

# Modeli zrelosti menedžmenta projektov in poslovna uspešnost pri prijavi na javne razpise

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## Povzetek

**Raziskovalno vprašanje (RV):** Kako uporaba izbranih modelov zrelosti menedžmenta projektov vpliva na poslovno uspešnost pri prijavi na javne razpise?

**Namen:** Namen raziskave je bil opraviti analizo in sintezo domače in tuje strokovne literature o različnih modelih zrelosti menedžmenta projektov in načinov metodološkega določanja stopnje zrelosti ter njihovega vpliva na poslovno uspešnost pri prijavi na javne razpise.

**Metoda:** Opravili smo sistematični pregled strokovne literature, domače in tuje. S kvantitativnim znanstvenim pristopom smo raziskovali po javno dostopnih bazah podatkov Web of Science. Doktorske disertacije v slovenskem jeziku smo iskali v sistemu znanstvenih in strokovnih objav Univerze v Ljubljani, Univerze na Primorskem, Univerze v Novi Gorici in Fakultete za organizacijske študije v Novem mestu. Iskali smo z uporabo ključev »menedžment projektov« in »uspešnost« ter »modeli zrelosti« in »management projektov« z veznikom »in«, angleško »project management« in »project success« ter »maturity model« in »project management« z veznikom »and«. Uporabili smo metodo deskripcije in kompilacije rezultatov obravnavanih kvalitativnih in kvantitativnih raziskav.

**Rezultati:** Ugotovili smo, da je metoda določanja stopnje zrelosti menedžmenta projektov novejša aktivnost. Prva določanja stopnje zrelosti menedžmenta projektov so se pojavile leta 1990 in sicer najprej za potrebe informacijskih podjetij in industrije. Avtorji poudarjajo, da naj bi zaradi potreb po hitrih prilagoditvah znotraj menedžmenta projektov, določanje stopnje zrelosti postalo vrlina v vsaki sodobni organizaciji. Avtorji za uspešnost projektov v večini naslavljajo »železni trikotnik« čas, strošek, kakovost in zadovoljstvo investitorjev. Na uspešnost projektov po novejših raziskavah vpliva tudi podpora menedžerjev, kar nas vodi k pomenu zrelosti znotraj projektnega tima.

**Organizacija:** Raziskava pripomore k hitrejši izbiri ustreznega modela zrelosti, ta pa vpliva na boljšo organizacijo postopkov znotraj menedžmenta projektov. Boljša organiziranost pomeni hitrejši odziv, manjše stroške ter manj stresa boljše delovne pogoje znotraj projektne pisarne.

**Družba:** Raziskava ima širok vpliv na družbo, kajti s takim pristopom v organizaciji določijo smernice izboljšav na področju menedžmenta projektov. Projektno izvajanje omogoča hitrejše odzivanje na konkurenčnost tržišča. Izboljšave neposredno pozitivno vplivajo na naravno okolje za katerega organizacija deluje. Boljša organiziranost pomeni hitrejši razvoj. Hitrejši razvoj pa prinaša boljše družbene razmere prebivalcev, kot so pogoji dela in kakovost življenja.

**Originalnost:** Pri analizi strokovne literature smo zaznali pomankanje raziskav, ki povezujejo pomen modelov zrelosti menedžmenta projektov in poslovno uspešnost organizacij pri prijavi na javne pozive.

**Omejitve/nadaljnje raziskovanje:** Na uspešnost pri prijavi na javne pozive poleg stopnje zrelosti vplivajo tudi drugi zunanji dejavniki, ki bi jih bilo potrebno raziskati. Pri javnih pozivih pa ugotavljamo tudi manko pri kontroli rezultatov teh javnih pozivov na terenu.

**Ključne besede:** javni razpisi, literatura, menedžment projektov, modeli zrelosti, poslovanje, uspešnost.

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**Tinkara Primožič** je doktorandka študijskega programa Menedžment kakovosti na Fakulteti za organizacijske študije v Novem mestu. Po izobrazbi je univerzitetna diplomirana geografinja, smer geografija kontaktnih prostorov. Zaposlena je na Regionalni razvojni agenciji Zeleni kras, d.o.o. Znotraj pisarne LAS (Lokalna akcijska skupina) Notranjska opravlja delo prvostopenjske kontrole prijav na javne razpise in nosi odgovornost črpanja denarnih sredstev na ESRR in EKSRP skladu za zunanje izvajalce projektov. Pri tržnem delu opravlja funkcijo vsebinskega usklajevanje glede na želje prijaviteljev in potrebe okolja, koordinacijo pridobivanja dovoljenj, soglasij s področja gradbene zakonodaje, kulturno-varstvene, okoljevarstvene, delovnopravne in finančne zakonodaje. Preko Splošnih razvojnih nalog sodeluje pri pripravi Regionalnega razvojnega programa.

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**Prof. Dr. Mirko Markič** Mirko Markič je doktoriral na Univerzi v Mariboru, Fakulteti za organizacijske vede s področja organizacijskih znanosti. Po dvanajstih letih delovanja v gospodarstvu se je zaposlil na takratni Visoki šoli za management Koper, danes Fakulteti za management Koper Univerze na Primorskem, kjer je bil dva mandata prodekan za študijske zadeve in zadolžen za usklajevanje raziskovalno-razvojne dejavnosti. Občasno je sodeloval pri izvedbi študijskih programov na Univerzi v Ljubljani, Univerzi v Mariboru, Univerzi v Novi Gorici in Fakulteti za organizacijske študijev Novem mestu. V tujini je deloval na Univerzi v Nišu, (Republika Srbija), Yasar University, (Turčija) ter Slovenskem izobraževalnem konzorciju (Italija). Je redni profesor za področje managementa in znanstveni svetnik. Vodja / član v več raziskovalnih in podjetniških projektih. Njegova področja raziskovanja so upravne in organizacijske vede - management ter javno zdravstvo (varstvo pri delu).

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# Project management Maturity model and business success in applying for public tenders

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## Abstract

**Research Question (RQ):** How does the use of project management maturity model affect business success when applying for public tenders?

**Purpose:** The purpose of the research was to analyse and synthesize domestic and foreign professional literature on different models of project management maturity and methods of methodological determination of the level of maturity and their impact on business success in applying for public tenders.

**Method:** We performed a systematic review of professional literature, domestic and foreign. With a quantitative scientific approach, we researched on publicly available Web of Science databases. We searched for doctoral dissertations in the Slovene language in the system of scientific and professional publications of the University of Ljubljana, the University of Primorska, the University of Nova Gorica and the Faculty of Organizational Studies in Novo mesto. We searched using the keys »project management« and »performance« and »maturity models« and »project management« with the conjunction »and«. We used the method of describing and compiling the results of the considered qualitative and quantitative research.

**Results:** We found that the method of determining the degree of maturity of project management is a recent activity. The first determinations of the level of maturity of project management appeared in 1990, first for the needs of information companies and industry. The authors emphasize that due to the need for rapid adjustments within project management, determining the degree of maturity should become a virtue in any modern organization. The authors mostly address the "iron triangle" of time, cost, quality and investor satisfaction for the success of projects. According to recent research, the success of projects is also influenced by the support of managers, which leads us to the importance of maturity within the project team.

**Organization:** The research helps to speed up the selection of the appropriate maturity model, which in turn affects the better organization of procedures within project management. Better organization means faster response, lower costs and less stress, better working conditions within the project office.

**Society:** The research has a wide impact on society, because with such an approach, the organization sets guidelines for improvements in the field of project management. Project implementation enables faster response to market competitiveness. Improvements have a direct positive impact on the natural environment for which the organization operates. Better organization means faster development. Faster development, however, brings better social conditions for the population, such as working conditions and quality of life.

**Originality:** In the analysis of the professional literature, we detected a lack of research that links the importance of models of project management maturity and the business success of organizations in applying for public tender.

**Limitations / further research:** In addition to the level of maturity, the success of applications for public tenders is also influenced by other external factors that should be investigated. In the case of public tenders, we also note a lack of control over the results of these public tenders in the field.

**Keywords:** public tenders, literature, project management, maturity models, business, performance.

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