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THE FORMATION PROCESS OF INTERNATIONAL STANDARDS IN PROJECT MANAGEMENT

ABSTRACT

Over the past five years, the introduction of project management systems in the activities of state and economic management bodies in the Republic of Uzbekistan has risen to the level of public policy and these processes are accelerating. In this regard, extensive research is being conducted in the field of selection of international standards of project management, including the process of their formation and development, principles and methods, as well as the choice of tools and specific technologies. The article describes the evolution and retrospective nature of the basic concepts of international standards for project management.

Keywords: scientific schools, scientific approach, Gantt chart, organizational structure, critical path, limited time, Project life cycle, Project environment, operational activities, Initiative, Planning, Execution, Monitoring and control, Completion phase.

Along with the development of management, the science of management, some scientific schools have emerged, whose unique and alternative approaches have laid the foundation for the study and improvement of various aspects of management. The literature sources emphasize four of the schools of management. Several scholars representing these schools have made significant contributions to project management formation as a separate discipline.

The first of these scientific schools differs from the others by its views based on **a scientific approach to management**. In 1910, Henry Gantt, a representative of this school, used a network schedule called the **"Gantt chart"** to implement projects. This network table was widely popular in those times. The method is still

used today, and its improved form is of particular importance in project management.

Another basic element of project management is **the organizational structure of managing activities** belonging to this project category. Luther Gulik, a representative of the second scientific school who interpreted management from an administrative point of view, argued in 1937 that ***divisional, linear-functional organizational structures*** for project management were ineffective. He also proved that **matrix or project organizational structures** were appropriate for projects.

The founder and first president of "DuPont", an industrial chemist Eleter Irene Dupont de Nemours (1771-1834), is also worth mentioning. This is because this practitioner has laid the foundations for the concepts of "Network Planning" and "Critical Path" and the methods of defining them, which are widely used today in the implementation of projects.

Another element of project management is the issue of limited time. Knowing the exact timing of projects is very important and relevant for the investor. This is because most projects start to bring tangible or intangible benefits to the investor from the point of view of the work structure and a set period of time and time spent on them.

The U.S. Navy completed the "UGM-27, Polaris" project in 1958 on schedule, and the project was successfully completed. The project was based on the **PERT** (Program (Project) Evaluation and Review Technique) method of evaluating and analyzing the timing of complex projects based on optimistic, pessimistic and probabilistic levels. This formula is still widely used in project management.

$$t_e = \frac{1}{6}(t_o + 4t_m + t_p)$$

"Project life cycle" and **"Systematic approach to the project"** are also important concepts in the field of project management. Since 1958, the US National Aeronautics and Space Administration (NASA) introduced these principles and approaches to project management into project management and implementation. The effectiveness of project management based on a systematic approach led to the formal development and introduction in 1977 of the concept of

"Project Environment". In 1985, the change management method began to be applied to project management.

Various publications have given specific descriptions of a project. Competitiveness indicators begin to decline if a government or business authorities, companies, enterprises, organizations do not improve their business processes within a certain period. In this regard, the processes of each system must be reformed and improved over time. This improvement, development-oriented **reform is called a project**.

The main difference of a project from an operational activity, in other words, a process, is that a project aims to achieve a unique, original, relatively improved in terms of quantity and quality, newer, better results at the end of the activity.

The first definition. A project is an entity, organization (PMBOK) that works to create a unique (new, original) product, service, or aim to achieve an unexpectedly high result within a specified period of time. Note that this definition describes the scope of activities of the initiator, leader, project office, organization, executive body;

The second definition. A project is a formalized and well-grounded description of a concept, model, example of the solution of a particular problem, the content of an idea or idea about the solution and the possibility of its implementation in practice. In this definition, the project is described as a document, a sketch, a model created in the form of a text to explain to others, experts the idea created in the mind, brain as a result of the analytical activity of the initiator.

The third definition. A project is a set of interrelated works with a clearly defined start time, specific goals and objectives, clearly defined requirements for funding, resources and quality. In this definition, we describe the project as compounds of the work to be done within its framework.

The fourth definition. A project aims to create a new, unique product, service or result in a limited period of time. In this definition, the project is described as an activity.

There are several scientific schools of project management, one of which is the PMI (Project Management Institute) school. PMI is a global non-governmental project management organization. It was founded in 1969 in the United States. The PMI deals with tasks such as developing project management standards, conducting research, training, printing activities, promoting project management

through international relations, as well as project management accreditation. In 1987, the Institute was registered as an independent discipline by the American National Standards Institute and published the first edition of the PMBOK (A Guide to the Project Management Body of Knowledge). To date, 7 editions of the project management knowledge package have been published. According to that, project management is based on 5 stages, 10 areas of management and 49 processes.

Stages of project implementation: Initiative; Planning; Execution phase; Monitoring and control phase; Completion phase.

Areas of project management:

1) Project coordination management
2) Project work content management
3) Project network schedule management
4) Project cost management
5) Project quality management
6) Project resource management
7) Project communications management
8) Project risk management
9) Project procurement management
10) Project stakeholder management

It is also noted that the following principles should be followed in the management of projects under the following principles:

1. The principle of a systematic and differential approach;
2. The principle of economic efficiency;
3. The principle of adaptability to conditions;
4. The principle of competitiveness;
5. The principle of separation of powers;
6. The principle of openness and transparency;
7. The principle of stimulating efficiency.

In addition, the concept of "Project Triangle" is used in project management. This implies an interdependence that combines 4 factors that affect the success of a project. The **quality** of the project is characterized by the implementation of the **tasks** within the project work within a **specified period** at the expense of limited **funds**.

Although there are standards of project management, such as IPMA, P2M, Prince2, GOST (State standard), we believe that at the current stage of development of the Republic of Uzbekistan, including the introduction of project

management system in industrial enterprises, PMI PMBOK standard can be the most appropriate standard. Indeed, unlike other project management standards, the PMI PMBOK standard recommends implementation procedures to assess the results of the tasks required to implement projects effectively. Since non-measurable objects cannot be managed, it is expedient that this standard is adopted as a priority standard for us in the implementation of project management systems.

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