

## PROJECT MANAGEMENT OFFICE IN ORGANIZATIONS

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**DOI: 10.5958/2319-1422.2022.00016.9**

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### ABSTRACT

*Nowadays, the importance and the number of PMOs (Project Management Office) are rising year by year. Many big organizations with simple or complex projects use PMOs in order to get successful results. However, for Uzbekistan it is new direction in organizations and before talk about its benefits it is important to know about PMO history and evolution, elaborating on what a PMO is and its categories according to its implementation. Each PMO model provides overall view about the projects and services across an organization or enterprise through a single or multiple office. It helps in decision making and delivery support for all business change within an organization.*

**KEYWORDS:** *PMO, Multiple Offices, Project Management, Streamline, Automate Processes, Team Efficiency, Learning Curve, Strategic Support, KPI.*

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### INTRODUCTION

It is known that the producing any new type of the product, service and improvement of the existing product and type of service is carried out on the basis of a specific project. If the project is scientifically proven as successful, objectively designed and viable, hence achieving the goal is becoming more predictable. This situation requires in-depth analysis of any new project before its implementation. Otherwise, the expected result may fail.

At the current stage of development, project management is recognized as the most effective means of doing business in the world. The number of problems (finance, energy, environmental, resource, social) is constantly growing and can only be solved with the help of innovative technologies and management decisions. The organization of work according to the specific plan is getting common for many foreign companies, and project management is increasingly being introduced not only in business but also in government agencies.

In international practice, using project management is a tool for the implementation of innovative ideas and high-performance management technologies in rapidly evolving systems. This primarily applies to finance, tax, legislative, resource systems. By applying such a management system, it is possible to solve complex problems of industrial, scientific and social nature.

Taking into account the growing importance of Planning, the Decree of the President of the Republic of Uzbekistan Sh. Mirziyayev dated April 27, 2022 to ensure the effective and timely implementation of projects in conjunction with state and regional programs, in order to increase the responsibility of some government agencies in the management process, the National Agency for Prospective Projects of the Republic of Uzbekistan was established to optimize the digital

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economy and quality project management, taking into account the priority development(The Decree of the President, 2022).

Some company executives use Project Management in specific areas of their business that require advancement of new technologies and products, or use them to solve individual practical tasks with a creative component.

Project management initially emerged and evolved in highly specialized networks. However, decades later, it was constantly evolving, proving its effectiveness and covering various areas of business(Dixon, 2000)

The standards and methods of project management available today certainly reflect the world experience accumulated over a decade of practical experience in project management. Morris P.U.G., Cleland D.I., Lundin R.A.'s Project Management Book is about the benefits and relevance of creating project management standards(Morris, 2004). Anshin V.M., Ilyina O.N. Anshin mentioned that a project management quality assurance system is necessary to ensure that the implementation of each project is guaranteed to meet the needs of all stakeholders and, above all, the client(Anshin V.M., Ilyina, 2010).

When Ilina O. N. told about the evolution of the Project Management Office, she have mentioned that PMO merger integrations which helps organizations to invest in the right set of initiatives to achieve maximum profit in terms of value and benefits(Ilina, 2011).

Aleshin A. V., Vasilyeva S. S., Ilyin N. I., Polkovnikov A. V., Popova E. V. in their article focused on PMO models and ways to implement them in practice, ways to use the experts of an outsourcing company and the most effective methods(Aleshin A. V., Vasilyeva S. S., Ilyin N. I., Polkovnikov A. V., Popova E. V. 2013).

Sooliatte A. Yumentioned about the ways to get a productive organization. It approaches portfolio management from a strategic perspective with expert tips(Sooliatte, 2017).

Elizabeth Harrin in her book named "Collaboration tools for project managers" mentioned about how to choose, set up and use collaboration tools with team. There is not about individual specific software tools but instead principles for being able to make appropriate choices for business, pilot software with relevant projects and onboard users for a streamlined implementation(Elizabeth, 2016).

On the other hand, I. I. Mazur, V. D. SHapiro, N. G. Olderogge in their collaborative article mentioned that Project is the set of management decisions and measures which includes physical objects, technological processes, technical and organizational documents related to them, material, financial, labor resources for successful implementation.

In general, project management as an independent field of professional activity has its own methodology, tools and standards. Different teams of professionals use different project management methodologies according to the basic conceptual model of their chosen project approach.

## **II.RESEARCH METHODOLOGY**

The study considers responsibilities of PMO in Uzbekiston in current financial climate, including legislation and regulations in the field of optimizing planning and decision making process in organizations, in particular, by the Decree of the President of the Republic of Uzbekistan Sh.

Mirziyayev dated April 27, 2022 to ensure the effective and timely implementation of projects in conjunction with state and regional programs, increase the responsibility of some government agencies in the project management process optimization of the digital economy and quality project management taking into account priority development

Moreover, while analyzing different outsourcing models, we will try to look at closer to the risks involved with outsourcing PMO functions and pros of doing it. Looking through on both a global quantitative and qualitative approach, we will explain how outsourcing PMO functions can help organization operate more efficiently comparing to competitors, and provide more efficient services to customers.

### **III. ANALYSIS AND RESULTS**

Actually, Project Management Office (“PMO”) can be very advantageous to large companies with many proceeding projects across various job sites. Studies show that there are organizations designed project management offices (PMOs) in a variety of setups.

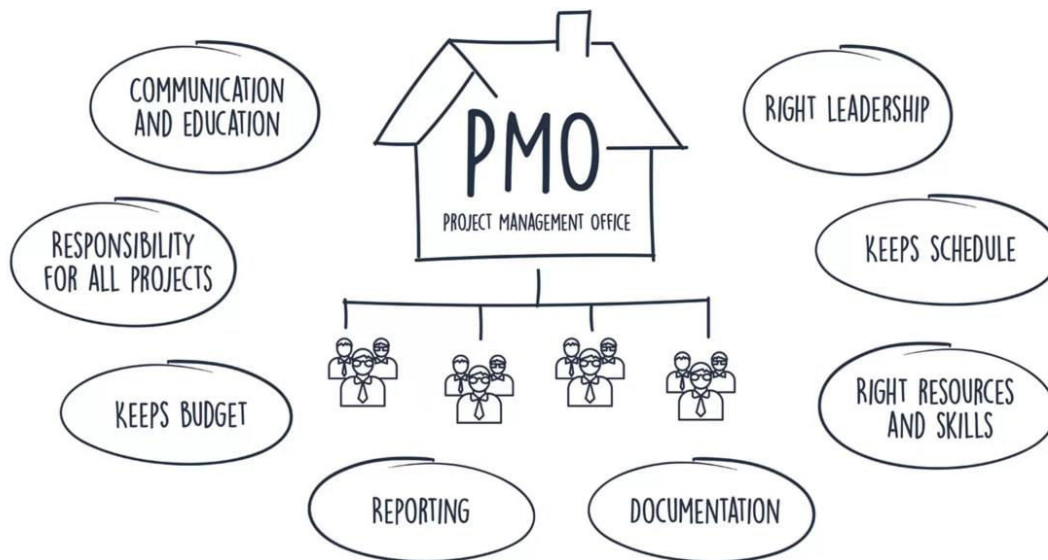
“In many large organizations we can see multiple PMOs, all of which is very different,” says Mbula Schoen, Senior Principal Analyst, Gartner. “This makes difficulties for program and portfolio management (PPM) leaders to determine the most suitable type of PMO for the organization.”

Overall the best PMO is one that is tailored to support organizational needs at a level the organization can hold and from which it can take benefit(Petty,2019).

The goal of project management is to produce a complete project that meets the client's goals. In most cases, the goal of project management is to formulate or refine the client's brief to address the client's objectives. Once the client's goals are clearly defined, they should influence all decisions made by other people involved in the project—for example, project managers, designers, contractors, and subcontractors. Poorly defined or too rigidly defined project management objectives are detrimental to decision making.

In many case the PMO functions and their prioritization depend on the type of project. The project management office (PMO) is look forward to rule in a multi-project environment. At the same time they also depend on the individual objectives(Saviom's Logo. (2021).

Core and the most important role of Project Management office is helping to the right leadership by putting all works in order and going through them step by step keeping in a good schedule. PMO keep all documentations, reports about strategy and goals of the organizations. Moreover PMO should take all responsibilities of long and short term projects and their budgets (Saviom's Logo. (2021), Pic. 1.)



**Picture 1. Responsibilities of Project management office**

PMO beaters detailed governance roadmap to have a structured approach to manage the systems. It involves colorful stakeholders like platoon members, design directors, design guarantors, investors, guests, etc. These stakeholders have well- defined places, liabilities, and decision-making capacities. Purpose of governance structure is to be sure that.

- The systems are prioritized and aligned to short- term and long- term pretensions of the business;
- The right people should have access to the right information to make the right opinions;
- The systems are really staying within the planned time and budget;
- Enterprise coffers are using in the most effective manner;
- There are ongoing threat assessment across all systems

One of the core liabilities of a PMO is to polarize information and deliver it to the right stakeholders. It's to insure that the operation makes informed and timely opinions for the success of the design. Following are some of the exemplifications of operation reporting:

- Overall progress and health of systems
- Status of mileposts and deliverables across the portfolio
- fiscal information about the budget, cast, actuals, perimeters, etc.
- Project pitfalls and progress on mollifying these pitfalls
- functional effectiveness and design performance
- Effective operation a of enterprise coffers

Setting up right functional and strategic objects is a critical part of unborn business planning. They're crucial to short- and long- term business success. These objects are achieved with the

help of colorful programs and portfolios conforming of systems. PMO plays a pivotal part in this process and carries the following liabilities:

- Insure that the programs and portfolios are aligned to functional and strategic objects;
- systems are named and prioritized as per these business pretensions;
- Enterprise coffers are allocated as per business pretensions;
- Design and track colorful program and portfolio performance KPIs.

#### ***Plan and Schedule Resource Efficiently***

Resource planning and scheduling are one of the most critical liabilities of a successful PMO. This process ensures that the right coffers are allocated to the right design at the right time. These are some highlights of effective resource planning and scheduling:

- Eliminate silos of spreadsheets with a single resource plan;
- produce visibility of resource capacity, faculty, and vacuity for all stakeholders;
- Establish a real- time resource scheduling to accommodate the fast- changing ground reality;
- Track all types of work as design work, non-project work, holiday , etc;
- Establish multi-dimensional viewing and overcome challenges of matrix structure.

#### ***Forecast and Enable Resource Capacity Planning***

In a stoutly changing business terrain, it's critical for a PMO to read and get real- time foresight into design resourcing. So that the PMO can take corrective conduct ahead of time. Many exemplifications of resource soothsaying are:

- Forecast capacity vs. demand to identify space or surpluses of the coffers;
- Forecast people on the bench and design vacuities to minimize resource destruction;
- Forecast resource operation financials to determine the periphery and profitability.

#### ***Streamline and Automate Processes and Workflows***

As an integral part of performance enhancement, PMO streamlines colorful design operation processes and methodologies. Few exemplifications of resource soothsaying are:

- Establish design requesting, selection, and prioritization process
- Streamline workflow for resource importunity and allocation
- Gathering up to date information about hand chops, interests, experience
- Forecast and give early warning before it's late.

#### ***Project Learning and Knowledge***

The PMO enables platoon effectiveness by easing knowledge transfers between departmental design brigades. It makes design plans, reviews, templates, and attestation extensively available to concerned members, saving time and costs that would have else gone into rework. Rather than reinventing the wheel, design brigades can't only dock their literacy wind but can also get further work off the ground from the organizational knowledge being participated.

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### ***Mentor and Train Project Managers***

Since the establishment of styles, processes and tools includes their being used by the staff, the PMO also has to give the separate training and active fostering. This concerns qualifying your design directors and other stakeholders and furnishing farther training of and backing in, diurnal design work.

### ***Facilitate Team Collaboration and Communication***

One common similarity among all types of project management is that they focus on three important objectives: ***time, quality, and budget***. Successful projects are completed on time, within budget, and to pre-agreed quality standards, i.e. meeting the iron triangle or three constraints for projects to be considered a success or failure.

For each type of project management, project managers develop and use repeatable templates specific to the industry in which they work. This allows project plans to be highly detailed and highly repeatable, designed to increase quality, reduce delivery costs, and reduce delivery time for project deliverables.

Research in 2017 showed that the success of any project depends on 4 elements that affect the project. They are:

**Plan:** The activity of planning and forecasting.

**Process:** A general approach to managing all activities and projects.

**People:** Including how they work together and the dynamics of communication.

**Power:** Lines of authority, decision makers, organizational charts, implementation policies, etc.

Regardless of the methodology employed, the overall project goals, timeline, and costs, as well as the roles and responsibilities of all participants, must be carefully considered.

Traditionally (depending on which project management methodology is used), project management includes a number of elements: four to five project management process groups and a management system. Regardless of the methodology or terminology used, the same basic project management processes or development phases are used. Major process groups typically include (1Arizona State University (2019), Pic.2.):

1. Project Initiation
2. Project planning
3. Project Execution
4. Monitoring and Control
5. Project Closure

In a project environment with a significant research element (e.g. research and development), these phases can be supplemented by decisions (go/no-go decisions) where the continuation of the project is discussed and decided upon.





**Picture 2. Responsibilities of Project management office**

**Initiation:** Initiating processes determine the nature and scope of the project. If this phase is not performed well, the project is unlikely to be successful in meeting business needs. The key project control required here is to understand the business environment and ensure that all necessary controls are included in the project. Defects should be reported and recommendations for their correction should be made.

The initial stage is formed based on a set of planned documents, which are used to create orders during the project. They include:

- project proposal (project idea, general purpose, duration);
- project scope (project direction and track);
- product breakdown structure (PBS) (hierarchy of deliverables / results and their components);
- work breakdown structure (WBS) (hierarchy of work performed up to daily tasks);
- responsibility assignment matrix (RACI) (roles and responsibilities according to results / results);
- estimated project schedule (milestones, important dates, deadlines);
- analysis of business needs and requirements against measurable objectives;
- stream review operations;
- financial analysis of costs and benefits, including a budget;
- stakeholder analysis including druggies and support staff for the design;
- project charter includes costs, tasks, deliverables and schedules;
- SWOT analysis strengths, sins, openings and pitfalls to the business.

**Planning:** After the initiation phase, the project is planned in an appropriate level of detail (see example of flow chart). The main objective is to plan adequately to estimate the time, costs and funds required for the work and effectively manage risk during project implementation. As with the inception process team, inadequate planning greatly reduces the chances of a project successfully meeting its goals.

Project planning usually consists of:

- determining the project management methodology to be followed (for example, whether the plan will be determined completely forward, iteratively or in waves);
- developing scope;
- selection of the planning group;
- determination of deliverables and creation of product and work breakdown structures;
- identifying the activities necessary to complete these results and linking them to the network in a logical sequence;
- assessment of resource requirements for activities;
- estimating time and costs for activities;
- developing a schedule;
- development of the budget;
- risk planning;
- development of quality assurance measures;
- obtaining official approval to start work.
- additional processes, such as planning for communication and field management, defining roles and responsibilities, determining what to buy for the project, and holding a kick-off meeting.

**Execution:** Project management is the element of keeping a project on time and within budget. Project management begins with planning at the beginning of the project and ends with a post-project review, carefully covering each step of the process. Projects may be inspected or reviewed while the project is in progress. A formal audit is usually risk or compliance based and focuses on the objectives of the management audit. Expertise may include comparing approved project management processes with how the project is actually managed. Each project should be evaluated according to the level of control required: too much control takes too much time, too little control is too risky. If project controls are not properly implemented, enterprise costs should be identified in terms of errors and corrections.

Project management (as well as certain Cost Generation) should be established as an independent function in project management. Performs a review and control function during project development to reinforce established performance and formal objectives. Project management tasks include:

- creating the infrastructure for supplying and updating the necessary information;



- to create a method of conveying the inconsistencies of the project parameters;
- intranet-based project information technology development or project key performance indicators (KPI) determination;
- divergence analysis and creation of proposals for potential project rules;
- creating appropriate project structure, project workflow organization, project management and implementation methods;
- creating transparency between project parameters.

**Monitor and Control:** Monitoring and control consists of the processes carried out to monitor the performance of the project so that potential problems can be identified on time and corrective measures can be taken if necessary to control the performance of the project. The main benefit is that project performance is regularly monitored and measured to identify deviations from the project management plan.

Monitoring and control includes:

- Measurement of project activities ("where we are");
- Monitoring project variables (cost, effort, scope, etc.) according to the project management plan and project performance framework (where we should be);
- Identifying corrective actions to properly address problems and risks (How can we get back on track);
- In multi-phase projects, the monitoring and control process provides interactions between project phases to implement corrective or preventive measures in accordance with the project management plan.

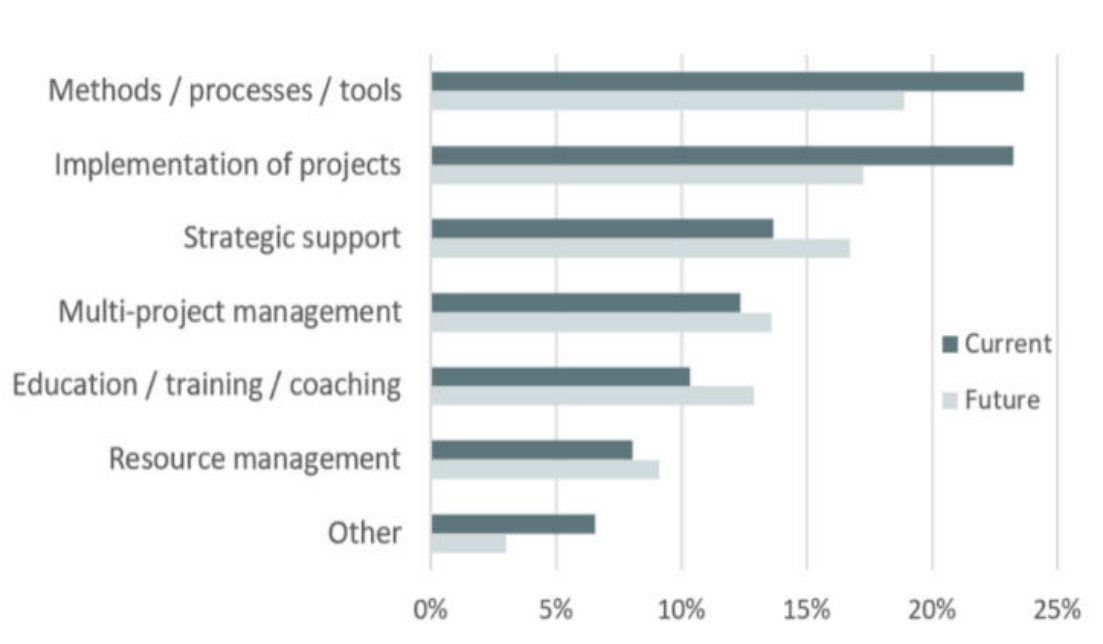
The execution and implementation of these tasks can be achieved by applying specific project control methods and tools. The following methods for project controlling may be used:

- investment analysis;
- benefit and benefit analysis;
- cost benefit analysis;
- expert inquiries;
- simulation calculations;
- risk-profile analysis;
- calculation of additional fees;
- milestone trend analysis;
- cost trend analysis;
- target / actual comparison.

Project Closure In Project Close- Out, as the design enters the final phases the PM will work with the PI to develop staff transition and expenditure plans for the design labor force. Once the

design performance period has been completed, the PM will work with the PI to complete final reporting and account conciliation and check.

A quarter of all actors' PMOs concerns itself most with the two areas " styles, processes and tools " and " perpetration of systems ". " Resource operation " plays the lowest part, further time budget is intended to be taken up by " strategic support ", " multi-project operation ", " training " and " resource operation " in the future. To accommodate this, PMOs mean to reduce the time spent on " standardization " and " perpetration of systems " ([The Project group, n.d., Pic.2](#)).



Picture 2. Distribution Responsibilities

#### IV.CONCLUSIONS

Ultramodern PMO has evolved into a value center. These are some of the direct benefits of a design operation office to business.

**Enables Real- Time Visibility Across the Enterprise.** PMO replaces silos of spreadsheets with a centralized system. It enables a PMO to collect data directly at the forming sources and makes them visible to different stakeholders as per their specific part.

**Implements norms and Best Industry Practices.** Traditionally, a PMO defines design operation norms, guidelines and sets up a design governance structure. In addition, it evaluates and identifies stylish practices in its specific assiduity and implements them in the business.

**Aligns systems with Business objects.** A value- driven PMO helps the operation in opting and prioritizing the systems aligned to their strategic and politic business objects. In addition, it can track and ameliorate the strategic application of coffers.

**Helps in Business Decision Making.** A PMO tracks KPIs and does soothsaying related to the systems, programs, portfolios, coffers, pitfalls, etc. They induce reports for different situations of operation to help them make timely opinions.

**Helps in Reducing Project Resourcing Cost.** A value- driven PMO does further planning and allocates the right coffers for the right systems at the right time. It helps in reducing design resource costs significantly.

**Improves Effective Resource Application.** A value- driven PMO tracks unborn resource demand billable, non-billable, and strategic application. It helps a PMO in getting visionary and improves effective resource application.

**Optimizes Project pool to Beat request Volatility.** A value- driven PMO does further capacity planning to read deficit or surpluses of coffers due to request volatility. It helps in erecting an optimized pool without redundant outflow so that the business isn't affected due to request volatilities or business misgivings.

**Shares Project Knowledge.** There's always plenitude of literacy, assignments, chops, and experience acquired while executing a design. A value- driven PMO collects this knowledge intelligently and shares them with other systems.

**Improves Communication and Productivity.** Complications of design prosecution have multiplied numerous crowds due to matrix association structure and remote working. So, PMO has started furnishing a cooperative frame for these brigades to ameliorate communication and avoid chaos.

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