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**INTEGRATION OF THE PROJECT MANAGEMENT  
INTO DEVELOPING THE CORPORATE SECTOR OF ALMATY**

The project management may be defined as achieving project targets of the business objectives through implementation, introduction, adoption or application of various methods, processes, skills, techniques, experience and technologies.

The purpose of the research is to define the attitude of employees and the higher management towards the project management as the success factor in the future development of their organisation. The research object is the city of Almaty which makes this work the case study.

The research methodology is based on epistemological philosophy, deductive approach. Moreover, the quantitative methods are used to analyse the research data.

The research practical significance is in describing why the project management is not wide spread in the corporate sector of Almaty which also includes small enterprises like shops or family businesses.

The research results illustrate that at 90% significance level not every type of a business enterprise would introduce the project management strategies improving the management quality in their company.

**Key words:** project management, corporate sector, organisational development.

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**Алматы қаласының корпоративтік секторына  
жобалық басқаруды біріктіру**

Жобалық басқару әр түрлі әдістерді, процестерді, дағдыларды, техникаларды, тәжірибелерді және технологияларды жүзеге асыру, енгізу, қабылдау немесе қолдану арқылы жоба мақсаттарына жету ретінде сипатталады.

Зерттеудің мақсаты қызметкерлердің және жоғарғы басшылықтың жобалық басқаруды ұйымның болашақ дамуында табысқа жету факторы ретінде қарастыруын сипаттау болып табылады. Зерттеу нысаны – Алматы қаласы.

Зерттеудің әдіснамасы эпистемологиялық философияға, дедукциялық тәсілдемеге негізделген. Сонымен қатар, зерттеу мәліметтерін талдау үшін сандық әдістер де қолданылады.

Зерттеудің практикалық маңызы Алматы қаласының корпоративтік секторында (дүкендер немесе отбасылық бизнес сияқты шағын кәсіпорындарды қоса алғанда) жобалық басқарудың кең таралмағандығын сипаттау.

Зерттеу нәтижелері 90% мәнділік деңгейде әрбір кәсіпорынның басқару сапасын жақсартуға бағытталған жобалық басқару стратегиясын енгізуге дайын еместігін көрсетеді.

**Түйін сөздер:** жобалық басқару, корпоративтік сектор, ұйымдық даму.

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### **Интеграция проектного менеджмента в развитие корпоративного сектора г. Алматы**

Управление проектом может быть описано как достижение целей проекта путем осуществления, внедрения, принятия или применения различных методов, процессов, навыков, техник, опыта и технологий.

Целью исследования является описание отношения сотрудников и высшего руководства к управлению проектами как фактора успеха в будущем развитии их организации. Объект исследования – город Алматы.

Методология исследования основана на эпистемологической философии, дедуктивном подходе. Кроме того, используются количественные методы для анализа данных исследований.

Практическая значимость исследования заключается в описании того, почему управление проектами не очень распространено в корпоративном секторе Алматы, который также включает в себя небольшие предприятия, такие как магазины или семейный бизнес.

Результаты исследования показывают, что на уровне значимости 90% не каждый вид бизнес-предприятия будет внедрять стратегии управления проектами, улучшающие качество управления в их компании.

**Ключевые слова:** управление проектами, корпоративный сектор, организационное развитие.

## **Introduction**

The research work was applied to the micro-scale of Almaty instead of considering the entire Kazakhstan. The city of Almaty is one of the major economic powerhouses and industrial centres of the Republic of Kazakhstan (IBP, 2015). Therefore, the corporate culture has the significant presence in the economic life of this city.

The 'hidden hand' of the corporate market helps to adjust the balance between supply and demand by creating the economic environment which forces unsuccessful organisations to bankrupt. On the other hand, the city of Almaty offers growth potentials for any venture which has the competitive ability and may help to satisfy the population needs and preferences. The supply side of the business sector may adjust to the corporate market through adopting strategies that improve the operational performance, e.g. increasing business management quality.

In the last twenty years adopting, improving, integrating or developing management improvement techniques based on the project management are becoming part of the corporate strategy among the transnational corporations. However, it is impossible to adopt their experience without the analysis of the business sector in Almaty.

The contribution of this research is to describe what kind of attitudes the local population may have towards integrating project management techniques

to generate the corporate growth. This research was restricted by the geographical boundaries of the city of Almaty. The research trajectory acknowledges the fact that Kazakhstan has too complex economic structure while having big territory, and too diverse while having large number of economic links with other countries in order to be considered as the research target. There are five types research barriers:

1. Time: only several years of in-depth research (preferably including the international scientific cooperation) may help to create the detailed analysis for every region of every oblast of Kazakhstan – only then the average and generalised picture of Kazakhstani business environment may be projected.

2. The human resources. Analysing the Kazakhstan's business market is a task for a research institution with international links rather than a job for three researchers.

3. Data gathering. Every region in any oblast of Kazakhstan has its own unique business environment. However, collection and storage for that kind of big data without advanced informational technologies is not possible for a researcher.

4. The financial constraints. Any research involved with the big data analysis would require significant financial subsidies, e.g. cost of hiring people to process data or interview others.

5. The word limitation would not allow to define the attitude of the local population towards adopting the business management techniques based on the project management methods for

every single region of Kazakhstan – many book or encyclopaedia volumes may be required to achieve this goal.

To sum up, the research object is the city of Almaty. The research topic is what type of attitude the local population in the city of Almaty has towards integration of management improvement practices based on the project management. The research hypotheses include the null and the alternative hypothesis. In addition, the research method is positivist epistemology.

### The research sample and methods

The business market of Almaty is analysed from the perspectives of both the supply side (higher managerial staff and employees) and the demand side. The participants were chosen based on their residency in the city of Almaty to analyse the current state of project management ideas in the business environment from the market supply side view based on anonymous interviewing. On the other hand, there is some potential that not interviewees are going to live in the city of Almaty in the near future.

The research methodology is based on the research onion defined by Saunders et al. which has the following «layers» (Bryman, 2008; Saunders et al., 2012):

1. The research method is based on epistemological philosophy because of being concerned whether the concept of the project management should be treated as the norm for Kazakhstani business environment. Another reason is the fact that the quantitative methods are used for testing the presence of links.

2. The philosophical stance is positivism due to the following reasons:

- the research questions are possible to test;
- the research relies on the statistical analysis;
- the source for the data is the observable reality;
- the work runs tests that define whether relationships are present;
- the statistical results (that need the quantitative analysis) are used for making generalisations.

3. The research approach is deductive because existing theories were used to define hypotheses for testing two particular research questions.

4. The research strategy is the case study because the work is limited by the boundaries of Almaty.

5. The analysis of the research data is based on the quantitative methods.

### Literature review

The project management may be defined as achieving project targets of the business objectives through implementation, introduction, adoption or application of various methods, processes, skills, techniques, experiences and technologies (Berkun, 2008; Lester, 2007; Schwaber, 2004; Williams, 2008). A business project itself may be correlated with the specific set of actions and endeavours that may help in achieving planned objectives often related to the business strategy in different scopes and terms such as time, quality, quantity or cost (Abyad, 2018; Kleinaltenkamp et al., 2016; Rumser et al., 2018; Schwaber, 2004; Sellars, 2009). The project management may be considered as successful if the set objectives are achieved based on their acceptance and achievement criteria often within the predefined budget size and timescale (Brinkworth, 2016; Hill, 2013; Lehmann, 2018; Proctor, 2011).

One of the significant indicators that between the business project management process compared to the process of management in general is the presence of clear parameters that define limitations and recommendations towards the results and the process of management, e.g. the presence of the finite timespan (Berkun, 2008; Walter, 2014; Young, 2013).

There are several components that are required for implementing the project management in any organisation (Fisher et al., 2008; Schwaber, 2004):

1. The precise description in which cases creating projects are necessary, and how that may help to achieve the corporate strategy (Taggart, 2015; Wills, 2010).

2. The clear definition of requirements related to measurable project parameters, e.g. estimating resource output and input, prognosis of timescales (Berkun, 2008; Dorndorf, 2012; Gault, 2013).

3. The detailed explanation how the project may justify investments or any other resource usage (Schwindt, 2006; Sussman et al., 2011).

4. Ensuring that the project funding would not violate any internal and external corporate agreements (Frame, 2002; Verzuh, 2015).

5. The research and development of the initial project plan often based on the analysis of the big data and the internal corporate data (Collier, 2012; Liebowitz, 2016).

6. The application of various talent and leadership management techniques, adopting different motivational programmes for the staff that

delivers the project (Beel, 2007; Coleman et al., 2016; Collings et al., 2018).

7. Minimising the project risks and monitoring any significant changes (Barkley, 2004; Comminos et al., 2005).

8. Ensuring that the project progress would not violate or create threat for the set project plan (Berkun, 2008; Shtub et al., 2017).

9. Controlling the budget, and output and input of any other resources involved with the project management (Callahan et al., 2011).

8. Checking whether the stakeholders involved with the enterprise, where the project is implemented, are defined correctly (Jepsen et al., 2013). Maintaining communication channels with the significant stakeholders and ensuring to deliver that feedback to the project team if necessary (Roeder, 2013).

9. Ensuring to pass the project from one team to another (if necessary) within the adequate timescale while maintaining the data security at the level that matches the organisational ethical standards (Berkun, 2008; Spalek, 2018).

10. Closing the project when necessary while controlling that process based on the pre-defined parameters, e.g. transferring the data in the secure location and giving new tasks for the staff (Berkun, 2008; Lester, 2007; Schwaber, 2004).

There are three significant management parameters that may define limitations and objectives related to the project: time, cost and quality (Wilson, 2015). Time management and scheduling techniques may help to develop deadlines and other types of schedules related to different tasks affiliated with a project (Dorndorf, 2012; Wilson, 2015). Moreover, costs may define how to control acquired funds, how much funding is required during different stages of the project, which way the costs can be minimised, how the balance between the resource output and input may be optimised (Callahan et al., 2011; Wilson, 2015). The quality parameters may define how different stages of the tasks affiliated with the project should be delivered, and how to measure the completion and progress for those tasks (Lester, 2007; Wilson, 2015). Therefore, the project management defines how to make the staff things done without violating deadlines and within the agreed budget while optimising costs and minimising risks (Dorndorf, 2012; Callahan et al., 2011; Lester, 2007; Wilson, 2015).

Any project with an organisation should be considered separate from «usual or day-to-day» business activities because of involving people to

join the effort together on completing the specific project objectives which may have significant differences with the daily job routine (Fangel, 2018). Ensuring the effective teamwork while applying different staff motivational strategies may build the foundation for securing the success of any project (Beel, 2007). The project development is often related to defining various discrete packages for the set of actions that deliver the set goals (Berkun, 2008). There are wide variety of parameters, factors, reasons and microeconomic relationships within and outside of an organisation that may impact on how hard it would be to implement the project management in action (Andler, 2012). The set actions often have pre-defined scale, the significance level in the hierarchy of tasks, and often the factors that may define complexity of those tasks (McNellis et al., 2006). On the others hand, there are many common factors that relate the project management both in the small and macro-scopes (Andler, 2012; Beel, 2007; McNellis et al., 2006). For instance, managing the needs of a family or the state have some similarities as in both cases there is the need to ensure the food security and provide clothing. There are different ways using what kind of factors to define the project objectives (Gault, 2013; Wilson, 2015):

- outputs, e.g. producing more products by the next year;
- outcomes, e.g. define what makes the customers upset about an enterprise;
- profits and benefits, e.g. reduced customer service time;
- tactical objectives that may help in achieving the corporate strategy, e.g. increasing the market share.

The integration of management processes for developing an enterprise based on the project management techniques may often target producing the end product which may have the long-lasting beneficial changes for the accomplishment of the organisational strategy (Andler, 2012; Wilson, 2015). Therefore, prognosis, planning and control of different set of tasks may become necessary to ensure that the project is implemented in the venture. The projects may require the formal management structure and hierarchy due to the following factors (Berkun, 2008; Lester, 2007; Schwaber, 2004; Wilson, 2015):

1. The research and development, production of tangible or intangible goods and services may require organising efforts of many people with different specialisations into one structure;



2. The business processes may have definite timespan with clear starting and ending points which means the need for the intermediary that would monitor those processes.

3. The presence of complex, energy-consuming processes and tasks involved with the operation of an enterprise.

4. The business may have constantly changing process spans that require prognosis and implementing changes by the external structures.

5. The presence of the significant risks related to running a business.

6. The business may require significant amount of investments during different periods of its operation, e.g. acquisition of factories that may simplify the product chain management.

Implementing the project management in any organisations that only relied on the direct management often due to their small size may create the following benefits (Andler, 2012; Beel, 2007; McNellis et al., 2006; Wilson, 2015):

- higher chances of achieving various tasks assigned to the different projects that significantly differ from the daily business routine;
- better resource and budget use;
- higher chance to satisfy the needs of the business stakeholders;
- the potentials of expanding the business due to creating more free time for the higher management that would not need to «directly manage» every single business process.

## Results and discussion

The research results may help to define what kind of difficulties any enterprise in the city of Almaty may face while integrating the project integration techniques into its business architecture. Shifts in the organisational patterns that may help to deal with own management shortfalls may have positive impact on the operational quality. The organisational scale changes are not always successful due to their complexity of implementing, e.g. they often become unpredictable and uncontrollable, or employees often tend to be unsupportive for any significant corporate level changes (By, 2005).

The force field analysis may be used to justify the need for understanding the attitude of the higher management, the non-managerial staff and customers towards the following factors: team working, the management quality, the project management, improving the management

quality by adopting the project management techniques.

According to the force field analysis the driving forces and the restraining forces balance each other to create the status quo which defines the current state of how well organisational reforms are implemented (Burnes, 2014; Iles et al., 2001). The driving forces help to introduce or to continue implementing changes (Iles et al., 2001). Moreover, the restraining forces which try to oppose driving forces by trying to stop or weaken them (Burnes et al., 2013; Iles et al., 2001).

The maintenance of the equilibrium state is related to Lewin's three laws (Iles et al., 2001). The first law states that higher driving forces mean growth in resisting forces. As a result, tension grows but the current state does not change. Another law of Lewin considers that decline in resisting forces may allow to continue towards the desired state without any need to increase tension. Therefore, any decrease in opposing forces is beneficial for group behaviour change. The final Lewin's law according to Iles et al. is that norms of the group have significance while opposing or introducing changes.

To sum up the factors mentioned above, adopting new techniques is inefficient without modelling the attitude and resistance level towards new changes. Defining the attitude of the population towards the project management for improving the management quality was done from two different perspectives: from the supply side angle and from the demand side view of the business market of the city of Almaty.

The figure below demonstrates the attitude of average employees that live in Almaty and work in the business sector based on four different factors: team working, the management quality, the project management and improving the management quality by adopting the project management techniques at the 10% willingness to make Type I error ( $\alpha = 0.10$ ).

The table above demonstrates that at the 90% confidence interval team working, the management quality, the project management and improving the management quality by adopting the project management techniques are considered by the non-managerial staff as the success factor for the future development of their company in the city of Almaty. However, the employees are not the only stakeholders. Therefore, the table below illustrates whether the higher management have done any policies related to those four factors mentioned in the table above.

**Table 1** – The hypothesis test based on p-test whether team working, the management quality, the project management and improving the management quality by adopting the project management techniques may have the significant impact at the 10% significance level on the attitude of the non-managerial staff in the business sector of Almaty

Factors	The hypothesis	p-value test		The hypothesis test results
		p-value	Is the p-value bigger than $\alpha = 0.10$ ?	
Team working	H <sub>0</sub> : Team working is considered significant by the non-managerial staff. H <sub>1</sub> : Team working is not considered significant by the non-managerial staff.	0.9	Yes	The null hypothesis cannot be rejected in favour of the alternative hypothesis at the 90% confidence interval for team working. As a result, the non-managerial staff consider team working as the success factor for the future development of their company at 10% significance level.
The management quality	H <sub>0</sub> : The management quality is considered significant by the non-managerial staff. H <sub>1</sub> : The management quality is not considered significant by the non-managerial staff.	0.6	Yes	The null hypothesis cannot be rejected in favour of the alternative hypothesis at the 90% confidence interval for team working. As a result, the non-managerial staff consider the management quality as the success factor for the future development of their company at 10% significance level.
The project management	H <sub>0</sub> : The project management is considered significant by the non-managerial staff. H <sub>1</sub> : The project management is not considered significant by the non-managerial staff.	0.4	Yes	The null hypothesis cannot be rejected in favour of the alternative hypothesis at the 90% confidence interval for team working. As a result, the non-managerial staff consider the project management as the success factor for the future development of their company at 10% significance level.
Improving the management quality by adopting the project management techniques	H <sub>0</sub> : Improving the management quality by adopting the project management techniques is considered significant by the non-managerial staff. H <sub>1</sub> : Improving the management quality by adopting the project management techniques is not considered significant by the non-managerial staff.	0.2	Yes	The null hypothesis cannot be rejected in favour of the alternative hypothesis at the 90% confidence interval for team working. As a result, the non-managerial staff consider improving the management quality by adopting the project management techniques as the success factor for the future development of their company at 10% significance level.
Note: based on interviewing 50 employees which are not in any managerial position.				

The table above demonstrates that at the 90% confidence interval the higher management did not implement any relevant strategies to prove that they have any belief in the significance of the project management, and of improving the management quality by adopting the project management techniques for the future development of their company. In addition, 48 out

of 50 customers said that they are not willing to give up the product quality or consider the price rise as legitimate in order to give chance for the local companies to implement the following type of strategies: team working, the management quality, the project management and improving the management quality by adopting the project management techniques.

**Table 2** – The hypothesis test based on p-test on whether the higher management of Almaty’s enterprises have implemented any strategies at the 10% significance level on their community for the following aspects: team working, the management quality, the project management and improving the management quality by adopting the project management techniques

Factors	The hypothesis	p-value test		The hypothesis test results
		p-value	Is the p-value less than $\alpha = 0.10$ ?	
Team working	<p><math>H_0</math>: The higher management team considers adopting team working strategies as significant, therefore, has adopted the relevant strategies in the last five years.</p> <p><math>H_1</math>: The higher management team does not consider adopting team working strategies as significant, therefore, has not adopted any relevant strategies in the last five years..</p>	0.3	No	The null hypothesis cannot be rejected in favour of the alternative hypothesis at the 90% confidence interval for team working. As a result, the higher management considers team working as the success factor for the future development of their company at 10% significance level.
The management quality	<p><math>H_0</math>: The higher management team considers the management quality as significant, therefore, has adopted the relevant strategies in the last five years.</p> <p><math>H_1</math>: The higher management team does not consider the management quality as significant, therefore, has not adopted any relevant strategies in the last five years.</p>	0.16	No	The null hypothesis cannot be rejected in favour of the alternative hypothesis at the 90% confidence interval for team working. As a result, the higher management considers the management quality as the success factor for the future development of their company at 10% significance level.
The project management	<p><math>H_0</math>: The higher management team considers the project management as significant, therefore, has adopted the relevant strategies in the last five years.</p> <p><math>H_1</math>: The higher management team does not consider the project management as significant, therefore, has not adopted any relevant strategies in the last five years.</p>	0.08		The null hypothesis can be rejected in favour of the alternative hypothesis at the 90% confidence interval for team working. As a result, the higher management has not taken any actions in the last five years to prove their belief in the practical significance of the project management for the future development of their company at 10% significance level.
Improving the management quality by adopting the project management techniques	<p><math>H_0</math>: The higher management team considers improving the management quality by adopting the project management techniques as significant, therefore, has adopted the relevant strategies in the last five years.</p> <p><math>H_1</math>: The higher management team does considers improving the management quality by adopting the project management techniques as significant, therefore, has not adopted any relevant strategies in the last five years.</p>	0.02		The null hypothesis can be rejected in favour of the alternative hypothesis at the 90% confidence interval for team working. As a result, the higher management has not taken any actions in the last five years to prove their belief in the practical significance of improving the management quality by adopting the project management techniques for the future development of their company at 10% significance level.
Note: based on interviewing 50 employees which are not in any managerial position.				

## Conclusion

At 10% willingness to make Type I error the non-managerial employees that live and work in Almaty understand the significance of improving the management quality by adopting the project management techniques. However, the higher management team at 90% significance level are not allowing to improve the corporate sector of Almaty through adopting innovative methods of management. For instance, at 10% significance level the higher management has not taken any reforms, or not introduced any strategies for improving the management quality by adopting the project management techniques. Moreover, at 10% willingness to make Type I error the project management strategies are not widespread among the higher management team.

The research results illustrate that the attitude of the higher management towards the project management and improving the management quality by adopting the project management techniques may become the significant issue for implementing organisational changes to improve the management quality. Therefore, the next action should be making specific and measurable plan through collecting and analysing data using more interviewees than in this research work. Secondly, make changes which are measurable, achievable and relevant. The third action is to check whether any relevant, time bound or achievable indicator through analysing measurements to indicate opportunities and short comings. Finally, decide upon and implement actions which are relevant, time bound and specific to the process.

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