

## ADDING VALUE OF IT EFFORT THROUGH PROJECT MANAGEMENT

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*Article describes the current trends and challenges in area of IT Project Management in the UN agencies and in a comparison with both private and governmental sectors. The article accentuates a strong and direct relationship between a good project management methodology and project success. And finally it is put forward that a key value of the project management is a larger probability to get any output and result from the effort spent.*

*Keywords: IT Project Management, organizational and behavioral resistance, Project Management Office.*

**Introduction.** The prevalent role of Information Technology (IT) has been recognized in most of the United Nations (UN) specialized agencies, which are original models of international public organizations, as well as in other national public administrations and private sector organizations. The effort of developing and maintaining an efficient IT usage has become considerable within the UN specialized agencies, ranging to about 7% of their total expenditures on all received funds.

IT new developments are a critical part of any IT landscape, because new developments shape the future that IT organizations will support for an average of 4-5 years (expert consensus).

Project management frameworks and techniques would be a natural standard tool to address them. However, the organization and work culture of UN specialized agencies is different from private sector organizations and also from other national Public Administrations [1; 2; 3]. As a consequence custom Project Management (PM) frameworks, that suit them specifically, have been developed from standard PM frameworks and sometimes Project Management Office (PMO) organizations have been implemented to animate these PM frameworks [4; 5]. Whereas they are applied to successfully deliver the larger new IT systems, they fail to capture the total effort that should have been managed as projects, with respect to the theoretical perimeter of such PM frameworks. Until very recently, most organizations have not paid enough attention to evolving PM obstacles.

**Results.** The challenge of IT directorship has taken a renewed importance, since, in the recent years, UN specialized agencies have been facing budgetary and funding challenges, similar to the ones met by the private sector. The current move of accounting

methods from the outdated United Nations Standby Arrangement System (UNSAS) to the new International Public Sector Accounting Standards (IPSAS) [7] is first step of it. They aim at improving the quality of general purpose financial reporting by public sector entities, leading to better informed assessments of the resource allocation decisions made by UN agencies, and of funding allocations by member States governments, thereby increasing transparency and accountability along the economical chain.

A second challenge is tied to the general performance in delivering IT projects. In fact, average 17 percent of IT projects costing 15 million USD or more proceed so badly that they threaten to be shut down or to shut down their companies, according to research from McKinsey & Co [8], and more than two out of every five IT projects fail altogether. We assume the figures would not get better if we would include the smaller endeavors for new IT services, managed by project or not. This trend highlights the need to review approaches that were once considered standard or well-greased; UN agencies do not stand apart from the average assessment in that respect.

A research conducted by Joseph Benjamin (University of Hall) analyzed project success as a function of project management methodology. Findings from the research concluded that most project managers are unaware of the decision power they wield, as there is a strong and direct relationship between a good project management methodology and project success.

**Conclusion.** We could imply therefore that there are two types of resistance, organizational, related to project management maturity in a given organization and behavioral, related to staffs professional maturity. Research suggests that most IT project problems are related to management of organizational and cultural issues, rather than technical problems [6]. Their findings imply that project management is a critical component of IT project success. End result is not that project management costs less or delivers quicker: it would rather be that project management improves largely the probability one would get any output and result at all from the effort spent.

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## **ВИЗНАЧЕННЯ ІНВЕСТИЦІЙНИХ МОЖЛИВОСТЕЙ ЩОДО ЗАБЕЗПЕЧЕННЯ І СПРИЯННЯ ІНВЕСТИЦІЙНІЙ ДІЯЛЬНОСТІ ВІТЧИЗНЯНИХ ТА ЗАКОРДОННИХ ІНВЕСТОРІВ**

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*Обґрунтовано вагому значущість сучасного стану інвестиційного клімату не тільки як сукупності умов, які забезпечують і сприяють інвестиційній діяльності інвесторів, але й як елементу механізму забезпечення інвестиційної безпеки економіки, який на противагу існуючим компонентам, обумовлює проведення групування факторів, що дозволяють вплинути на інвестування національного господарства.*

*Ключові слова: інвестиційна діяльність, інвестиційний клімат, інвестори, комплекс факторів.*

Проведені дослідження дозволили визначити декілька ключових підходів до розуміння сутності цього поняття, наприклад, на думку деяких науковців, під інвестиційною безпекою держави необхідно розуміти спроможність підтримувати капітальні вкладення на рівні, який би гарантував необхідні темпи відтворення, реструктуризації і технологічного переозброєння національної економіки, давав можливість поєднувати задоволення поточних потреб суб'єктів господарювання в капітальних вкладеннях за обсягом та структурою з урахуванням ефективного використання чи повернення їх коштів.

Так, О. Гаврилюк [1] та С. Кожем'якіна [2] вважають, що інвестиційна безпека означає процес забезпечення такого стану національного господарства за якого економіка здатна зберігати і підтримувати достатній рівень інвестиційних ресурсів в передумовах дії внутрішніх чи зовнішніх загроз, що є необхідним для соціально-економічної стабільності України і зростання конкурентоспроможності її суб'єктів господарювання.