

USKLAĐIVANJE ORGANIZACIONE POSLOVNE STRATEGIJE I PROJEKAT METODA UPRAVLJANJA

THE ALIGNMENT OF THE ORGANIZATIONAL BUSINESS STRATEGY AND PROJECT MANAGEMENT METHODS

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Summary

The most important tasks in every company are business development along with having a proper organizational strategy. It is necessary to take the lead in realizing that strategy vision, which means that it has to be implemented and tested to prove that it leads the company to success. This requires innovation, constantly following new trends and technologies and application of methods and tools of the project management. For better business strategy fulfillment, some organizations decided to implement Information and Communication Technologies (ICT) systems. The use of ICT systems requires a good perception of the business environment, as well as the market opportunities. Good analysis is essential to find the best and most appropriate solution among all offered in the market. Success could be achieved through development activities, starting with a good analysis, development and finally implementation and evaluation of the solution. It is therefore necessary to apply project management and its methods and techniques. Project management, as a part of the successful implementation of the project, includes detailed planning activities that create the conditions for success and strategy implementation, leadership, business processes and goals, skills, systems, risks. Thus, it organizes the system's work in the project.

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This paper summarizes the results of a survey concerning the implementation of project management methods, tools and techniques conducted on different companies in the Republic of Macedonia. Data sets for statistical analysis were collected using originally created questionnaire. One of the critical criteria analysed by the client questionnaire was user satisfaction.

According to the survey results, most of the organizations are aware of the benefits of ICT in the implementation of business strategy and they apply them to facilitate the business processes in the organization. But many projects, even in the more developed countries in the European Union (McManus and Wood-Harper, 2008), failed and did not achieve the desired goals. The main reasons for the failure of the projects are: unexpected new demands from clients, poor communication between team members (working on the project) end users and key stakeholders. Furthermore, the following issues could be added: not clearly defined requirements, or the alignment of business processes and management's strategy requirements and excessive costs of scope of works. In the beginning, one of the important problems is the lack of in-depth analysis of requirements, design, as well as a selection and hiring the best *employees* that have appropriate skills for project implementation. Since there is no proper analysis in advance by end users, very often there is a problem in the selection of tools and methods that correspond with their real business processes. The analysis of the questionnaire answers shows that only half of the organizations in the Republic of Macedonia applied project management. The other half are not familiar with the methods and techniques and their application. In the companies that apply project management, the most popular are agile methodologies. According to the answers, the companies believe that it is the best methodology to be used, but the implementation depends on the type of project and its complexity. The use of project management software is very important in the application of project management portfolio, since it significantly facilitates the successful work of project managers.

In the figure, some of the results of the questionnaire considering application of software tools in the companies are presented. Based on the analysis, it can be concluded that there is room for improvement regarding software project management in the companies in Republic of Macedonia. Probably this will also be the case in other regional developing countries. The results of the study may help companies for appropriate business strategy development in the new business and market environment.

Keywords: tasks, figure, implementation, companies, systems
