Research on Systematic Construction of Organizational Project Management (OPM) for Large Business

Wenjia Xie*, Xiangyang Liu and Shuai Zhang
College of Information and Communication, National University of Defense Technology, Xi’an, Shaanxi, 710106, China
*Corresponding author’s e-mail: xiewenjia17@nudt.edu.cn, 84375886@qq.com

Abstract. This article reshapes the construction elements of Organizational Project Management (OPM) from the aspects of OPM governance, OPM methodology, knowledge management, talent management, etc. It establishes three main lines of strategy implementation, end-to-end process and revenue orientation, as well as clarifying the hierarchical division of the project and improving the information management mechanism, etc. Finally, it provides thoughts and suggestions for the construction of the OPM system of medium and large enterprises.

1. Introduction
How to develop continuously in the fierce competition and complex environment is an important issue for all enterprises in the industry. OPM (Organizational Project Management) system can standardize the project management of various types of enterprises, so as to improve the execution, work efficiency and reduce operating costs of enterprises. This means that it will become the core competitiveness of modern large and medium-sized enterprises.

2. Overview of OPM
OPM is based on the perspective of enterprise management, starting from the goal of maximizing the operation value of an enterprise, considering how to build an enterprise level project management system, so as to realize the optimization and integration of enterprise resources, improve the success rate of projects. And OPM can timely grasp the changes of market and customer demand in the process of project approval and implementation, so as to help the company quickly adjust business objectives and policies, finally achieve the strategic objectives of the enterprise[1-4]. The purpose is to increase the agility of enterprises and projects, so that our organization becomes more agile.

It's hard for an individual to become agile, and it's even harder for an enterprise to become agile, especially when the external environment changes rapidly. The flexible construction of new mechanism can not only protect the functional organization of enterprise cohesion, but also deal with external emergencies. Only when these mechanisms are constructed together can we achieve the steady state and the sensitive state which tends to change.

Therefore, we can divide the daily management projects of enterprises into three domains:

- **Strategy.** Strategy is considered by the top management of the enterprise, but the strategic level planning must be implemented in the work, so the original work is divided into steady state and sensitive state.
• **Steady state.** It refers to the original good still have to continue, such as the company's quality management, process management, risk management, system management and operation management, these management work solve the problem of enterprise steady state. The steady state guarantee of enterprises will not lose the core competitiveness.

• **Sensitive state.** The problem to be solved in the sensitive state is the ability to realize internal innovation and change according to the changes of external environment. Only with the ability to adjust quickly according to the changes of external environment can an enterprise become a century-old shop.

  The sensitive mechanism is basically constructed according to the project management mechanism, and the stable mechanism is constructed according to the traditional management mechanism. The two mechanisms should be adjusted based on strategy, so that the enterprise can not only ensure the core competitiveness, but also adjust the business, organizational structure and personnel structure according to the changes of external environment. OPM is to build this kind of coordination ability, which can make the relationship between them clear and build the adjustment framework, so that the internal adjustment of the enterprise can keep up with the changes of external environment[5,6].

3. Composition of OPM

The OPM system of medium and large enterprises is divided into four parts: (1) cultural concept; (2) organizational structure, rules and regulations; (3) process specification; (4) platform tools.

- **Cultural concept.** The core of enterprise project organization is to organize everyone to work together. When everyone doesn't understand project management, only the project manager knows project management personally. Then anything the project manager said will be considered unreasonable, let alone to manage the project well. Therefore, we must continue to popularize the concept and consciousness of project management in enterprises, and what are the benefits of the working methods of project management, so as to create the awareness and culture of project management.

- **Organizational structure, rules and regulations.** Whether the project management is suitable or not depends on the management norms and systems within the enterprise. From the perspective of enterprises, it is necessary to introduce the system requirements that are conducive to project management. Its core purpose is to integrate the synergy between different ability individuals to achieve a single goal. Project management is to put a group of people with different abilities together to do a thing, but harmony is difficult. The reason why harmony is difficult lies in: first, why should I cooperate; second, how do I know I can cooperate well. In fact, cultural and commercial values solve the problem of "why should we cooperate". There is also a problem of consistency between the two, which is related to what we call the standard.

- **Process specification.** In large and medium-sized enterprises, the process of a project is divided into multiple stages, with different roles and different organizational structures. What's the difference between the role in the project and that in the post department or functional department, who will make the decision for the problems encountered in the research project, and who will bear the responsibility for the problems, etc., all need to be explained first, so that we can cooperate. If we don't make clear the relevant problems before carrying out the work, then everyone will have to keep a little in the process of carrying out the work, and dare not devote themselves to the work in case of being hurt. Therefore, the process of project management standardization is to make clear the methods for everyone to carry out the work. In order to reduce the difficulty of human integration, enterprises need to introduce processes, specifications, operation instructions and so on to solve such problems.

- **Platform tools.** The final landing of any project management should fall on tools and templates. These various templates are combined with the current digital system, namely forms, to solve a landing problem. Chairman Mao once said: executive force is productivity, productivity equals people plus tools. The dialectical relationship between people and tools emphasizes the important value of tools. Even if people's ability is still insufficient, if the ability of tools is very strong, then the output as a result will be very strong. The same is true for large-scale project management. It is generally
believed that a good way to improve the ability of project management in an enterprise is to create tools, which can reduce the requirements on people's ability. When the tool science reaches a certain level, it can be considered to a certain extent that human abilities are not important. Project management follows the same logic, so the core of management method and system is to construct relevant tools suitable for everyone in the enterprise. The simpler the tools, the better. Otherwise, all kinds of complex and highly professional tools will not be able to be used without a certain degree of professionalism, let alone implemented. So tools must be simple.

In the construction of OPM in large and medium-sized enterprises, these four aspects should be considered comprehensively. The above four aspects should be dialectically unified to achieve the relevant requirements, so as to achieve the real effect of project management[7].

4. Problems needing attention in the construction of OPM

4.1 Reconstructing essentials of OPM

The framework of OPM includes: OPM governance, OPM methodology, knowledge management and talent management.

OPM governance. Governance is politics, behind which is the governance of the party and government. The problem solved by governance is the division of responsibility, power and interest. In OPM, the original mechanism of enterprises is based on normal management, but the project is based on uncertainty, which requires to define the hierarchical authorization structure. We need to define the decision-making structure, as well as the division of labor, assessment and evaluation in this type of work. These important factors constitute the top-level framework of implementing project management in enterprises, which is governance structure. So the policy, goal and method of project management, as well as the multi-level structure, the hierarchical authorization, the combination mechanism and so on are actually the problems of governance structure, which are the problems of all projects.

OPM methodology. For different projects, we should sort out our own project management methodology. Professional knowledge system and working method of doing things in practice are two different levels. Therefore, the process of "from knowledge to action" is to form a working method of doing things in combination with the summary of own experience in the process of work, and this transformation process is the more difficult point in the unity of knowing and doing. If we sort out and solidify the management methods of the same project in the enterprise, then we don't need all the people to go through the process of "learning knowledge first, and then trying to transform the knowledge". The successors can work directly according to the solidified standards, and then we can reduce the learning difficulty coefficient in the process of project management. Therefore, enterprises should form project management methodology, which is also advocated and encouraged by OPM. From the perspective of enterprises, we should encourage them to form their own so-called project management methodology by combining the professional methods they have learned with the actual situation of enterprises.

Knowledge management. The problem solved by knowledge management is to manage the organization’s project assets. The project configuration management of enterprises includes various project management, knowledge accumulation, data analysis and information system construction, all these things can be summarized as the knowledge base of project management. Its purpose is to strengthen the ability of information processing and acquisition, decision-making analysis and support in project management[8].

Talent management. Talent management includes talent cultivation, the definition of project manager talent quality model, the construction of project manager development channel, and then the evaluation, assessment and incentive of different types of projects.
4.2 Reasonable differentiation of diverse project types

The management of various projects is not the only way, because the requirements and scopes of different projects are different. Different types of projects exist as a guarantee form of project products, and the products, businesses and objectives of the project are different. Therefore, it is necessary to classify and grade the projects within the enterprise, classify project managers according to their levels, and divide management methods according to different types. Its purpose is to let different enterprise managers match the right project, the right level and the right type when we are in the matching project, so as not to reduce the incentive requirements for project managers. It is very difficult for an enterprise to cultivate a project manager, so that he can achieve good results for any project. In order to reduce this difficulty, enterprises need to try every means to build differentiated projects, and cultivate project managers who can better cope with a certain professional field, so this is also a part of the consideration in the OPM.

4.3 Three principals for constructing projects

In order to implement the OPM framework, we can use three main lines. The three main lines focus on the value of medium and large enterprises, that is, the integration of project management and enterprise value must be realized in order to realize good project management in enterprises. We are afraid of one-sided implementation of project management, separating these things from the business will create various contradictions between the business level and the project management level, which is not conducive to the effectiveness of project management in the enterprise. So we must carry out project management in the direction of business leading, so as to promote the integration between project management and business.

The first main line is the implementation of strategy. First of all, it is necessary to judge what the process of strategy implementation is, and from planning to collecting and analyzing various potential project requirements. From the perspective of large and medium-sized enterprises, most of them are investment oriented. There are many opportunities to spend money first, but few opportunities to make money again. At this time, it is necessary to analyze the proportion of investment and return, and arrange them, so as to facilitate the allocation and regulation of resources. Only when it comes to specific projects can we judge how to manage the projects and how to manage the project level. This process needs to make the enterprise strategic objectives, project level objectives and project objectives related, then the evaluation index of the project will be sorted out naturally.

The more important work in this process is the project portfolio management, which is an important intermediate point to link up the strategic objectives and the implementation of project organization and management. In fact, project portfolio management is not actually project management, it is essentially investment management, so project portfolio management does not have a cut-off point in nature, it is a normalized job. Because large and medium-sized enterprises always have to invest money to do things that they have never done before. At this time, in the process of investing money, we need to do a risk assessment, income assessment, priority arrangement, resource allocation, etc. This is actually a normalized problem of organization arrangement, which is what we call project organization management. Project portfolio management is the concern of the senior management. Project portfolio management is the concern of the senior management, while the organizers and investors are more concerned about what they can do to make money, so the project portfolio management is to help the senior management. At the same time, the project organization management should link up the project level and project objectives, so as to make the relationship between the superior and the subordinate clear. The purpose is to avoid the projects that the company is striving to support actually do not have much substantive help to the company.

The second main line is end-to-end process. From product R & D to customer orientation, enterprises can find business opportunities, but it's difficult to collect money. They find problems in the front, but they can't pass them to the back. This problem restricts the development and transformation of enterprises. Our purpose in opening it up is to take the project as a unit, that is, the project should carry on how we can open up this line. Once opened, we can create opportunities for our company to obtain value and the ability to adapt to the environment. So project management needs
to support the end-to-end process. When we stand on this content, we can get the approval of executives at this time, and we can merge the two concerns together.

The third main line is revenue oriented. In the process of enterprise life, we often encounter another problem. After receiving a batch of projects, we find that the time and cost of these projects are fixed, but what to do is not fixed. The traditional predictive project management has basically failed to play its role. If the quality is fixed, then the scope will be fixed, we will move towards value orientation at this time. Then we will arrange what project value will be the biggest in the limited time and cost, and we must continue to arrange, because what is the most valuable project will change constantly. In this process, intermediate ranking will become very important, which brings high requirements for us to verify whether each work in this project is really valuable. This kind of assessment can not be evaluated after all the work has been done, it must be evaluated at the same time. Therefore, according to this situation, it will move towards revenue orientation, and the requirements of this mode will become higher and higher with the development of the times. Therefore, we should not only understand and master the value of the project we undertake, but also make a vertical comparison of the value, and then decide why we should do it. Therefore, we should not only understand and master the value of the project we undertake, but also make a vertical comparison of this value, and then decide why we should do it.

4.4 Improving the information management mechanisms of OPM

The sharing and transparency of information in OPM is particularly important. The management mechanism of project information can help participants to obtain all kinds of data in the process of project management. The acquired data is arranged, integrated, analyzed and transformed into information according to different types, and then becomes new knowledge through knowledge assets, which is used by high-level decision-making. However, the blind decision-making in large and medium-sized enterprises often leads to the wrong direction. What the OPM needs to solve is to reflect these small changes in the project management process, and then return the decision information to the senior management, who will make decisions, otherwise it will make the project deviate from its proper direction. If you want the senior management to really understand, you need to establish an enterprise level project panorama to screen and subtract the information. After that, letting the senior management make a complete decision, and turning the information to be displayed into the "dashboard" of the car. At this time, we can really connect the senior management's decision with the information we need to transmit.

5. Conclusions

At present, some large enterprises have realized the value of OPM system, and started trying to promote the construction of OPM system. It is believed that the leading enterprises will gain the competitive advantage brought by the OPM system and become the leaders in the industry. As other industries follow suit, OPM system will be gradually popularized in large and medium-sized enterprises.

References

[1] Network, P.M. (2017) Project Manager Competency Development Framework-Third Edition. Newtown Square.
[2] Mossalam, A., Arafa, M. (2017) Governance model for integrating organizational project management (OPM) with corporate practices. HBRC Journal, 13: 302-314.
[3] Mueller, R., Drouin, N., Sankaran, S. (2019) Modeling Organizational Project Management. Project Management Journal, 50: 499-513.
[4] Irfan, M., Hassan, M., Hassan, N., Habib, M., Nasruddin, A. (2020) Project Management Maturity and Organizational Reputation: A Case Study of Public Sector Organizations. IEEE Access, 8: 73828-73842.
[5] Anantatmula, V.S., Rad, P.F. (2018) Role of Organizational Project Management Maturity Factors on Project Success. Engineering Management Journal, 30: 165-178.

[6] José, A.C, Silva, L.H, Nazaré, R. (2019) Project risk management practices: the organizational maturity. International Journal of Managing Projects in Business, 12: 187-210.

[7] Wen, Q., Qiang, M.S. (2016) Enablers for Organizational Project Management in the Chinese Context. Project Management Journal, 47: 113-126.

[8] Mahjoub, M., Atashsokhan, S., Khalilzadeh, M., et al. (2018) Linking "Project Success" and "Strategic Talent Management": satisfaction/motivation and organizational commitment as mediators. Procedia Computer Science, 138:764-774.