DEVELOPING THE PROJECT ORIENTED INSTITUTIONS ON THE BASIS OF THE HOLISTIC VISION

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Abstract. The article deals with the concept of the holistic vision as to its appliance to the project oriented institutions development. The risks of the management system of such institutions are characterized and the strategy of anti-risk activities is suggested. The ways of the organizational securing of the holistic vision management function to develop the project oriented institution are described.

In the contemporary science and practice of projects and programs management it is developing an approach that is connected with forming and realizing the holistic vision [1]. Its principles concern both as qualified competences that professional project managers [2] must possess and value projects measuring [3] so as models and methods of projects and programs managing [4].

The holistic vision as a concept takes its roots from Aristotle who paid his attention to the fact that «the whole is bigger than the sum of its parts» and it had its development in the works of J.Ch. Smuts who suggested a philosophic concept of integrity and the corresponding term «holism».

Let us point out the aspects of managing the project oriented institutions where from our point of view it is reasonable to use the holistic vision.

1. The integrated approach to the projects management. Analyzing different methodologies, standards and approaches to projects management the following fact draws attention that, though in most methodologies the integrated subsystem is represented, the number of other subsystems and their possible rivalry between each other, for example, in the struggle for the institution’s resources, it is necessary to accentuate the integrity of the managing activity that is exactly realized in the frames of the holistic vision concept usage.

2. The integrated managing of the project and operating activity. The issue of the interconnection of the project managing system and the operating managing system in the project oriented institutions it is suggested solving with the help of realizing the adaptive quality of both systems [5]. However, in this relation the first place should take the holistic vision as a concept that assumes treating the systems at the higher than they themselves level of managing, in this case at the level of the enterprise management system on the whole.

3. The integrated risks management. At the interconnection of the operating and project part of the management system of the project oriented institution there are special
risks class that are connected with the threat to lose the system integrity. That is why here also arises the demand to use the holistic vision.

The issue of the risk management in the project oriented institutions we discuss in detail below. In the three elements classification of the risks («outer», «inner», «force-majors») such risks can be referred to the inner ones. We will point out the main ones.

- The risk of the operating management system dominating the project management system which is the most often risk in practice.
- The risk of the project management system dominating the operating management system, that risk is characteristic for, in particular, the transition period from the project oriented management type to the project managing.
- The risk of the weak integrated management system of the project oriented institution that risk is connected with a relative harmonization of the operating and project management systems to the detriment of the system stability to outer risks and challenges.

To form, to develop and support the holistic vision of the management system of the project oriented institution will be an effective anti-risk strategy on the basis of which the development of holistic anti-risk activities must be based. Their holism will be not only in the usual for the project management system fact that one anti-risk activity in the frames of the institution projects integratively cover some predictable risks but also in that fact that such activities will be oriented to the institution management system on the whole, including the operating and project subsystems, and take into account all possible disproportions of the subsystems.

Using the holistic vision concept there is an effect that can be called a multiple synergy. Its multiple nature is in the multi-aspect and multi-level character.

The multiple character of synergy of the holistic management introduction into the project oriented institution is that synergy can reveal in combinations of different management aspects – the project, operating ones and in their frames – in combination of separate components. The multi-level character can reveal in the fact that synergy indications are possible at different management levels: from executers and middle level of management to top-managers and shareholders’ council.

Thus, the multiple synergy that reveals in different aspects and at different levels can assure the transition of the management system of the project oriented institution to a new quality– the quality of integrated holism. The management systems that possess such a quality will be not only inner balanced but also they will effectively react to all challenges of the outer environment, including the force-majors. In any case, the future of the management systems of the project oriented institutions is seen exactly like this.

The holistic vision concept in the project oriented institution demands an organizational institutionalization. Activity to consider the separate components influence on the whole system and activity to develop the management decisions from the position of the system integrity has an analytical character. In this relation it is reasonable that it is necessary to make it an obligation to realize the holistic vision concept not only for the enterprise executive director but also the person who is responsible for the project activity realization (most often – the project office head), but also a separate working group at the executive
directors level or, even better, at the level of the management board (the shareholders’ council, the owners’ council).

REFERENCES


