

Chapter 12

Methodology to Improve the Maturity of Project Management at Industrial Enterprises

Henrieta Hrablik Chovanová

*Slovak University of Technology in
Bratislava, Slovakia*

Natália Horňáková

*Slovak University of Technology in
Bratislava, Slovakia*

Dagmar Babčanová

*Slovak University of Technology in
Bratislava, Slovakia*

Jana Samáková

*Slovak University of Technology in
Bratislava, Slovakia*

Helena Makyšová

*Slovak University of Technology
in Bratislava, Slovakia*

ABSTRACT

This chapter deals with the need of analyze the course of project management processes with the help of maturity models. These models enable corporate plants finding out the level on what they plan and carry out projects, and they also help to retain or increase this level. Moreover, they offer plants the possibility of comparing their level of project use and project management to those of other plants, and thus enable plant finding out whether they are competitive enough in particular field. The methodology for improving the maturity of project management in industrial enterprises in the Slovak Republic will be described in the chapter. The individual maturity levels of enterprises in project management will also be characterized. By the setting of the criteria for transition to a higher maturity level, a large area of project management will be divided into smaller units, which is important in order to identify the areas of the project management where the specific industrial enterprise is behind and in which areas its results are positive.

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INTRODUCTION

The current understanding of project management has its origins in the 60s of the 20th century. During the mentioned relatively short period of project management application, the various methods, tools, and techniques were gradually developed, which covers either project planning or project implementation.

Project management, as it is currently considered, has been primarily used for solving difficult and demanding projects, construction, chemical industry, or, during the wars, in the armament industry. At present, project management methods, techniques, and tools are applied in research and development, designing information systems, manufacturing and assembling demanding and complex products, demanding operations, space programs, and organizing large cultural and sports events of wide range which are undertaken by different people and are characterized by high expenses and high-risk actions.

The aim of this chapter is to develop a methodology with the widest possible application to improve the maturity of project management in industrial enterprises in the Slovak Republic, in order to increase the success of projects in enterprises. The study is based on the theoretical knowledge and analysis of the approaches to measure the efficiency, and consequently the quality of application, of project management in the practice of industrial enterprises.

BACKGROUND

The development of project management in the Slovak Republic started after 1989 and is supported mainly by the Project Management Association of Slovakia (PMAS). For several years, the PMAS has promoted relevant professional development, qualification enhancement, exchange of information and experience, certification process, introduction of sophisticated systems, and consultant and consultation services. Several surveys in the field of project management were conducted in the period 2001-2010.

A survey in Slovak enterprises in the period 2001-2003 highlighted the following facts (Hrablik Chovanová, 2010):

- Most of the projects are not planned by using the programs which facilitate the planning process (some enterprises use the SAP R3 module).
- Major problems occur in obtaining funds from banks in larger investment projects.
- Enterprises still simulated on real models, although the simulation would reduce the cost in wrong decisions.

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