

# THE MANAGEMENT SYSTEM OF THE PROJECT INSTITUTE AND ITS IMPROVEMENT

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**Annotation.** The article deals with current problems and features of project management in modern design organizations. It has been substantiated that an indispensable condition for increasing their efficiency and competitiveness is the introduction of standardized project management methods. The necessity of developing a corporate methodology that concretizes and systematizes the main provisions, requirements, principles and practices of project management, taking into account the specifics of project activities have been substantiated.

**Key words:** project management, Information system, structure of projects, design Institute, scheduling and network planning, target plan, improvement, software, module, resources, work, executor, management processes.

**Аннотация.** В статье рассмотрены актуальные проблемы и особенности проектного менеджмента в современных проектных организациях. Обосновано, что неперенным условием повышения их эффективности и конкурентоспособности является внедрение стандартизованных методов управления проектами. Обоснована необходимость разработки корпоративной методологии, конкретизирующей и систематизирующей основные положения, требования, принципы и практики управления проектами с учетом специфики проектной деятельности.

**Ключевые слова:** управление проектом, информационная система, структура проектов, проектный институт, календарно-сетевое планирование,

целевой план, совершенствование, программное обеспечение, модуль, ресурсы, работы исполнитель, процессы управления.

The current stage in the development “Toshtemiryo'lloyiha” industry puts forward a number of new requirements for investment activities, among which the most priority is the multifaceted and multifaceted problem of improving project management methods. This problem is especially relevant for design organizations participating in all stages of the development and implementation of an investment project, since design is the fundamental, basic foundation of any project. It is at the design stage that technical and technological solutions are laid, which in the future will determine the effectiveness of the functioning of a new construction facility, reconstruction, modernization of existing production facilities.

The regulatory and legal framework for design, accumulating the experience of many decades, is constantly updated in terms of standards for ensuring the quality of construction products, general technical requirements for engineering surveys, design and construction, as well as requirements for planning and development, buildings and structures, building structures, systems of engineering equipment , operational characteristics of construction objects. Features of the activities of a design organization in modern conditions, namely: the need to simultaneously execute many projects at different stages of the life cycle, ensure mobility, quick response to customer requirements, flexible pricing policy with high design quality and high staff productivity, the need to strengthen and expand their market positions, choosing new areas of activity requires searching for options to improve the efficiency of design production. An indispensable condition for increasing the efficiency and competitiveness of design organizations is the introduction of standardized project management methods. In this situation, it is obvious that on the basis of the "framework" methodology contained in the above standards, a corporate methodology should be created that concretizes and systematizes the main provisions, requirements, principles and practices of project management in relation to project management in design organizations, taking into

account the specifics of their activities ... In the corporate methodology, project management processes are described in the format of procedures that determine the order of implementation of the main stages and sub-stages of the project, design technologies and recommended management documents. In addition, the corporate standard should be developed taking into account the specifics of the activities and strategic goals of management of the project organization and take into account such aspects as the organizational structure of the enterprise, the financial system, the quality management system, etc. level based on software, a fairly wide range of which is offered by the modern construction programs. Project management information system (PMIS) is a software package designed for the accumulation, processing, storage, visualization and analysis of information on projects. It is an effective tool for managing a project organization that provides control over the planning and implementation of projects and allows you to minimize errors leading to the completion and processing of project documentation. Currently, a number of design institutes have accumulated a certain experience in the development and practical use of information systems for project management, which makes it possible to determine their advantages over traditional design activities.

The PMIS in the design institute under consideration is developed using a matrix organizational structure, which is characterized by the presence of production units in the specializations of design work (management subjects). The employees of the departments in the matrix structure are directly subordinate to the heads of the respective departments, with the direct participation of which assignments are issued. The PMIS is built on the basis of a systematic model of project management and contains the following main elements: the object of management - contracts, projects, portfolios, programs, at different phases of the life cycle from concept to completion; subject of management - key participants in project management; management procedures that, in accordance with current standards, include processes of initiation, planning, execution, monitoring,

The main tool of the scheduling - network planning process is the calendar - network schedule of the project - a formalized description of the set of works, reflecting the state of the project at a certain point in time. PMIS carries out the following basic procedures of scheduling - network planning: formation of the structure of projects; the formation of a structural work decomposition (WDS); formation of a calendar - network schedule; project resource planning; project cost planning; updating the schedule and generating reports; control and adjustment of the project cost; adjusting the schedule based on changes. The structural decomposition of SDR works, created by the method of hierarchical planning, is a kind of project scheme. The development of a structural decomposition of work begins after the definition of the mission, goals, objectives, milestones (milestones), technical requirements, limitations and exceptions, discussion with the project customer of the expected results and project priorities. When constructing the SDR, the project as a whole is considered as the end result. First, the main tasks of work on the project are identified, then "subtasks" are determined to solve the main problems. The process is repeated until the smallest manageable level of work is highlighted. This subtask is then subdivided into work sets. The lowest level of SDR is the set of jobs. Each set of jobs should be as independent as possible from other sets of jobs. No set of work should be included in more than one WBS subtask. Each point of the SDR requires an estimate of cost and time. With this information, you can develop a calendar - network plan, assign resources, draw up a schedule and cost estimate for the project. The SDR makes it easier to monitor the progress of a project in terms of work performed, costs and responsibilities. In the PMIS, the formation of the structural decomposition of work is carried out using templates, which greatly facilitates this process and reduces the time it takes to complete it.

An important direction of improving the management processes of a design organization is the expansion of the marketing activities of the institute. Design institutes that are successfully operating in the market concentrate significant efforts on the formation of a "portfolio of orders", which requires marketing

research of the design products market, strengthening the institute's competitive position in traditional market segments and searching for new segments. To solve these problems, it is proposed to include in the structure of the institute a marketing service that provides effective marketing and PR activities.

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