome.
- A huge sum of investment in some kind of enterprise project is unnecessary.

Reference

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АУТСОРСИНГ ЯК МЕТОД ОПТИМІЗАЦІЇ ОРГАНІЗАЦІЙНОЇ СТРУКТУРИ

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Радикальні зміни у сфері функціонування організаційних систем привели до істотного зростання організаційного чинника, визначивши особливу важливість організаційного проектування, як постійного пошуку найбільш ефективного поєднання організаційних змінних. Організаційне проектування враховує не тільки зміну внутрішніх чинників, але