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PROJECT MANAGEMENT. THE PROJECTS IN THE MINISTRY OF INTERIOR

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Abstract

Following the latest trends in project management is gaining more and more practical value for the development of the private and public sector in conditions of uncertainty of the economic environment and the need for intelligent efforts to overcome global and national economic and financial crises. the change. Project management in state institutions such as the Ministry of Interior is becoming increasingly important. The acquisition of new assets in state institutions is based on project management. The aim of the present study is to show the way in which the projects in the Ministry of Interior are managed. The main conclusions are that project management is important for the acquisition of new capabilities and assets for the Ministry of Interior

Keywords: Project Management, Police, Standards, Ministry Of Interior

INTRODUCTION

PMI Project Management Methodology

Projects are implemented through processes. They are implemented by the participants in the project and fall into two categories:

- Project management processes - for planning, organizing, coordinating and managing the project work. They are universal and standardized in the contractor's project management system.

- Product Oriented Processes - to specify and create the product of the project. They are defined by the project life cycle and the adopted methodology for development and implementation of software systems and products.

The project management processes are grouped into five groups:

1. Initiation - processes for authorization of the project or phase of it. At the beginning of the project, a preliminary statement of its scope is being developed. A charter of the project is issued, as a separate document or annex to the contract, which officially gives the start of the project and the necessary powers of managers of the project by the contractor and by the client to start his performance. It also makes a general assessment of all the prerequisites and critical factors for the success of the project.

2. Planning - processes for determining all activities and resources for implementation of the project. They are of the utmost importance for the successful management of the project and include:

- Planning and defining the scope of the project - preparation in writing a statement of the scope of the project as a basis for all future decisions on it and to divide the main results into smaller and easier to manage ones components (working structure of the tasks);
- Defining the activities that need to be performed in order to achieve desired results, determining their sequence over time and on the logical dependencies between them, estimating the time for their implementation and development of a project schedule - the approved schedule serves as a starting point
- a framework against which project implementation is reported and measured;
- Resource planning - determining the type (people, equipment, materials and etc.) and the amount of resources needed to carry out the activities under design, evaluation and allocation of costs for individual work packages;
- Project risk management planning - choice of approach and methods for project risk management, risk identification and analysis factors and the degree of their impact on the project objectives, developing procedures and methods for implementing specific actions for reducing threats and eliminating risk;
- Quality planning - defining the requirements and standards for the quality with which the procedures must be complied with, and quality assurance responsibilities;
- Communication planning - defining communication procedures between the participants in the project, who needs what information, when and how to be provided to him;

- Planning of the organization and the people - identification, documentation and assigning roles, responsibilities and attitudes to account for work on the project;
- Delivery planning - determining the type and quantity of resources, which need to be delivered from outside (subcontractors and other external services), documenting the requirements to them and the working conditions;
- Development of a project management plan - presentation of the results of all planning processes in a coherent and understandable by all participants document, including all accompanying management plans of the project.(Project Management https://www.manage.gov.in/studymaterial/PM.pdf)

3. Implementation - processes for implementation of the planned activities to achieve expected results. Coordinating people's efforts and the use of resources. Improving the interaction between the members of the project team through developing people's individual and group skills and competencies for project implementation. Disseminate the necessary information to all participants in the project. Identify changes and ensure that they are analyzed and coordinated. Quality assurance and efforts for

continuous improvement of work to meet the requirements of project participants.

4. Control - processes for monitoring and measuring performance against the plan (starting frame). All deviations are measured to determine if they are significant (beyond the permissible limits set in the plan) and impose changes, which requires coordination and approval of updated coverage plans, resources or time. Controlling the work on the project includes taking preventive measures to prevent problems before they occur negatively on the project objectives, as well as taking corrective measures for resolving problems or contradictions between the participants in the project. These include:

- Reporting on the implementation - preparation and distribution of regular reports for project status, measuring progress and forecasting the future development;
- Integrated change control - coordination of all necessary changes in the course of the project to coordinate changes in scope, schedule or costs incurred due to changes in requirements or due to external ones factors and conditions during the project implementation;
- Quality control - tracking of project-specific results and assessment of their compliance with accepted standards, and identification of ways to eliminate the causes of unsatisfactory performance;
- Risk control - monitoring the identified risk factors and the effect from their manifestation on the objectives of the project, identifying new ones risks arising in the course of the project, ensuring the implementation of the plan forrisk response and evaluation of the

effectiveness of the actions taken for risk reduction and avoidance.(Project Management https://www.opentextbooks.org.hk/system/files/export/15/15694/pdf/Project_Management_15694.pdf)

5. Completion - processes for approval and acceptance of project results. For Completion of each phase and the project as a whole the following activities are implemented:

- Completion of the project - documenting the results at the end of each phase and at the end of the project to ensure formal acceptance of the project product from the contracting authority, as well as for the extraction and storage of important information from the project in archive and knowledge base for future projects;
- Completion of contracts - verification of the project product and settlement of the relations under the concluded contracts. Processes are connected through the results they create. The result of the output of one process is a prerequisite or resource at the input of another process. The connections between the central groups of processes are iterative. "Planning" provides to The "implementation" is a documented and approved project plan at the very beginning, and after this, in the course of the project, documented updated versions of this plan. Standardized procedures and documents are used to manage the project, and various methods and tools, including specialized software applications for project management. A basic principle is to divide the project into phases and stages to ensure better control over the work. Each phase ends with the delivery of a certain result, which is subject to review and approval. The end of each phase marks an important control point in terms of confirming the business needs of the client, for satisfaction of which the specific project has been undertaken. The phases of the project are described its life cycle from initiation to its completion. Each group of project management processes consists of one or more management processes, which are presented in detail here.

Integration management

Integration management processes ensure proper coordination of the various elements of the project. These include balancing goals and alternatives with taking into account the needs and expectations of stakeholders. Described in this chapter processes are mostly integrative.

- Development of a project plan

The results of other planners are used in the development of the project plan processes, including strategic planning, to create a clear and a coherent document to guide both project

implementation and control. This process goes through several iterations. The sum of all integrated plans for management control constitutes the scope of the project.

- Implementation of the project plan

The implementation of the project plan is the main process in the implementation of the plan - the bulk of the budget and project efforts are spent on performing this process. Through him, the project manager and his team coordinate and direct technical and organizational interfaces. Within this process actually creates the product of the project. The implementation will constantly is compared with the master plan of the project in order to take timely corrective actions measures. In support of the analysis, periodic forecasts for the final ones will be made costs and results.

Integrated change control

Integrated change control addresses the factors that influence the generation of changes, takes care of the coordination of changes, states the presence of changes and manages them when they occur. The initially defined scope and integrated master plan of the project are maintain through ongoing management of changes that have occurred through acceptance or reject the changes and include them in the updated version of the main plan. Integrated change control requires:

- Maintaining the integrity of the basic performance measures.
- Reflecting the changes in the product range in the already defined range.
- Coordinating changes in all areas of knowledge.
- Range management

Project scope management involves the processes that ensure that the project includes all the necessary work and only the necessary work for the successful project implementation. It is mainly concerned with identification and control of what is included and what is not included in the project.

- Launching is the process of formally awarding a new project. The official award of this project will be the signing of a contract that will link the project to the work of the contractor.
- Scope planning is the process of detailing and documenting the work on the project (the scope of the project), the result of which will be the product of project. The product description covers the requirements they reflect the agreed needs of the client, and a design that meets these requirements. The results of the coverage planning are the Scope Definition and the Plan for range management. The definition of scope is the basis for achieving agreement between the contracting authority and the contractor, by identifyingthe goals and results of the project. After the start of the project the teams develop multiple

definitions of the scope, according to the level of detailing the work (eg system analysis, detailed schedule, etc.).

- Defining the scope includes breaking down the main results, specified in the Scope Definition, of smaller, more manageable elements.

The aim is:

- Improving cost, duration and resource estimates.
- Determining basic parameters for measuring performance and control.
- Clear division of responsibilities.

- Confirmation of the scope is the process of formally accepting the scope of the project by stakeholders. It requires a review of the results of work and confirmation that everything is done properly. If the project is terminates prematurely, confirmation of the scope must be documented the level and degree of completion. The control of changes in the scope deals with the factors that influence the generation of changes, takes care of the coordination of changes, states the presence of changes and manages them when they occur. Time management Project time management includes the following processes required for

timely completion of the project:

- Defining the activities - identifying and documenting the specific ones activities necessary to achieve the intended results and sub-results. The definition of activities is in line with the Definition of Scope and includes detail, assumptions, and limitations.
- Sequence of activities - identification and documentation of logical interdependencies. The activities must be in the right direction consistency to help develop realistic and achievable schedule. The sequence can follow the critical path. IN The result is a schedule with the corresponding control points and dependencies.
- Duration of the activities - determined on the basis of the information about the scope of the project and the resources. The preliminary assessment will be detailed in the course of the work, given the availability and quality of the input data. The assessment is made according to the methodology of the critical path.
- Scheduling - set the start and end date of the activities under project. The process goes through several iterations before the final one scheduling the project.
- Schedule control - deals with the factors that affect the generation of changes, takes care of the coordination of changes, finds the presence of changes and manages them when they arise.
- Quality management.The purpose of quality management processes is to meet the needs, due to which the project is implemented. These processes include all activities from the

overall management of the project, which sets out the policy, objectives and quality responsibilities and implement them through quality planning, quality assurance, quality control and quality improvement within of the quality system.

- Quality planning - identification of quality standards for the specific project and the ways to comply with them. This is one of the key ones quality planning processes and will be carried out regularly, in parallel with other project planning processes.
- Quality assurance - all planned and systematic actions in within the quality system, which give confidence that the project will meets the relevant standards. It will be carried out in the course of the whole project from internal Quality Specialists.
- Quality control - tracking specific results to determine whether they meet the set standards and to identify ways to eliminating the causes of unsatisfactory results. I will perform in the course of the whole project. The results include both the delivery of a specific result / product and results of project management (implementation of budget and schedule). It would be useful to know the difference between:
  - Prevention (avoidance of process errors) and verification (avoiding mistakes on the part of the client).
  - Attribute testing (result or not) and testing of variables (results are measured progressively
  - scale of compliance).
  - Special causes (unusual events) and accidental causes (normal deviation from the process).
  - Admissibility (the result is acceptable if it falls within the specified range of eligibility) and control limits (the process is under control if the result is within the control limits).
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HUMAN RESOURCES MANAGEMENT

Human resource management includes the processes that ensure the most efficient use of the people involved in the project. It covers everyone stakeholders - donors, clients, partners, individual contractors, etc. Consists of:

- Organizational planning - identifying, documenting and determining reporting roles, responsibilities and channels.
- Recruitment - providing the necessary human resources and their inclusion in the project work.
- Development of the team - development of individual and group skills, in order improving performance.

- Communications management - Communications management processes ensure timely and adequate generating, collecting, disseminating, storing and destroying information on the project. They make the connection between people, ideas and data critical to success. Every participant in the project must be ready to send and receive communications and must to understand how the communication channel in which he participates affects the whole project.
- Communication planning - determining the needs of stakeholders countries of information and communication: who needs what information, how will receive it and from whom. The need to provide information about the project is universal, but the information needs and methods of dissemination are different for each project. Identifying the need for information and disseminating it appropriately is an important factor in the success of the project.
- Dissemination of information - timely access to information to stakeholders. Includes the implementation of the Plan communication and response.
- Risk management - Risk management is the systematic process of identifying, analyzing and responding to project risks. It involves maximizing the probability and the consequences of favorable events and minimize the likelihood and the consequences of undesirable events for the project. Project risk is uncertain an event or condition that, if it occurs, has a positive or negative impact on the objectives of the project. Risk is a major factor in the management of a project. There must be a commitment and by the Contracting Authority, and by the Contractor for the identification and control of the risks of the project. This topic requires special attention from all stakeholders parties at all stages and should be considered at all meetings in order to certify that everyone is timely informed and aware of the emergence of potential risks and of all possible measures to eliminate or minimize them taken.
- Risk management planning - the process of determining the approach and risk management activities. It is important to plan for the next ones risk management processes to ensure commensurability between level, type and the transparency of risk management on the one hand and the risk itself and the importance of the project for the organization on the other.
- Risk identification - identification of the risks that may affect design, and documenting their characteristics. Participants in the process of risk assessment are: the project team, the risk management team, specialists from other branches

of the company, customers, end users, others project managers and external experts. The definition of risk is iterative process. The first iteration can be performed by part of the team the project or the risk management team. The whole project team and the main stakeholders can perform the second iteration. If to identify a risk, develop and even implement simple and effective measures to overcome it.

- Qualitative risk analysis - assessment of the impact and probability of a risk. This process prioritizes risks according to their possible impact on project objectives. Qualitative risk analysis is one way identifying the importance of certain risks and directing efforts to address them with them. Response time can be a critical factor in some risks. Assessing the quality of the information available also helps risk reassessment. Qualitative risk analysis requires an assessment of probabilities and consequences, through established methods and tools.
- Quantitative risk analysis is the numerical expression of the probability of given risk and its consequences on the project objectives. In the process you will uses a technique based on the simplification of the Monte Carlo simulation and analysis of decisions in order to:
- Determining the probability of achieving a project goal.
- Calculation of the probabilities for exposing the project to risk and determination of reserve costs and schedule.

- Identify the risks that require the most attention through calculating their relative weight for the project.
- Identify realistic and achievable costs, schedule or scope.

- Risk response planning is the process of developing options and identifying actions that increase opportunities and reduce threats to achieve the objectives of the project. It involves assigning responsibilities to individuals or groups in relation to actions on individual risks. This one process ensures an adequate response to the identified risks. The effectiveness of response planning is directly related to the increase or reducing the risks of the project.
- Risk monitoring and control is the process of monitoring identified risks, monitoring for residual risks and obtaining new risks. He assists in the implementation of risk plans and assessment of their effectiveness. This is an ongoing process in the course of the project. In time the risks change, new ones appear, some expected risks do not materialize. Good risk monitoring and control provides information which aids in making effective decisions before the

materialization of risk. Risk control may include choosing an alternative strategy, resorting to contingency plan, corrective action or re-planning of the project. The project manager and the risk team leader receive periodically information on the effectiveness of the plan and the presence of unexpected impacts and take the relevant measures in the course of the project. Risk management processes Risk identification This step identifies the potential risks of the project. Basic methods for risk identification are:

- Periodic inspection and analysis of internal and external factors they have direct or indirect dependence on project results;
- Monitoring the occurrence of events related to:
- other projects
- changes in legislation
- deviations from specifications
- providing information needed on the project product
- decision making
- resources and attention allocated by the project participants
- changes in procedures
- technical environment
- information security

Once identified, the risks are entered in the Risk Register (Risk register). It contains details of all risks, their assessment, owners and status. Identifies not at risk Planning and resource collateral Monitoring, reporting status and control Choice of actions, Evaluation of risk. (Risk Management https://corporatefinanceinstitute.com/resources/knowledge/strategy/risk-management/)

RISK ANALYSIS, RISK MANAGEMENT

Risk assessment

The assessment of risks is made on the basis of an assessment of the possibility of occurrence, impact, interrelationship between the individual risks:

The possibility is the estimated probability of the risk occurring.

The impact is the estimated effect or result of the occurrence of the risk.

The impact is assessed on the basis of:

- time
- cost
- quality

- scope
- benefits
- people / resources.

The risk categorization framework can be high, medium or low influence. Defining risk management strategies There are 5 types:

- Prevention - cessation of risk by choosing actions, which prevent it.
- Restriction - taking actions that either reduce the likelihood of the risk occurring, or reduce its impact on the project to acceptable levels.
- Transfer - a special form of risk mitigation when the risk is transferred to a third party, for example through insurance.
- Acceptance - risk assumption due to the most probable impossibility to take other action at an affordable price.
- Mastering - actions that are planned and organized to be taken in the event of an accidental risk situation

- Choice

The choice of action is a balance between many factors. After identifying and risk assessment, it is necessary to prepare a risk management plan, which control actions are described. Each control action, in turn, is associated with associated cost. The control action is such that the cost of it it must be more acceptable than the risk it controls. Planning and resource provision (Project Management , https://www.usbr.gov/excellence/Finals/FinalIntroPM.pdf)

Planning includes:

- Determining the amount and type of resources needed to carry out the mentioned activities;
- Development of a detailed action plan;
- Confirmation of the desire to carry out the activities identified under risk assessment time
- Obtaining approval from management
- Defining and assigning resources to perform the assigned tasks activities
- Resources required for prevention, reduction and transfer activities of risks should be financed from the project budget.

Monitoring and reporting

The Contractor will pay special attention to the monitoring and reporting of risk activities. Some of the activities will include monitoring of identified risks of changes in their status, and others will include:

- Verification that the planned activities have the expected effect

- Monitoring for early signs of risk
- Modeling guidelines for predicting potential risks
- Verify that overall risk management is applied effectively.
- Change management

Change management refers to change control procedures for requests deemed to deviate from the basic and coherent framework of the the project, and these procedures apply to all types of change requests. In managing change, two important views are taken into account:

- If a product change needs to be introduced, the product description should be reviewed for changes.
- Once a product has been approved, the Project Manager does not should allow any activity that would change the product without the permission of the management. All changes are defined as some type of possible project problems and are managed by applying the same technique.(Project Management Handbookhttps://www.projectmanagement-training.net/wordpress/wp-content/uploads/2015/11/book_project_management.pdf)

MANAGEMENT PROCESSES. ELEMENTS OF TECHNICAL COMPETENCE

Project Based Management

Project-oriented management (POA) is a professional, creative, management activities focused on obtaining effective results through the successful implementation of projects, programs and project portfolios using the principles and methods of project management.

Project-oriented management is a basic management concept for organizations whose activities are carried out in the form of a continuous set of projects.

The concept of project-oriented management is not limited to setting management processes at the level of individual projects, but includes managing portfolios of projects and programs. Often there is a single structure of interrelated management objects: strategic plan, portfolio, program, project, subproject.

Project-oriented management increases the flexibility and dynamism of the company, decentralizes the responsibility of managers and ensures that the company adapts to organizational changes.

Project-oriented companies use dedicated processes, defined organizational structures, and specific internal policies and cultures to manage projects, programs, and project portfolios.

Program management is a tool for implementing strategic changes in certain areas of the company's development.

Program management requires the application of appropriate methodology, technologies, tools, program management procedures, as well as the definition of additional roles and the creation of special organizational structures. Only the consistent application of appropriate management approaches at all levels of management (project, program, portfolio of projects) and the integration of project management with strategic management processes in organizations can achieve maximum efficiency in the implementation of project-oriented activities (POA). (Definition of Project Management: What Is Projecthttps://www.academia.edu/31616426/Definition_of_Project_Management_What_Is_Project).

Depending on the type and state of development of the organization, the introduction of methods and means of PM into its activities can be carried out by:

systematization and improvement of the PM practice and programs already existing in the organization and programs by switching to more modern methods and means; integrated implementation of PM methods and tools in the company, including the reorganization of the company into a project-oriented structure.

The process of introducing and improving project management in a company is a complex set of sequential activities that require careful study of both strategy and implementation tactics. Before starting the process, you should first answer a few key questions:

- Why is project management needed in a company?
- Where should and can project management be applied?
- What will the application of project management of the company give?
- What needs to be done to effectively apply project management in the company?
- A gradual increase in the level of development of the company in the application of project management methods and tools is ensured through the constant systematization and improvement of project management practices and the integrated implementation of project management methods and tools by the company, including the reorganization of the company into a project-oriented structure.(https://www.researchgate.net/publication/346918965_Project_Management_Concepts)

Benchmarking can be an important tool for promoting improvements in the field of PM as a way to find the best project management practices inside and outside the organization, determine the current and target level of maturity of the organization in the field of project management.

Regular application of project management methods and tools implies the formation of an appropriate management culture that contributes to the formation of temporary teams for

projects, delegation and redistribution of responsibility and authority in the implementation of projects, supporting horizontal channels of interaction in the organization.

The structure and content of the elements of an integrated project management system (IPMS) depend on various factors, in particular the specifics of the projects implemented by the company, the organizational structure of the company, historically established management practices in the company, corporate culture. Depending on these and many other factors, various organizational solutions, different levels of formalization of regulatory documents, degree of automation, etc. are possible.

Project “Strengthening the capacity of the Ministry of Interior for project management under OPRD” BG161PO001 / 5-01 / 2008/069

The overall goal of the project is to strengthen the capacity of the employees of the Ministry of Interior for successful participation in the implementation of projects under OPRD and absorption of financial resources under the Structural Funds.

The grant agreement was concluded on September 11, 2012 between the General Directorate "Fire Safety and Protection of the Population" - Ministry of Interior and the Managing Authority of the Program at the Ministry of Regional Development and Public Works. (INTRODUCTION TO PROJECT MANAGEMENT https://www.edo.ca/downloads/project-management.pdf).

The main target group of this project are the employees of the Ministry of Interior, directly involved in the activities of management, monitoring, control and implementation of the project "Modernization of the structural units of NSPBZN-MI in the Sofia agglomeration area and agglomeration areas of the six largest cities - Plovdiv, Varna, Burgas, Pleven, Ruse and Stara Zagora ”, including the purchase of modern firefighting equipment and specialized equipment worth over BGN 95,000,000. These are employees of the Ministry participating in the project management team, the commissions for conducting procedures for awarding public procurements under the Public Procurement Act, working groups for development of technical specifications and assignments.

The implementation of the project within the planned 10 months will assist the Ministry of Interior in the process of management, control, monitoring, evaluation and publicity of OPRD projects.

The use of good practices and the absorption of the experience of other Member States of the European Union will contribute to the effective management and implementation of upcoming OPRD projects. The results and the knowledge gained from the conducted specialized trainings will contribute to increasing the capacity of the employees of the Ministry of Interior and to expanding their contacts with similar EU structures working in the same field.(

The Project Management Starter Guide for Non-Project Managershttps://www.workzone.com/wp-content/uploads/Workzone-The-Project-Management-Starter-Guide.pdf)

The following specific objectives have been formulated:

- Increasing the knowledge and experience of the employees of the Ministry of Interior, directly involved in the development, implementation and reporting of projects under OPRD;
- Exchange of experience and good practices with a similar structure by a member of the European Union.

The projects are implemented in the conditions of constantly changing environment, due to which their management requires the use of modern methods. In this regard, hardware and specialized software for project management have been delivered, with the help of which the implementation of the project activities is monitored. GDFS (https://pojarna.com/%)

INTERNATIONAL PROJECT MANAGEMENT STANDARDS

If there is a problem of optimization activities, the question of compliance arises by itself. This direct business needs active application of project management techniques. The project manager at least others interested to confirm the professional experience of their colleagues and employers. He wants to prove his knowledge and skills as a PM professionally and get paid for them for a fee. In this regard, very important project management standards. Ultimately, based on them, you can perform your duties and prove your own professionalism.

STANDARDS

The standards are considered normal and samples from objects that are comparable to other similar phenomena. You can also refer to the document standard, which sets out rules, regulations and requirements to assess compliance with the workforce. Only the difference between the first and the second definition is important. The first corresponds to the ideal, and the second contains only a recommendation on how to reach it. In the world there is more than half a century, which took place a variety of design practice. Therefore, millions of procedures of this kind have been performed, including those that use the unique solution of various problems. In this regard, as well as the need to systematize this process, its summary and unification. Therefore, it eventually became a separate branch of management, where there were a variety of methodologies and standards for project management. First of all, it is necessary to define general terminology and concepts in order to be able to obtain later and summarize the requirements for the work and its quality. Conductor of the development of various technologies for project management. Based on this, it is logical that there is a need to determine what

qualities and skills a person needs to deal with project management, as well as the steps he needs to take to become a successful leader.

TYPES OF STANDARDS

Thus, it is not necessary to establish training institutions for control in this area. First of all, everything is done at the national level, and then it happened with the international. In this way, these institutions gather, accumulated and structured experience to understand how to manage a project so as to give a concrete result. In order to set project management standards, best practices were analyzed and synthesized. To achieve this, management uses two components: the object and the subjective. This is considered for the individual projects and the whole company, together with the qualification requirements of the project managers. Thus, there are methodological solutions:

Defining and understanding the terminology, the subject of activity in this field and the role of all participants in the project.

Providing development and management professionals who practice design activities and increase the productivity and efficiency of these projects.

During the certification is primarily the evaluation and confirmation of qualified professionals, and secondly in turn have evaluated practices used by these employees. Project management standards can be divided into four types: international, national, industry and enterprise.

PMI INSTITUTE OF STANDARDS

Development of project management technology began in America in the 1960s. It was affected by a number of factors, the most important of which was the offensive nuclear era, competition with the Soviet Union for space conquest and the creation of new defense strategies. There was a time of great change, and the need to establish project management and create a universal model for this is simply flawless. Therefore, in 1969, the first non-profit organization, the Project Management Institute, was established in the United States to develop standards. Project management based on HR standards is conducted worldwide and employs more than three million professionals in this field.

ISO STANDARD

Of course, there are many standards in the world that have come to world class. And each of them is fierce competition to get in the place of the leader in project management technology. There is a continuous development of the market of certification and consulting

services. He spoke about the prospects in this direction. And most of the market can take this corporation, which received power at all levels - from the specialist in the world. This will deal with training and certification of specialists, developing as a result of your profile. (Project Management https://www.researchgate.net/publication/346918965_Project_Management_Concepts)

ISO (ISO) is the oldest and most powerful international organization dedicated to the standardization of almost all areas of business and technology. Because it is a leader in standardization worldwide, it has the right to introduce new standards into the system, what it really is is its main difference from other companies. He is able to provide impeccable channels of promotion, as he contributes to the bureaucratic side of almost all countries. The fact is that all the chances of leadership released the company ISO standard for management of 21,500 projects: 2012. This is a basic guide to project management in most countries.

Unlike ISO 21500: 2012 FROM PMBOK

The first standard in the field of company management was established by ISO in 2003. It contains the main guidelines that can ensure quality implementation of the project. Despite the company's plans to distribute the mass of the document, they were not justified. Therefore, by 2012, ISO had developed the new document in collaboration with PMI. Project management has now become a standard similar to its competitor in many respects. This is mainly reflected in the preservation of consistency and completeness of the product. The main characteristics of the standard are as follows:

- selection of optimal ways to implement the project, regardless of its specification; general idea that it is understandable for all participants in the project, which shows the effective principles and mechanisms of management;
- provide a basis for improving design practice; is from a base that combines standards at all levels in the field of project management.

It turns out that these two standards are very similar in content. The most comprehensive analysis of the difference between projects is the Polish scientist Stanislaw Gashik highlighted all the differences between the standardization of project management.

The International Association for IPMA Project Management was founded in Switzerland in 1965. The main purpose of its creation is to exchange experiences between project managers from different countries. And in 1998, we created the concept of a system certification system for the professional project team. That is, this system should have received a standard on the basis of which would be to certify the competence of experts. In this way, the standard ICB has been developed based on the experience gained and taking into account the national competence requirements of most European countries. At the same time, the model with four levels of certification was approved.

Unlike the already described international and corporate standards for project management, ICB IPMA has taken over its foundation structuring experience, knowledge and skills from leaders in the field of project management. Its main goal is to create internationally accepted requirements for the competence of specialists in the payment module. Currently there is the third edition, in which 46-elements assembled into three groups: technical, behavioral competence and mutual consent. The latter is the ability to build effective strategies with the participation of all stakeholders.

There is also developed a scheme symbol shaped eyes. It lists all groups. The manual does not have a specific description of management techniques, processes and tools. But this methodology is the right approach to knowledge, skills and communication. But it can help determine whether the candidate for the presidency of the Republic of Moldova is ready to take office and in which areas it still needs to develop.

From this it is clear that it is diametrically different standards, in connection with which different approaches to certification. PMI certification allows you to earn the PMP title, and international project management standards are the same in this case. Certify in our country can be in the capital and St. Petersburg. You have to go through three stages, namely: interview, take an exam and go through pre-qualification.

If we take as a basis the sensitive functioning of the system, in the case of the American way of orientation is towards a single set of knowledge and concepts. But IPMA evaluates the candidate's business and personal qualities.

PRINCE 2 STANDARD

Another national project management standard PRINCE 2 has been developed in the UK and is currently in use worldwide. But to compete with the American leadership, he is unable to, because it is a private method for certain types of projects. It is based on clear instructions that ensure the reliability of the effective implementation of the project. Despite the limited scope of a standard developed in England, it is still widely used. Its use in IT design, development and marketing of new products, in the residential sector, in the field of engineering and in the public sector.

The methodology includes the core sectors, plans, organization, quality and risks are, among other things. When applying this quality management project standards for certain kits need to constantly monitor closely and follow the technology, which is very detailed and deeply described in the methodology. There is a constant adjustment of the project environment, the production of management products and support them with documentation. It is often used on seven principles, themes and processes. This allows you to achieve certain standards for the

implementation of quality projects. But there is one drawback - no research related to the management of contact supply, stakeholders and there are a number of other processes that are described in the American International Standard for Project Management.

CHOICE OF PRACTICE AND COMBINED USE OF STANDARDS

There are also Russian national norms concerning project management. The fact that many companies prefer to use foreign standards for certification and project management. But at the same time different state standards developed for individual companies, as well as international standards.

In terms of aligning standards, without it in many cases just can not do without. For example, companies that use British standards need an additional methodology similar to PMBOK. On the other hand, using only the American standard leads to a shortage of localized methods. But ISO or equivalent - project management standard GOST R ISO 21500-2014 - able to establish short requirements without having to adapt to specific corporate requirements. In general, the use of any methodology must be adapted to the management culture of the organization where it is used.

The most widely used is the process model used in the best-known documents outlining the methodological foundations of project management, such as the American Project Management Knowledge Authority (PMBOK) of the American Project Management Institute (PMI), recognized of many as an international de facto standard and the ISO 10006: 1997 standard, which gave a number of the most important provisions of the PMBOK the status of a de jure standard. The 1996 edition of the Project Management Court of Knowledge Guide (Project Management Guide), which replaced the first PMBOK in 1987, is recognized as the US National Standard ANSI / PMI 99-001-2000.

There is currently a growing interest in using other approaches, in particular "business" or "management", which has been adopted as an official base in more than 30 countries around the world. This approach is expressed in the international qualification standards ICB IPMA-International Competence Baseline IPMA, and professional national associations from almost 20 countries already have their own RM Body of Knowledge (RM BOK), the basis for which is this international standard.

An important feature of project management as an established professional discipline is the availability of developed certification systems for project management specialists and project managers. These systems have both international and national status. Their main goal is to create a community of professionals with a common culture of market-type management. and as a result, a unified professional language, a recognized value system and unified approaches

to project implementation. Such a management culture does not depend on the specifics of the country in which the project is implemented, but allows in practice to take into account socio-economic characteristics, traditions and national culture, characteristics of religions, lifestyle and mentality, etc.

Despite the fact that more than 20 countries have their own national certification systems, the most widely used in international practice are the 4-level international certification system supported by IPMA (PMP IPMA) and the national system at one level of the United States supported by PMI (PMP PMI). The differences in them are related to the historically established conditions for the development of the "European" and "American" approach to project management, as well as to the differences in the main models of project activity. Now one of the main directions in the international cooperation is the formation of unified approaches for unification of knowledge and standardization of the project activities, attempts are made to form unified dictionaries and systems of requirements, etc.

"PROJECT MANAGEMENT" - DIFFERENT INTERPRETATIONS

In world practice, the concept of project management is interpreted ambiguously depending on the chosen model, the approach to the structure of knowledge (Body of Knowledge), the type and type of projects and other factors. The translations of the term Project Management in Russian are also very diverse: project management (projects), project management (project management), project management (projects), project management (projects). The meaning given to the terms "project management" and "project management" is also often ambiguous.

This is due to the fact that project management, which has developed in a market economy, is a culture of market management and professional activity in market conditions and in systems that have a social character. In command economics, of course, there was project management (they were implemented and managed), but project management as a culture and professional activity in their modern sense was not and could not be by definition.

Historically, the theory and practice of project management in the USSR viewed the project as the realization of processes and did not presuppose the existence of a market environment and corresponding management culture. However, in recent years there have been significant changes in the understanding and use of project management in the professional environment as a new market-based management culture for Russia.

For the above reasons, the requirements for the correctness of the terminology used by the subject ("Standards") and to avoid controversy over the interpretation of translations and the

meaning of the terms, the authors decide to use the term Project Management in this section in the sense in which theory and practice are used in English.

FOR THE DIFFERENT INTERPRETATIONS OF THE TERM "PROJECT"

The term "project" in different models and standards is interpreted from different positions. For example, in the process model (SHO 9000, 10006), the project is considered as a process. And within the "managerial" (organizational and operational) model (IP IRMA) "project" as a concept is defined by "enterprise", "effort" and "activity". Some definitions of standardization:

Standard - a regulatory document for standardization, developed, as a rule, on the basis of consent, characterized by the absence of objections on significant issues by the majority of stakeholders, adopted (approved) by a recognized body (enterprise) (GOST R 1.0-92 standardization of the Russian Federation Basics). Standard (from the English norm, sample) - in the broadest sense of the word - sample, standard, model, taken as initial to compare other similar objects with them.

The standard as a normative and technical document establishes a set of norms, rules, requirements for the object of standardization and is approved by the competent authority. The standard can be developed both for material objects (products, standards, samples of substances) and for norms, rules, requirements of different nature.

Standardization is the activity of establishing norms, rules and characteristics (hereinafter requirements) in order to ensure: the safety of products, works and services for the environment, life, health and property; technical and information compatibility, as well as product interchangeability; quality of products, works and services in accordance with the level of development of science, technology and engineering; unity of measurements; saving all kinds of resources; safety of economic facilities, taking into account the risk of natural and man-made disasters and other emergencies; the country's defense capability and mobilization readiness.

Standards and norms - documents that establish general principles, rules, characteristics and requirements for different types of activities or their results in the implementation of the project. Modern approaches to standardization in the field of PM are based on the following:

for international and national standards for RM, as a rule, dictionaries, processes and methods are chosen as objects;

for those areas of RM whose description in the form of standardization objects is impractical or impossible, professional qualification standards (requirements) for the activity of RM specialists (Project Management Professional) and project managers (Project Manager) are used.

INTERNATIONAL AND NATIONAL STANDARDS IN THE FIELD OF RM

International Standards

There are no complete systems of international standards for RM and according to the authors there cannot be. This is due to the fundamental impossibility of complex standardization of activities in social systems (the specifics of modern projects as a system) and the inexpediency of developing standards for a wide range of problems of modern RM.

In addition, standards are always a double-edged sword. On the one hand, they normalize the project activities, ie answer the question "how to do it right?". On the other hand, the limits of standardization of project activity as "unique" (by definition) strongly depend on the types and kinds of projects, are in a very large range and are difficult to determine in a changing environment.

Some issues are regulated by international standards. For example, the main international standards for quality management and configuration in projects are ISO 9000: 2000, 10005, 10006, 10007 and others, which have been adopted in a number of countries and in the form of national standards.

In the field of systems management, a number of international standards are used, supported by the relevant international organizations. These standards define norms and rules for process management in technical systems projects, system life cycle processes, design processes, etc., eg ISO / IEC 12207, Information technology - Software life cycle processes (1995) ; ISO / IEC TR 15271, Information Technology - Guide to ISO / IEC 12207 (1998); ISO / IEC 15288 CD2, Life cycle management - System life cycle processes (2000) and others.

National Standards

In addition to international regulations and standards, a number of countries have developed and used national systems of standards and requirements. They are of a private nature and regulate certain aspects of the RM. International standards in the field of RM ISO 10006: 1997 Quality management - Guidelines for quality in project management ISO 10007: 1995 Quality management - Guidelines for configuration management ISO 9000: 2000 Quality management systems - Fundamentals and vocabulary ISO 9004: Quality management systems - Guidelines for improving productivity ISO 15188: 2001 Project management guidelines for standardization of terminology ISO 15288: 2000 Life cycle management - System life cycle processes ISO / AWI 22799 Building construction - Management Processes - Guidelines for Project Management Systems IS O / I EC TR 16326: 199 Software Engineering - Guidance on

the application of ISO / IEC 12207 to project management One of the most representative, historically developed.

It should be noted that none of the certification testing systems is without drawbacks. However, the main difference is still in the conceptual approaches to the project: with the predominance of the process approach, the PMI model is the most adequate, with the dominance of the system approach, the AIPM model is the most adequate and if the "Manager" approach is taken as a basis, then it is recommended to use IPMA, APM UK, GPM, etc.

Every year IPMA publishes the collection "IPMA Certification", which informs about the status of certification, the latest changes, provides lists of all certified project managers according to international and national standards, official international and national evaluators and more.

Codes (bases, "bodies") of knowledge (Body of Knowledge)

The requirements for knowledge are determined by the Codes (bases, systems, "bodies") of knowledge - the Body of Knowledge. They define the system of requirements for knowledge, experience, skills of project managers and / or RM specialists.

The body of knowledge is maintained and developed by international and / or national professional associations. Professional associations in more than 20 countries currently have an official national project management knowledge body (PM BoK) and national certification systems. These codes of knowledge are presented in the form of National Systems of Professional Competence Requirements and / or National Standards on Certain Raw Materials Issues.

In the field of RM, the international normative document that defines the system of international requirements for the competence of project managers is ICB TRMA .

On its basis, national systems of requirements for the competence of specialists in the countries that! ic are members of IPMA. National requirements systems must comply with ICB-IPMA and be formally approved (ratified) by the relevant IPMA bodies.

Many countries outside the IP MA have their own codes of knowledge and certification systems. For example, North American PMI, Australian AIPM, Japanese ENAA and others.(COLLABORATION & PERFORMANCE https://www.lutherone.com/?utm_t)

PROFESSIONAL INTERNATIONAL QUALIFICATION STANDARDS IPMA CORE STANDARD

ICB- IPMA Competence Baseline, version 2.0, IPMA Editorial Committee: Cajupin G>, Knopfel H., MOOTS P., Motzel E., Pannenbacker O. - Bremen: Eigenverlag, 1999. - p, 112.

National certification systems for project managers and / or project management professionals and professional national qualification standards

UK - ARM

Body of knowledge. Fourth Edition - UK: APM - Association of Project Managers. - Edited by Miles Dixon - Cambridge Publishing Management, England, 2000. - p.64,

Project Management Court of Knowledge Guide (PMBOK Guide), 2000 Ed, Network Square, PA: Project Management Institute.

Australia - AIPM

Competence Standard, Level 4/5/6, AIPM Australian Project Management Institute, 1996

Germany - GPM

ZERT, Zertifizierungsstelle der GPM Deutsche Gesellschaft fur Projektmanagement e.V .: Projekt-management-Kanon - Der deutsche Zugang zum Project Management Body of Knowledge, Koln, FRG, 1998).

Russia - SOVNET

Project management. Basics of professional knowledge. National Requirements for Competence (STC) of specialists // Attestation Commission SOVNET. M .: KUBS, 2001. 265 s.

The International Base of Competence Base (ICB) is the official international base for RM, maintained and developed by IPMA. For 32 countries around the world - members of IPMA, the basis for the development of national codes of knowledge in the field of RM is 1C B. Currently, 16 countries around the world have approved national codes of knowledge in accordance with the ICB. The ICB defines the areas of qualification and competence in the RM, as well as the principles of taxonomy for assessing a candidate for certification. C B contains 42 elements defining areas of knowledge, professionalism (skill) and professional experience in project management (28 basic and 14 additional). ICB is published in English, German and French. The following national developments were used as a basis for the development of the ICB:

Collection of knowledge about AWP (UK);

Beurteilungsstruktur, VZPM (Switzerland);

PM-Kanon, PM-ZERT / GPM (Germany);

Criteria for analysis, AFITEP (France).

Each national association that is a member of IPMA is responsible for developing and validating its own national core competence (NCB) in relation to and in accordance with the ICB and taking into account national characteristics and culture. The national requirements are assessed against the ICB and the main certification criteria according to EN 45013. They are then approved by the IP ML Validation Committee.

NATIONAL CODES OF KNOWLEDGE - NCBS

The ICB is the basis for the development and use as national systems of requirements and standards of the National Basic Competence Base (NCB) in countries that are members of IPMA. However, a number of countries that are not members of the IP MA have their own national codes of knowledge and certification procedures, particularly in the United States, Australia, South Korea and some other countries.

Of the national standards, the most common RM document used by professionals in many countries is the PMI Guide PMBOK. Since 1999, PMI PMI has been a national standard of the United States as a "glossary of terms and abbreviations" in the field of RM. Third edition of PMBOK Guide 2000 Ed. (previous editions 1987 and 1996), confirmed as ANSI standard in March 2001.

The popularity of PMI PMBOK is due to the simplicity of presenting some of the knowledge about PM in process form and the active policy of PMI to spread this approach outside the United States. Many professionals use this standard as a basis for their work and therefore sincerely consider it de facto international.

However, as the developers of PMBOK themselves note, "... no document can contain the full amount of knowledge." The methodological simplicity of PMI PMBOK is achieved by describing a simplified PM model in process form, which is used to manage a single project. What is difficult or impossible to present in the form of processes such as strategic project management, project management, multi-project management and many other aspects of modern PM has not been properly reflected in this document.

CORPORATE STANDARDS AND NORMS

The desire to have industry and corporate standards of enterprises (organizations) for PM (project management) for many companies has become realized. However, it should be noted that their development and implementation are based on the integrated and harmonious use of the two types of standards discussed above (standards that define RM processes and standards that define the qualification requirements of specialists).

Using only one type of standard to create and implement RM corporate standards cannot be successful. The reason for the failure will be the inevitable conflict between the means of PM and the level of professional competence and culture of managers and specialists.

For example, a technocratic approach (ie an emphasis on PM processes and methods) without changing the organizational and professional culture of managers and staff (and the use of appropriate professional qualification standards) may lead to the fact that the actual level of professional competence and culture of managers and specialists will be inadequate to implement the standard.

The internal development of corporate standards for project management enterprises is still most widespread in IT companies and uses mainly elements of process and system approaches.

APPLICABILITY OF THE STANDARDS IN PRACTICE

Within the modern model of RM it is quite possible to accurately determine the areas of application of different types of standards. In particular, for different components of the content of modern RM.

At the same time, the limits of applicability of certain standards are quite conditional and depend on specific projects and their teams. Often, strict adherence to all standards only "aggravates" the project, which requires much more time and effort and increases the cost of the project, but at the same time does not have the right positive impact on the final results. However, if the project team is highly professional and integrated in the project context, then the interfaces in the project and the tools defined by standards, norms and regulations are just one of the manifestations of the professionalism of the team members.

On the other hand, if the project is large enough and a large number of different participants are interested in it, then the standards are insurance against "amateur activity", conflict of interest, unreasonable.

RM BOK UK Ed.4, NTC COBHET, BS xxx, DIN xxx
Additionally: ISO 9004: 2000, ISO 15288: 2000, ISO / IEC TR 15504 SPICE, ISO 12207 Technical PM ISO 15188: 2001, ISO 15288: 2000, ISO / AWI 22799, 16 ISO / IEC TR ISO1939 15504 SPICE, ISO 12207 and other new solutions and unskilled labor. Ultimately, the additional costs of developing, implementing and using corporate RM standards are offset by saving time, reducing risk, better coordinating participants' activities, and so on.

International and national standards use different approaches to standardize PM content. This is due to different approaches to structuring the activities and models of PM used

in practice in different countries and industries. As a rule, different dictionaries, processes and methods are chosen as objects of standardization.

The management activities of project managers and project management specialists are unified through the use of professional qualification standards (requirements) and certification of the process and procedures for establishing compliance of knowledge, experience, skills and personal qualities of the project manager and / or project specialist in management with established requirements and norms.

The generally accepted methods and approaches for project management are described in the standards of international and national professional organizations, which unite project management specialists from all over the world. There are several dozen standards that define certain aspects of project management, but most Russian and foreign companies, when choosing the basis for the formation of a methodology for corporate project management, choose the following standards:

PMBOK ® (ANSI PMI PMBOK® Guide) (Project Management Knowledge Team). Developer - PMI, USA;
ICB (International Competence Baseline) / NCB (National Competence Baseline). Developer - IPMA, Switzerland;
Prince2 (Projects in a controlled environment). Developer - CSTA, UK;
P2M (Management of projects and programs for corporate innovation). Developer - PMAJ, Japan.
International Standards for the Organization of Standardization (ISO).
PMI Project Management Institute Standards (USA)
PMI develops standards in various areas of project management and promotes them worldwide, applying an easy-to-understand and highly effective project management methodology. The key PMI standards are grouped into three categories:

- basic standards;
- practical and framework standards;
- extensions to PMI standards.

In accordance with this grouping, PMI standards are presented in table. one. PMBok is the core PMI standard for project management and is recognized by the American National Standards Institute (ANSI) as a national standard in the United States. The fourth edition of this standard describes project management based on a process approach and project life cycle model. . The standard describes 5 groups of processes and 9 areas of knowledge.

Choosing the right project management methodology for your team is the first step to success. But with so many different and in some cases overlapping approaches to managing the complexity of each project, how do you know which project management methodology is best?

Project managers can help their organizations improve the way they implement projects effectively and at the same time reduce risks. But this requires more than recognizing organizational priorities. You need to understand in depth how each project management methodology can have the greatest positive effect and how each can ruin the chances of success of your organization.

INTERNATIONAL PROJECTS DIRECTORATE.

The International Projects Directorate is a specialized structure of the Ministry of Interior for the management of programs and projects financed by the European Union. In order to fulfill its tasks, the International Projects Directorate:

1. performs the functions of a responsible body under the European Return Fund and the External Borders Fund within the General Program "Solidarity and Management of Migration Flows" of the European Union, as:

a) interacts with the structures of the European Commission and the responsible authorities in the other Member States;

(b) coordinate programming and submit proposals to the European Commission for multiannual and annual programs,

(c) interact with bodies and organizations involved in the implementation of multiannual programs, including international organizations and non-governmental organizations; procedures for granting financial aid and concluding contracts,

h) coordinates and conducts information activities related to the absorption of funds,

k) monitors the implementation of accounting requirements by final beneficiaries; the competent authorities for a period of 5 years after the closure of the programs;

2. carry out coordination of the activities related to the programming and implementation of projects of the Ministry of Interior, financed with funds of the European Union and other extra-budgetary sources;

3. interact with the competent structures of the European Commission and with the national institutions in the process of programming, implementation, monitoring and evaluation of projects;

4. establish irregularities and frauds with funds of the European Union and report the established cases;

5. coordinate the work and provide methodological guidance to the units for implementation of projects in the structures of the Ministry of Interior.

CONCLUSION

All projects are a temporary effort to create value through a unique product, service or result. All projects have a beginning and an end. They have a team, a budget, a schedule and a set of expectations the team needs to meet. Each project is unique and differs from routine operations—the ongoing activities of an organization—because projects reach a conclusion once the goal is achieved.

The changing nature of work due to technological advances, globalization and other factors means that, increasingly, work is organized around projects with teams being brought together based on the skills needed for specific tasks. (What is Project Management https://www.pmi.org/about/learn-about-pmi/what-is-project-management).

Throughout human history, project management has always been practiced informally, but it began to emerge as a distinct profession in the mid-20th century when a group of forward-thinking individuals from the aerospace, engineering, pharmaceutical, and telecommunications fields realized a changing world needed new tools. Motivated by the need to address the scheduling and resource issues associated with increasingly complex projects, they met to begin to set down and standardize the tools for a new profession.

Project management is becoming increasingly important both in private business and in the public sphere. Project management is a complex process that requires in-depth knowledge in the field. The acquisition of new property in the Ministry of Interior is acquired on the principle of project management. Therefore, I think that the topic is quite relevant.

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