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# PROJECT MANAGEMENT METHODOLOGY IN THE PRACTICE OF EVIDENCE-BASED DEVELOPMENT, EVIDENCE-BASED POLICY

Methodology and approaches to project management: new  
ideas for a new time

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It is analyzed: how the principles of evidence-based management, evidence-based policy based on big data analysis are integrated with project management methodology (ISO 21500: 2021). The results of changes in the management practices of state projects and programs are presented. The tasks of the competence transition from big-data to smart-data for data-management and evidence-based policy are formulated.

Research questions: 1) how are the project management standard and big data analysis technologies and the principles of evidence-based data management methodologically integrated? 2) how does the module of competencies of a project management specialist, a project manager develop in the conditions of the need for proof of project decisions based on data analytics? 3) how do the management decision styles of project managers change in practice in the conditions of working with big data?

search methods:

the method of structural and functional analysis of project management activities of state programs / development programs;

the method of content analysis of public reports of the governing bodies;

method of research of styles of management decisions;

a method of theoretical and methodological analysis of project management standards and generated standards for big data analysis for evidence-based management.

## Project management methodology

ISO21500: 2021

Project, programme and portfolio management

## Big data analysis methodology

ISO/IEC 20546:2019

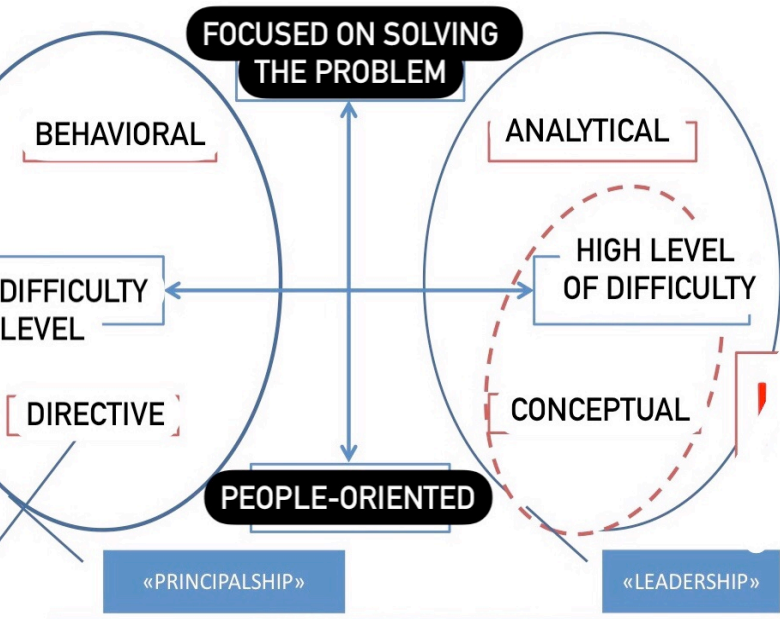
Information technology – Big data – Overview and vocabulary

**EVIDENCE-BASED DEVELOPMENT, EVIDENCE-BASED POLICY**





The styles of managerial decision-making are changing: from directive-behavioral to conceptual-analytical - in the context of the development of data analysis for the formation of managerial decisions and evidence-based development of education.



Measurements according to the Alan Rowe method were carried out within the framework of the implementation of the program of additional professional education "Data analytics in public administration" twice: at the beginning of development of the program and after its completion.

The program was originally designed in the structure of educational modules to develop the ability to use the technological data infrastructure, choose digital platforms and data analytics services that are appropriate for management tasks, the ability to identify and apply appropriate data analysis methods to various objects of management analytics, and the ability to form management decisions. This made it possible to study the dynamics of management decision-making styles built into the program.

The markers of management decision-making styles built into the methodology made it possible not only to see how immersion in evidence-based management affects the reflection of managers, but also to observe individual external circumstances of the choice of style, such as the level of managerial responsibility, work experience in the position, age, general managerial experience, professional installations.

The methodology of evidence-based management is integrated with the methodology of project management at all levels. At the level of strategic management: strategic performance indicators, infrastructure and data sources are determined. At the level of project management activities, sources of alternative data analysis based on feedback from citizens (public policy) are determined. At the level of project lifecycle management, it is determined: which data sets will indicate the dynamics of value development and the effectiveness of products of the project portfolio of state development programs. At every level of evidence-based project management, this requires data-competencies from managers.

Data-competencies are the basis in the structure of project management competence. The methodology of evidence-based management is integrated with the methodology of project management at the methodological level - project lifecycle management-defining: how the analysis of data sets in the project portfolio determines the configuration of changes at the strategic level and the level of project management activities through the evidence-based public policy.

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