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PROJECT MANAGEMENT FEATURES IN THE BANKING SECTOR

Suprunenko Svitlana. Project management features in the banking sector. The article is devoted to the issues of project management features in the banking sector. The article emphasizes that project management can be defined as the area of management, which more and more companies every year pay close attention to, introducing the principles of project management in the work of both individual departments and the organization as a whole. Effective project management allows the company, in this case the bank, to correctly plan and successfully implement projects, optimizing the costs of time, money and human resources, but without deviating from the planned quality of the final product of the project. The usage of the principles and methods of project management allows the organization to achieve new competitive advantages in the business and increase the effectiveness of its activities. Special attention is paid to the classification of projects in the banking sector, among which the author outlines the types of projects and their features. As a result, it is noted that the success of a project development in a bank depends on many factors, the main ones being the timely monitoring of project objectives, the interest and involvement of senior management and staff of the bank, its maturity to implement the project and use the results in practice, the bank's readiness to create workers groups, organizational issues and resource allocation.

Key words: project management, project systems, banking sector, project office, project classification.

Супруненко С.А. Особливості проектного менеджменту в банківській сфері. Статтю присвячено питанням особливостей проектного менеджменту в банківській сфері. У статті підкреслюється, що проектний менеджмент можна визначити як область управління, якій з кожним роком все більше компаній приділяють пильну увагу, впроваджуючи принципи управління проектами в роботу як окремих підрозділів, так і організації в цілому. Ефективне управління проектами дозволяє компанії, в даному випадку банку, правильно планувати і успішно реалізовувати проекти, оптимізуючи витрати часу, грошей і людських ресурсів, але не відхиляючись від запланованої якості кінцевого продукту проекту. Використання принципів і методів управління проектами дозволяє організації досягти нових конкурентних переваг в бізнесі і підвищити ефективність своєї діяльності. Особливу увагу приділено класифікації проектів в банківському секторі, серед яких автор виділив типи проектів і їх особливості. Автор робить акцент на тому, що в сучасних умовах конкурентної боротьби в банківській сфері кредитні організації, щоб зайняти лідируючі позиції, все частіше вдаються до використання прийомів і методів проектного управління для впровадження нових продуктів і технологій, а також для виконання стандартів і вказівок Національного банку України. Для ефективного застосування цих прийомів і методів і створений інструмент управління проектами. В даний час він набуває все більшої актуальності. У дослідженні вивчені різні способи організації проектного менеджменту в кредитній організації, визначені найбільш якісні модель і структура проектного офісу в банку. В результаті було відзначено, що успіх проекту розвитку в банку залежить від багатьох факторів, основними з яких є своєчасний моніторинг цілей проекту, зацікавленість і участь вищого керівництва і персоналу банку, його зрілість для реалізації проекту та використання результатів на практиці, готовність банку створювати робочі групи, вирішувати організаційні питання та питання розподілу ресурсів. Насамкінець встановлено, що саме проектний менеджмент дозволить максимально швидко організувати проектний офіс в банку, що в кінцевому підсумку дозволить перейти на інший рівень проектною діяльності кредитної організації і отримати певний набір економічних вигод.

Ключові слова: проектний менеджмент, проектні системи, банківський сектор, проектний офіс, класифікація проектів.

Супруненко С.А. Особенности проектного менеджмента в банковской сфере. Статья посвящена вопросам особенностей проектного менеджмента в банковском секторе. В статье подчеркивается, что проектный менеджмент можно определить как область управления, которой с каждым годом все больше компаний уделяют пристальное внимание, внедряя принципы управления проектами в работу как отдельных подразделений, так и организации в целом. Эффективное управление проектами позволяет компании, в данном случае банку,

правильно планировать и успешно реализовывать проекты, оптимизируя затраты времени, денег и человеческих ресурсов, но не отклоняясь от запланированного качества конечного продукта проекта. Использование принципов и методов управления проектами позволяет организации достичь новых конкурентных преимуществ в бизнесе и повысить эффективность своей деятельности. Особое внимание уделено классификации проектов в банковском секторе, среди которых автор выделил типы проектов и их особенности. В результате было отмечено, что успех проекта развития в банке зависит от многих факторов, основными из которых являются своевременный мониторинг целей проекта, заинтересованность и участие высшего руководства и персонала банка, его зрелость для реализации проекта и использование результатов на практике, готовность банка создавать рабочие группы, решать организационные вопросы и вопросы распределения ресурсов.

Ключевые слова: проектный менеджмент, проектные системы, банковский сектор, проектный офис, классификация проектов.

Problem statement. Modern world practice has an extensive set of methodologies and approaches to project management, such as PMBoK (Project Management Body of Knowledge), PRINCE2, MSF (Microsoft Solutions Framework) [4, p. 115]. Competition in all areas of the economy has reached such a point where the use of project management technologies is a prerequisite for the prosperity and survival of almost every commercial enterprise. High-tech financial institutions pay close attention to the development of various areas, such as the introduction of information technology and the development of innovative products. The banks are constantly developing large-scale projects to introduce new technologies and tools, so the issues of effective project management are extremely important.

Project management in the banking sector in each country may have more or less unique features. Such features include sources of borrowed funds, extreme mobility and variability of the functioning parameters of financial markets. Given the current reality and fierce competition, banking institutions are preoccupied with various development and improvement options, which lead to a large number of projects that require proper management and control.

Project management is a complex system for monitoring and development. As a development project, we can define a project that is aimed at improving the bank's activity with the help of modern management techniques and business engineering. Within the framework of these projects, large-scale projects are required, with the attraction of large labor, financial and other resources, as well as affecting the interests of a large number of bank divisions. The solution to such problems is unique to each project and requires extensive analysis.

Analysis of recent researches and publications and separation of previously unresolved parts of a main problem. The issue of studying project management in the banking sector has not received much attention in the works of foreign and domestic scientists. Nevertheless, the works of such researchers as Belyaev Yu. [1], Ilyin V. [2], Loginov M. [5], Royce W. [7], Reishahrit E. [6], Soolyatte A. [8], Sobina N. [5] are of particular interest. At the same time, the process of project management development does not stand still, so each research is relevant.

The aim of the article. The main purpose of this article is to determine the features of project management in the banking sector.

Presentation of the main research material. Recently, the project has become a tool for development and improvement at all levels of activity and in all areas of business. Project management can be defined as the area of management, which more and more companies every year

pay close attention to, introducing the principles of project management into the work of both individual departments and the organization as a whole. Effective project management allows the company to correctly plan and successfully implement projects, optimizing the costs of time, money and human resources, but without deviating from the planned quality of the final product of the project. Using the principles and methods of project management allows the organization to achieve new competitive advantages in the business and increase the effectiveness of its activities.

Thus, the banking management is based on using the following modern methods in management:

- budgeting and controlling;
- functional and process approaches;
- risk management;
- management through business processes, etc. [9, p. 57]

They all have their positive sides, allowing you to achieve the desired result in highly competitive and tough monetary regulation by National Bank of Ukraine. Important conditions for survival in the process interbank competition remain banking optimization and increase in customer base due to network development.

Optimization implies:

- improving business management processes in the bank;
- reduction of time and cost for business development while maintaining efficiency and competitiveness on banking services market [5, p. 16].

Thus, along with the regular business bank processes there are one-time tasks which are not resolved based on existing processes and organizational structure. Their implementation should be based on using modern methods and technologies of the project management.

The main advantage of the design methodology is to achieve the necessary result in a timely manner with planned resources, allowing to optimize project budgets. At the same time, large banks may have more than 15–20 projects being implemented, which affect almost all structural units of a credit organization [3, p. 120]. It is worth noting that the need for certified employees in the project management occurs when the bank is involved in the implementation of the large investment projects.

However, their presence is not the only one component of success in the implementation of the project, there also are the following:

- necessity to create a management system projects in the bank;
- adoption of a project management standard, management-specific banking projects.

Key management features of the banking projects are presented in the table 1.

Table 1

Management features of the banking projects

Project element	Contents
Purpose	The implementation of strategic state interests in the regions, the development of new and problem areas of regions due to project financing; – development of a branch network of the credit organization; – reorganization of the credit organization; – development, market launch of the banking products; – obtaining a synergistic effect
Subjects	State, regional and local authorities; – enterprises and organizations engaged in business activities; – banks; – foreign and domestic investors; – material, labor and financial resources, property and intellectual values
Objects	Objects of business and social sphere; – transport, engineering, energy infrastructure; – creation of new enterprises; expansion, reconstruction and technical re-equipment of existing enterprises; – acquisition of real estate (companies, land, etc.); – acquisition of stocks, bonds, other securities and assets
Resources	Used financial, organizational and other credit resources of the organizations, as well as resources attracted by project participants. Complex financing schemes are used, the participation of international financial organizations.

Source: compiled by the author for [5, p. 21]

Banking projects are implemented as in the main bank activities in financial markets and inside the organization and in the real sector economics. In the scientific literature there is no classification. The classification offered by us (table 2) is formed depending on the levels of project characteristics, where the upper level is of a higher order.

Creating the project management system starts with an analysis of banking experience projects of the credit organization. The initial stage of for the initial stage of project maturity credit organization management is characterized by:

- lack of formalized sequential processes execution of projects;
- unpredictability of project results;
- poor organization of project planning;
- lack of fixation of the results.

At this stage, only at the formation of a common terminology in the field of management projects, the bank

employees hear the importance of applying management techniques projects. At a repeatable stage of design maturity bank management adopts a unified approach to execution of projects. Also following features are inherent at this stage:

- top management provides support to the project manager;
- repeatable processes apply to the main steps of the project management;
- project results are getting more predictable;
- common tools and methods are used to key project management processes [10, p. 63].

At this stage, the formation of the project office is performed. Integrated design maturity bank management is associated with a comprehensive approach to project execution. It has such features as:

- high level of manager support project by senior management;

Table 2

Classification of the banking projects

Classification sign	Classification
By the structure of project subjects	National level (national projects, targeted programs, all regions involved). Interregional level (interregional projects, involved several regions). Regional level (regional projects, one region). Municipal level (municipal projects). Projects of business entities. Interbank projects. Intrabank projects
By the type of financing	Project financing of entities (provision of borrowed funds). Participation as an investor through subsidiaries in real investments, etc. Investments in financial markets. Mixed financing. Intrabank financing
By the content	Technical, economic, investment, organizational, marketing, social, mixed, IT projects
By the project duration	Short-term, medium-term, long-term
By the project scale	Global, large-scale, regional, sectoral, local
By the project complexity	Simple, unique, organizationally complex, technically complex, resource complex and complex projects
By the nature of goals	Strategic, tactical

Source: compiled by the author for [5, p. 22]

- high-quality project planning;
- use of previous management experience projects;
- formation of a project team from qualified specialists in project management.

Comprehensive design maturity credit organization management characterized by:

- active support by senior management integrate business planning with project management;
- effective planning and management of the whole set of projects;
- up to date support and active using of the project archives.

At the optimized stage, the design bank management is focused on management projects with an approach to continuous improvement of methodology and technology.

The important component along with design methodology and staff training is an information system that provides planning support, tracking, reporting, analysis and control of the banking projects.

Effective project management is not possible with the use of modern information communication technology without automation. Now a large number of software products for automation of project management processes is marketed. The most popular is the following software:

- Project Expert, Alt Invest provide a pre-project analysis, business development plans;

- Microsoft Project provides development and project support;

– Landocs is a system for documentation and archiving. Starter software package, essential for effective living project office of the bank, adjusted depending on the complexity of the design standard, implemented in a specific credit institution, as well as the functionality and cost of software the product.

In conclusion, it should be noted that the recommendations for project management, creation of the project office will allow the management of banks to solve the problem of effective banking projects management, to form and introduce a new subdivision into the existing organizational structure promptly and at the lowest cost.

Conclusions. Project management is an integral part of the commercial bank management system and its activities in general. The larger the project, the more professional approaches, technologies and tools for it are required. It should be noted that the success of a development project in a bank depends on many factors, the main ones being the timely monitoring of project objectives, the interest and involvement of senior management and staff of the bank, its maturity to implement the project and use the results in practice, the bank's readiness to create workers groups, organizational issues and resource allocation.

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