

Introduction of International Project Management Standards in the Oil and Gas Industry of The Republic of Uzbekistan

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Abstract

Background: This article talks about the project management itself and about international standards. The characteristics of some international standards and the current state of corporate governance in the oil and gas industry are considered. And the implementation of suitable standards in the oil and gas industry of the Republic of Uzbekistan is attached..

Keywords: Project management, standard, C-PMBOK, V-Modell, APMBOK, PRINCE2, ICB IPMA, PMBOK, P2M, project procedures, corporate methodology.

"Of all the difficulties that NASA faced in putting a man on the moon, control was probably the most difficult task."

— Roger Launis, NASA Historian

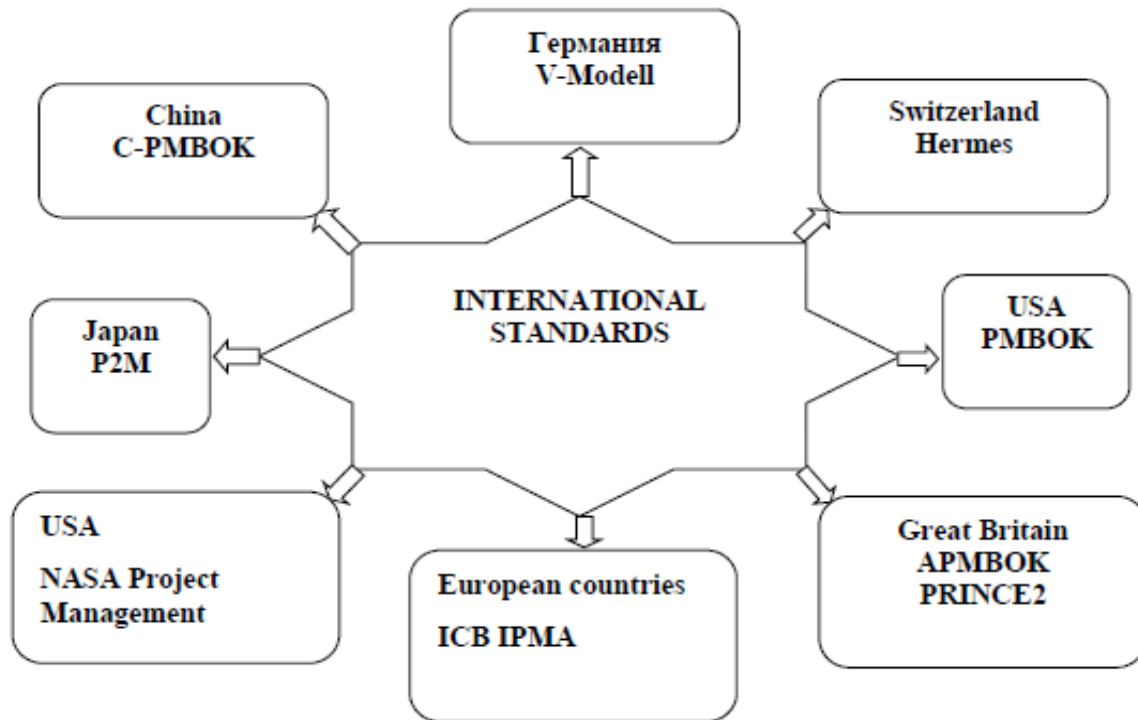
1. Introduction

Throughout history, mankind has accumulated an impressive list of successfully implemented complex projects. From building the Pyramids at Giza to sending a man to the moon, the most daring human undertakings required the coordinated work of thousands of people. And this implies a complex project management system.

And although only a few of us will face tasks of this magnitude, the majority of specialists in one way or another are faced with project management. PMI estimates that by 2020 there will be 15 million new project specialist positions – and many other professionals often have to manage mini-projects, at least on a personal level.

In simple words, PROJECT MANAGEMENT is the management and organization of everything that is needed to achieve the goal - on time and within budget, of course. Whether it's developing new software, running a marketing campaign, or landing a man on Mars, project management makes it possible to succeed.

All projects are different. There is no perfect project management system for every type of project. Also, there is no system that would suit every leader and be convenient for all team members. However, during the existence of project management, many effective approaches, methods and standards have been created (Fig. 1.), which can be adopted. The project manager needs clear regulations on the basis of which he can make decisions. Until the moment when all the company's managers do not have clear rules by which they can determine what is a "project" and what is "a process, the efficiency of managing an organization will suffer from this.



D Rice. 1. International standards

Source: Compiled by the authors based on the results of the study

The standard is not something "frozen" and axiomatic, it must be constantly developed and improved. The project management standard allows you to ensure:

1. Unified terminology in the field of project management
2. Understanding the principles and processes of project management in the organization.
3. Separation of powers and responsibilities in the implementation of projects.
4. Improving the efficiency of managerial decisions.
5. Reducing the complexity of developing documents for project management.

2. Results

For the majority of project-oriented enterprises in the oil and gas industry, the most important task is to develop a corporate project management methodology that defines the basic concepts, principles, mechanisms and processes of the corporate management system.

Obviously, when developing the main solutions of corporate management methodology, one should rely on existing experience concentrated in professional project management standards developed by the international community of scientists and practitioners.

The analysis of existing standards showed that, on the one hand, each of the presented standards has a number of undeniable advantages and can be taken as a basis for the formation of a

corporate project management system. On the other hand, none of the presented and individual standards can fully satisfy the set of requirements.

In connection with the foregoing, as a basis for the formation of a methodology for a corporate project management system, it is necessary to use a combined approach using the key advantages of existing standards in relation to the development of oil and gas enterprises. As drivers, when forming a corporate project management methodology, the following standards are usually chosen:

- PMBOK - as a training standard, in order to form the basic principles of project management, staff training and the formation of a common terminology in the enterprise.
- P2M - as a standard providing a systematic approach to the management of engineering projects of an enterprise, taking into account its strategic goals and value orientations of the project.
- PRINCE2 - as a standard providing management and control at the highest level of enterprises.

As a rule, the methodological basis of the corporate project management system is laid down in the fundamental document - the Corporate Project Management Policy. This document is a description of general, sufficient and binding principles, rules and terminology in the field of enterprise project management. Typically, this document defines:

I. The role and place of projects in the activities of the Group of Enterprises, namely:

1. description of the projects of the Group of Companies as a form of organization of certain types of activities of the Group of Companies;
2. principles of project classification;
3. principles of project formation.

II. Organizational bases of project management, namely:

1. role functions of project participants;
2. organizational structures of the project;
3. Bodies and subdivisions of the Group of Enterprises that provide support for the implementation of projects.

III. Financial bases of project management, namely:

1. principles of project budget formation;
2. principles of project motivation.

IV. Design procedures, in particular:

1. project management processes;

2. life cycles of projects of various types;

3. Project management processes, including the procedure for documenting the project and mechanisms for monitoring the implementation of the project plan and budget.

In conclusion, I would like to note once again that the standards and methods of project management that exist today certainly reflect the world's experience in project management, accumulated over decades of practical activity. Nevertheless, the blind scaling of these carbon copy standards into the existing system is by no means always the “formula for success” of oil and gas enterprises. In order to understand what to change in the enterprise, to what extent to “improve”, what tasks are priority and what exactly all this will lead to, it is necessary to assess the current level of design maturity of the oil and gas industry of the Republic of Uzbekistan.

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