

THEORETICAL ASPECTS OF PROJECT MANAGEMENT

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Project Management is an area of activity during which clear objectives of the project are defined and achieved while balancing between the volume of work, resources (such as money, labor, materials, energy, space, etc.), time, quality and risk. A key factor in the success of project management is to have a clear advance plan, to minimize risks and deviations from the plan, to effectively manage changes (as opposed to the process, functional management, service level management).

In the transition of Kazakhstan's economy to a dynamic post-crisis development, a high activity of economic entities is required. Improving the efficiency of organizations' project management, particularly innovative ones, should lead to an acceleration of the modernization of the national economy, which is one of the most important conditions for successful economic restructuring.

This should help create the conditions for rapid economic growth, long-term sustainable development of the economy and the welfare of society.

Project management in Kazakhstan is not trivial for many reasons. First of all, because of reduced effective demand for many products and services, decreased ability to attract external funding, decreased confidence of partners for new projects. Overcoming some of the difficulties is possible with reasonable use of decision support systems and, above all, solutions aimed at radically improving the economic opportunities for the organization in a changing environment based on the results of variant forecast calculations. But in the changing economic conditions it is required to review the prevailing attitude towards the use of new information technologies and old (traditional) development tools for management decisions [1].

The term "project", as we know, comes from the Latin word, "projectus" which literally means "thrown forward." Thus, once it becomes clear, the control object which can be presented in draft form, distinguishes the ability to its future deployment, ie possible to envisage its future state. Although various official sources interpret the concept of the project in different ways, in all the definitions clearly visible are the features of the project as a control object due to the complexity of tasks and work, a clear focus of the complex on the achievement of certain goals and time constraints, budget, material and labor resources.

However, any activity, including the one that nobody is going to call a project is carried out within a certain period of time and associated with certain expenses of financial, material and labor resources. In addition, any reasonable activity is usually advisable, ie aimed at achieving a certain result. And yet, in some cases, management is treated as a project management, and in other cases it doesn't.

Activity as an object of management is considered as a project when:

- It objectively has a complex character and its effective management needs an essential analysis of the internal structure of the whole set of work (operations, procedures, etc.);
- Transitions from one job to another determine the ba-

sic content of all activities;

- The achievement of activity objectives is related to the consecutive-parallel execution of all elements of these activities;
- Time constraints, financial, material and human resources are of particular importance in the implementation of a range of work;
- Duration and cost of activity is clearly dependent on the organization of the whole range of work.

Therefore, the subject of project management is considered to be a specially organized range of activities aimed at solving a particular problem or achieving a certain goal, the fulfillment of which is limited in time, and is also associated with the consumption of specific financial, material and labor resources. Thus, the "work" means an elementary, indivisible part of the complex of actions.

Project Management has by now earned recognition as an independent discipline of management, the use of which increases reliability of achieving the objectives on schedule, with the required quality and within budget.

Implementation of projects is an integral component of business processes present in any organization. Projects can vary in type, scope, complexity. According to statistics, participation in the projects takes from 30 to 70% of the time of middle and senior managers (depending on the position and type of business). In highly-competitive industries the effective implementation of development projects is becoming a key factor in business success.

Management of projects, programs and portfolios has its own peculiarities and requires the managers and members of project teams to have special skills and knowledge.

In more than fifty years, during which the project management technology has been applied, a series of techniques and tools designed to assist project managers has been developed.

In addition, project management standards and requirements for the qualification and skills of the project manager and other members of the project team have been developed. An industry specialization in project management is evolving.

Many universities and other educational institutions train specialists in the field of project management.

More than one hundred thousand managers worldwide took professional certification in the field of PM, and this number is growing rapidly [2].

At the same time, the success of the project depends not only on the experience of the project manager and the

project team, but also on a support of the project within the implementing company, a support of senior management, a number of other external factors. Building a corporate standard for project management, implementation of specialized systems and technologies can significantly improve the efficiency of project implementation.

Formation of the project management system: an etymological approach. The effective implementation of the projects today is useless without professional project management. Even now many companies, especially high-tech service suppliers widely apply the principles of project management of work of its departments or even the entire enterprise. To do this, a special office of project management is created, a purposeful implementation of enterprise project management systems and training of staff is carried out.

The project, as defined by the Project Management Institute, is a temporary venture designed to create unique products, services, or results. The main features of the project are the existence of a clear beginning and end, and, as a rule, the implementation under tight resource constraints, including financial and human [3].

Projects are often used as a means to achieve the organization's strategic plan. Operations differ from the projects primarily by the fact that they are carried out and repeated in the course of the project, temporarily and uniquely. The project, therefore, can be described in terms on the basis of its own characteristics: a project is a temporary effort undertaken to create a unique product or service. Temporary means that every project has a definite beginning and a definite end. Unique means that the product or service has a characteristic features that distinguish it from all other products or services. For many organizations, projects are a response to those requests which cannot be converted to the usual activities of the organization.

Projects are carried out at all levels of the organization. They may involve a few people or a few thousand. They can have duration of several weeks to several years. Projects may involve a division of a single organization or divisions of a number of organizations.

Any project requires management. Management in any organization acts as a process of interaction between the management, control systems and the environment. The control system provides certain commands that the managed object takes. Management is the process of selecting and implementing the best (according to some efficiency criterion) management decisions from a set of possible, in accordance with the purpose of the system, taking into account the restrictions, and on the basis of information on the state of managed object and the environment.

To manage is to set goals, analyze problems, develop, and make management decisions, to organize and supervise their implementation, work to motivate staff engaged in achieving generated goals.

While managing, a set of control linkages and interactions between the elements of the management system appears, ie, management relations. They are aimed at stabilizing or optimizing the activity of controlled object in accordance with the objective and a set of evaluation criteria, the efficiency of the system as a whole. Implementa-

tion of administrative relations is done by administrative decisions. They represent a form of expression of focus, how to implement the needs, interests and motivations of other entities engaged in the management of relations.

The term "system" is often defined as a set of inter-related elements that determine the integrity of education due to the fact that its properties cannot be reduced to the properties of its constituent elements. The main features of the system are: the presence of various elements, among which there's always the one bound to have a backbone, communication and interaction elements, the integrity of their population (external and internal environment), mix and match of the properties of elements and their population as a whole.

Thus, the controlling system is a collection of those authorities and persons who exercise intended effect, taking into account information about the state of control object and environment. The controlled system is the one at which certain administrative influences are aimed to give it specific forms of development (behavior) in order to achieve the intended result.

Management of the project involves the development of work schedule, appointment of the head of the project and project team (which means distracting people and resources from everyday work), performance and monitoring of project activities. Project management is always associated with innovation, it has an element of testing (a new market, a new product). It implies a mandatory involvement of client representatives, partners or customers into the project (in the manufacture of, for example, a new product). The purpose of project management is to solve a particular problem in a short time with minimal transaction costs (related to poor communication, alteration, diversion of resources, etc.) [4].

One and the same activity (e.g., developing and bringing a new product) may be performed at the design and project management. In the first case, the CEO will be using a matrix management structure, in which the head of the project will be highlighted. For this, CEO will make adjustments to the duties of department heads. And all the company's employees will understand the purpose and objectives of the project. Accordingly, the results and timing of the project will be measurable.

In the second case the CEO entrusts this task to one of the heads of departments (eg Marketing Director), without releasing that person from other duties. The aims and objectives of the project if brought to employees' notice, won't be not clearly apparent, as all participants of the project will treat it as an additional duty. The project implementation period will be extended, and the results won't be measurable, since there will be confusion about duties and responsibilities.

The "project management" term is sometimes described as an organizational approach to the management of the current activity. This approach, that is more often called a "management by projects", examines many aspects of the current activities of organizations by applying to them the techniques of project management. Despite the understanding of project management as an important part of project management for organizations, a detailed dis-

cussion of these approaches is outside the boundaries of this study.

Thus, project management is a branch of knowledge, skills and techniques of activities in project, that serve to achieve the objectives of the project. Important note: many of the processes within project management are repetitive. This is one of the necessary parts and the need for sequential execution throughout the project life cycle, that is, the more you know about your project, the better you can manage it [5].

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THE INSTITUTIONAL GENESIS OF ECONOMIC SUBJECTIVITY OF STATE IN THE CONTEXT OF BEHAVIORAL THEORY

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Scientific article is devoted to identification of a trajectory of state's institutional genesis. In the article locates the dialectic interrelation between the political and economic parties of the state, being shown in that specific of the state as the special economic subject is defined by its directivity as political and legal institute. The analysis in work shows that an economic institutionalization of the state is dualistically: its subject component consists in a social and institutional form of personification of society as agent of relations of production; functional features are defined by system nature of participation at all stages of reproduction process by realization of productive, investment, transfer, transactional and consumer impulses.

Institutional theory is a new stage in the development of modern economics and mainstream. Institutionalism, extrapolating the principles of economic analysis on a variety of social institutions, previously considered the preserve of Marxism and the German historical school, reflects the opinions and ideas of the theoretical and practical foundations for the successful development of modern high-performance economy. Today, no doubt, is that government policy should have the aim based on the formation of an optimal institutional environment. However, if we look at the history of the market transformation of Kazakhstan's economy, we can see that there is a theoretical point of view, where is an apparent lack of institutional approaches, which reduces the potential positive impact of macroeconomic reforms. Prevailed in the early Reformation, and especially neo-classical monetarist ideology (reflecting the operation of a balanced and well-developed market economy) were not able to give an adequate theoretical and methodological tools for understanding what is happening in society and in the economy in terms of market transformation. Why are we different in the developed world trends and the relationship between macroeconomic? Why do domestic economic actors behave in deviant or not, as in developed countries, why do we have significant informal sector, the shadow economy, corruption, etc. These and many other questions can be answered by connecting to an analysis of the concept of institutional architectonics, which in its expanded form is

the methodology of institution building. For further reform and modernization of the national economy requires an understanding of the importance of the institutional aspect of the transformation and modernization of the economies. The institutional environment which refers to the formal and informal rules of behavior is the fundamental element of market transformation. Extension of the institutional analysis and the inclusion of rules, regulations, forms, organizational behavior, and institutions can be explained the theoretical and methodological current changes in the economy, and to develop a set of measures aimed at modernizing the economy.

The modern state represents a universal institutional structure monistically mixing social, political, legal and economic aspects. As soon as the social organism transformed and became more complex, the state evolved. The establishment of the last as a special economic entity was historically preceded by its functioning as a social and political-legal institution.

Through the state and the state formation there is self-organizing and self-identification of the human community as an integrated, though internally contradictory whole, and the mankind has not developed other social organization of the life yet. Therefore, from a sociological point of view, the state is a social formation that covers and represents the whole society. In this aspect, the category social volume of "state" and "society" are identical.

In a developed market economy, legal and socio-eco-

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