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## **Аңдатпа**

Бұл дипломдық жоба болат компаниясы жағдайында стратегияны жүзеге асыруды жеңілдету үшін жобаны басқару процестерін жақсартуға бағытталған, Қазақстанда орналасқан технологиялық компания. Жобаның мақсаты жобаны басқарудың бар процестеріндегі әлсіз жақтарды анықтау және басқарудың құрылымдық және тиімді әдісін құру үшін жақсартуларды ұсыну болып табылады. Жоба жобаны басқарудың ағымдағы процестерін талдауды, сондай-ақ компания қызметкерлері арасында сауалнаманы қамтиды. Нәтижелер негізінде ұсынылған жақсартулар тиімділікті арттыру және мақсаттарға қол жеткізу үшін неғұрлым сенімді басқару жүйесін енгізуді қамтиды.

Диссертация бірнеше айдың ішінде жүзеге асырылды және жобаны ұйымдастыруға, жобаның тиімділігін арттыруға және жоба қызметінің ашықтығы мен бақылауын қамтамасыз етуге тиімді әсер еткені анықталды.

Тұтастай алғанда, бұл дипломдық жұмыс ұйымдық мақсаттарға жетудегі тиімді жобаларды басқарудың маңыздылығын көрсетеді және жоба менеджерлерінің дағдылары мен мүмкіндіктеріне инвестиция салудың артықшылықтарын көрсетеді. Жоба жобаны басқару мүмкіндіктерін кеңейтуге ұмтылатын басқа ұйымдарға пайдалы болуы мүмкін стратегияны жүзеге асыруды жеңілдету үшін жобаны басқару процестерін жетілдіру процесі туралы құнды ақпарат береді.

Түйін сөздер: жобаны басқару, тиімділік, жобаны басқару процестері.

## **Аннотация**

Этот дипломный проект направлен на совершенствование процессов управления проектами для облегчения реализации стратегии в случае металлургической компании, технологической компании, базирующейся в Казахстане. Цель проекта — выявить слабые места в существующих процессах

управления проектами и предложить улучшения для создания более структурированного и эффективного подхода к управлению. Проект включает в себя анализ текущих процессов управления проектами, а также опрос среди сотрудников компании. На основе выводов предлагаемые улучшения включают внедрение более надежной системы управления для повышения эффективности и достижения целей.

Исследования было реализовано в течение нескольких месяцев, и было обнаружено, что он оказывает благотворное влияние на организацию проекта, повышая эффективность проекта и обеспечивая большую прозрачность и контроль над проектной деятельностью.

В целом, этот тезис демонстрирует важность эффективного управления проектами для достижения целей организации и подчеркивает преимущества инвестирования в навыки и возможности менеджеров проектов. Проект предоставляет ценную информацию о процессе улучшения процессов управления проектами для облегчения реализации стратегии, которая может быть полезна другим организациям, стремящимся расширить свои возможности управления проектами.

Ключевые слова: управление проектами, эффективность, процессы управления проектами.

### **Abstract**

This thesis project aims to improve project management processes to facilitate strategy implementation in the case of a metallurgical company , a technology company based in Kazakhstan. The goal of the project is to identify weaknesses in existing project management processes and propose improvements to create a more structured and effective management approach. The project includes an analysis of current project

management processes, as well as a survey among the company's employees. Based on the findings, the proposed improvements include the introduction of a more robust management system for efficiency and goal achievement. The thesis was implemented over several months and it was found to have beneficial effects on the organization from the project increasing the efficiency of the project and providing greater transparency and control over project activities. Overall, this thesis demonstrates the importance of effective project management in achieving organizational goals and highlights the benefits of investing in the skills and capabilities of project managers. The project provides valuable information about the process of improving project management processes to facilitate strategy implementation, which may be useful to other organizations seeking to expand their project management capabilities.

Keywords: project management, effectiveness, project management processes.

### **Concept of improvement of project management processes to ease strategy execution**

Enhancing the efficiency and efficacy of project management practices is at the center of the idea of improving project management procedures to make strategy execution easier. It entails choosing and putting into practice tactics, procedures, and technologies that simplify project management procedures, get rid of obstacles, and enhance project performance. Organizations may increase their capacity to carry out strategic initiatives, complete projects on time, and promote overall company success by strengthening their project management procedures.

To make strategy execution easier, project management procedures may be improved in the following ways:

1. **Clearly Aligned:** It is crucial to make sure that the project's deliverables and objectives are in line with the strategic objectives of the company. This entails precisely

outlining the project's goals, objectives, and success standards as they relate to the overall strategic plan.

2. **Thorough Planning:** To define activities, assign resources, create timetables, and set realistic goals, a project must be well planned. To proactively handle probable barriers, this entails building a thorough project management strategy, designing task breakdown structures, and doing risk assessments.

3. **Effective Communication:** Open and honest lines of communication are essential for successful strategy implementation. Project stakeholders, team members, and leadership should communicate often and consistently to guarantee alignment, promote cooperation, and keep everyone updated on project developments.

4. **Resource Management:** To support the implementation of a plan, it is crucial to efficiently allocate and manage resources, including staff, funds, and equipment. Utilizing resource management tools and procedures helps to avoid bottlenecks, increase overall project efficiency, and maximize resource use.

5. **Monitoring and Control:** Setting up reliable systems for monitoring and controlling a project enables real-time tracking of project performance, the detection of deviations, and prompt remedial actions. In order to do this, key performance indicators (KPIs) must be established, project status reviews must be conducted on a regular basis, and data analysis and reporting must be done using project management software.

6. **Agile Approach:** Adopting agile project management approaches may improve responsiveness, flexibility, and adaptability while carrying out strategic projects. Iterative development, frequent feedback loops, and continuous improvement are encouraged by agile approaches like Scrum or Kanban, allowing firms to swiftly adapt to shifting business demands.

7. Lessons Learned: It's important to promote a culture of learning and constant development. Project management procedures are improved, opportunities for improvement are found, and future plan execution is improved by conducting post-project reviews to document lessons learned and best practices.

8. Stakeholder Involvement: Including and involving important stakeholders at every stage of a project's life cycle encourages ownership, support, and dedication to the implementation of the plan. Collaboration is facilitated, resistance is reduced, and project success rates are raised via regular stakeholder meetings, feedback sessions, and effective change management techniques.

Organizations may increase their capacity to execute plans successfully, reduce risks, maximize resource utilization, and produce desired results by embracing these ideas and making changes in project management procedures. This all-encompassing strategy cultivates a project management culture that supports strategic objectives and promotes overall company performance.

## **Introduction**

Lerman's law states: "Any technical problem can be overcome with enough time and money," and Lerman's corollary elaborates: "You will never have enough time or money." (A guide to the project management body of knowledge (PMBOK® guide, 2017)) The approach for managing project-based activities was created in order to address the issue raised by Lerman's inquiry. Additionally, the fact that this management strategy has been adopted by several industries is evidence of its success. If you ask a manager to define how he views his primary responsibility in carrying out the project, he would probably respond, "Ensure the work is done." Yes, this is the leader's primary responsibility. However, if you ask a more experienced manager what their main role is, they would likely respond with something like, "Ensure the completion of work on time, within the allocated funds, and in accordance with the terms of reference." The project manager constantly takes into account these three factors: time, money, and task quality. They might also be known as the main constraints imposed on the project. Project management describes the steps necessary to complete the project as efficiently as possible given the time, money, and resource constraints as well as the quality of the project's deliverables (as specified, for example, in the terms of reference) (A guide to the project management body of knowledge (PMBOK® guide, 2017)).

To operate under time constraints, strategies for generating and maintaining work schedules are utilized. To manage financial constraints, methods are used to construct the project's financial plan (budget), and as work progresses, compliance with the budget is monitored to prevent spending from getting out of hand. To complete the work, they require resource help, and there are particular methods for managing both human and material resources (such as a responsibility matrix and resource load diagrams) (A guide to the project management body of knowledge (PMBOK® guide, 2017)).

**Background of the study:** The research's justification for optimizing project management procedures to facilitate strategy implementation comes from the realization of the difficulty's organizations have while successfully implementing their strategic objectives. Due to poor project management techniques, many strategic plans fail to produce the desired results. In order to assure successful plan implementation, this insight has led scholars, practitioners, and companies to concentrate on improving project management procedures.

Studying and enhancing project management procedures is crucial for plan implementation for a number of reasons:

1. Project complexity is rising as a result of the involvement of many stakeholders, shifting specifications, and unpredictable settings. The need for a more thorough investigation of project management procedures arises from the complexity that makes it difficult to implement strategies within project limits.
2. Strategic Alignment: Organizations devote a lot of time, energy, and money to creating their strategic plans. The conversion of strategic objectives into realizable projects, however, becomes challenging in the absence of efficient project management procedures. For projects to produce the expected results, strategic goals must be matched with project outcomes.
3. Strategic Initiative Failure Rates: Numerous studies have revealed that a sizable portion of strategic initiatives fall short of their intended goals. Project failures are a result of poor project management techniques, such as insufficient planning, resource allocation, and communication. These problems may be resolved, and the success rates of strategic initiatives can be increased, by improving project management procedures.
4. Resource Allocation Optimization: Organizations may optimize resource allocation, including human capital, financial resources, and technological resources,

thanks to effective project management procedures. Organizations may improve overall project performance, save costs, and maximize resource utilization by simplifying project operations and getting rid of inefficiencies.

5. **Organizational Agility:** In the quickly evolving business environment of today, businesses must be flexible in how they carry out their strategies. Iterative development and adaptive planning are two agile project management approaches and practices that can help organizations respond quickly to market changes and maintain alignment with shifting strategic goals.

6. **Best Practices and Lessons gained:** Organizations may discover and put into practice best practices and lessons gained from successful projects by studying project management methodologies. This information exchange makes it possible to continuously improve and create standardized methods to better strategy execution throughout the business.

Organizations strive to overcome the difficulties and obstacles that prevent the successful implementation of their strategic initiatives by conducting research and analyzing the development of project management procedures. With the aid of this study, project management methods can be optimized, projects can be coordinated with strategic goals, and the possibility of obtaining desired results is eventually increased.

**Problem statement:** Despite the growing demand for project management processes in Kazakhstan, the current practices and procedures are often inadequate, resulting in project delays, cost overruns, and reduced quality. This lack of effective project management processes is causing significant losses to businesses and the economy as a whole. Additionally, the country's growing infrastructure and economic development initiatives require efficient and effective project management processes to ensure success. Therefore, there is a pressing need to improve project management practices in

Kazakhstan to address these issues and ensure the success of projects in the country (Baccarini, 1996)

**Research objectives:** The purpose of the dissertation is to study the management process at metallurgical company , as well as review the practice of enterprise management and develop proposals for its improvement. The dissertation work is a comprehensive assessment that provides information about the specialization of the metallurgical company , the technological process, the state of production and economic activity, and the scope of the units (Baccarini, 1996).

Based on the problem statement of the research, the study objectives are:

1. To identify the current project management processes in metallurgical company and its effectiveness in achieving strategic objectives.
2. To analyze the challenges faced by a metallurgical company in executing its strategies using current project management processes.
3. To develop an improved project management process framework that aligns with the strategic objectives of a metallurgical company .
4. To recommend strategies for the implementation and adoption of the proposed project management process framework.

**Research questions:**

1. What are the main obstacles that a metallurgical firm faces while implementing strategic initiatives, and how can project management procedures be improved to efficiently overcome these obstacles?
2. What are the most important success aspects for enhancing the management procedures in a metallurgical business to ensure smooth strategy execution?

**Significance of the study** lies in its potential to contribute to the success of organizations and their stakeholders while providing valuable insights and knowledge for other organizations in the following ways:

1. **Improved project delivery:** The study aims to improve project management processes, leading to more efficient and effective project delivery. This will result in a reduction in project delays, cost overruns, and improved quality, ultimately leading to increased customer satisfaction.

2. **Enhanced strategy execution:** The proposed project management process framework will align project activities with strategic objectives, leading to better execution of organizational strategies. This will enable organizations to achieve their goals and objectives more effectively.

3. **Increased competitiveness:** Improved project delivery and enhanced strategy execution will contribute to organizations' competitiveness in the market. Organizations will be better equipped to respond to market demands and deliver value to their customers, ultimately leading to increased market share.

4. **Knowledge contribution:** The study will advance our understanding of project management techniques, particularly as they apply to Kazakhstan. Other firms in the area wishing to enhance their project management procedures can benefit greatly from these insights.

## **2 Literature review**

### **2.1 The main theoretical review of project management issues**

This part gives a summary of prior research based on the study's topic. Literature review provides and gives us an opportunity to review and critically evaluate existing research to identify best practices and approaches to the research problem. This helps the researcher to formulate research questions and design a methodology that will effectively address the research problem.

The key strengths about the Project Management provides the study of "Project Management Best Practices: Achieving Global Excellence" by Harold Kerzner (2017) - This book gives an overview of best practices for project management, including planning, execution, monitoring, and controlling, as well as strategies for managing project risks and resources. The author emphasizes the importance of aligning project activities with organizational strategy and offers practical advice for improving project management processes. practical advice and strategies for project management. The author draws on his extensive experience in the field of project management to offer insights into how to manage projects effectively (Dinsmore & Cabanis-Brewin, 2014).

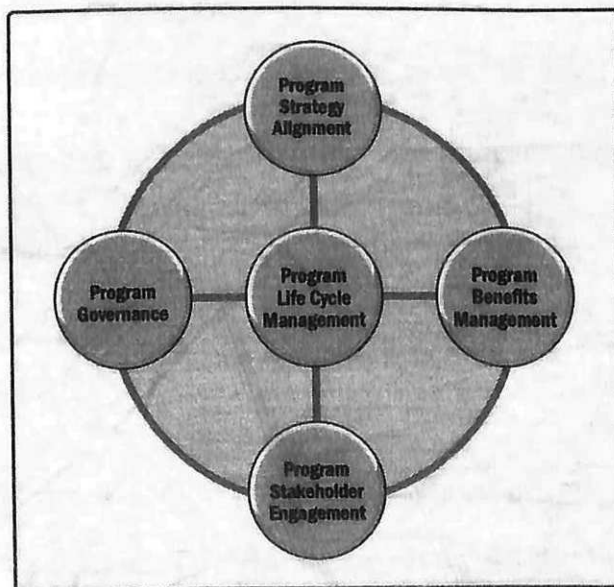
Harold Kerzner in 2017 offers a comprehensive guide to project management, focusing on the systems approach to project management in his book "Project Management: A Systems Approach to Planning, Scheduling, and Controlling" .The author discusses the importance of project management in achieving organizational goals and provides practical strategies for managing projects effectively. There are various sections in the book, each of which focuses on a distinct area of project management. It includes subjects including project beginning, planning, carrying out, overseeing, and wrapping up. The book stresses the interconnection and interdependencies of various project management procedures and how they contribute

reducing and controlling them. The book explores several methods for measuring performance as well as key performance indicators (KPIs) that may be used to monitor development and guarantee that a project is on track to meet strategic objectives. It contains actual case studies and examples that show how to use strategic project management ideas in various fields and settings. These real-world examples assist readers in comprehending how to use the theories and methods covered in their own projects (Gido & Clements, 2014).

"Project Management for Business, Engineering, and Technology" by John M. Nicholas and Herman Steyn (2017) - This book provides an overview of project management processes and best practices, focusing on their application in business, engineering, and technology. The authors emphasize the importance of effective project management in achieving organizational goals and provide practical advice for managing projects effectively. The book discusses a number of project management topics, such as beginning, planning, carrying out, monitoring, controlling, and wrapping up. It highlights the value of excellent stakeholder management, teamwork, communication, and project leadership. Incorporating several knowledge areas like scope, time, money, quality, human resources, risk, and procurement management, the book provides a thorough foundation for project management. It offers advice on project planning, including goals definition, work breakdown structure development, schedule creation, resource estimation, and budget establishment. The book also discusses project execution and control, including measuring project performance, assessing risks, handling issues, and developing communication plans. It emphasizes the value of project closing activities such as project appraisal, knowledge transfer, and lessons learned (Goetsch & Davis, 2014).

## 2.2 Management Performance Domains

Among different literature' sources, it is needed to emphasize the outputs of research activity of the Project Management Institute. The Project Management Institute (2017) analyzed "The Standard for Program Management" that provides a comprehensive guide to program management, including processes, practices, and tools for managing programs effectively (*figure 1*). The standard emphasizes the importance of aligning program activities with organizational strategy and offers practical strategies for managing program risks and resources. The handbook places a strong emphasis on thorough program planning and management. It addresses the management of the program's scope, schedule, and resources, as well as risk, quality, and financial management. The manual offers instructions for creating program plans, monitoring development, controlling adjustments, and guaranteeing program performance and delivery. The guide emphasizes benefits realized during the course of the program. It addresses the discovery, evaluation, monitoring, and realization of benefits. The manual places a strong emphasis on the value of matching program activities with intended outcomes and ensuring their effective realization (Gray & Larson, 2018).



*Figure 1. Program Management Performance Domains. Source: Project Management Institute, 2017. ISBN: 978-1-62825-196-8*

Overall, these works and others provide valuable insights into improving project management processes to ease strategy execution. Researchers emphasize the importance of aligning project activities with organizational strategy, adopting best practices for project management, and using practical tools and techniques for managing projects effectively (Gray & Larson, 2018).

### **2.3 Theoretical aspects or conceptualization of project management issues**

The current idea of project management is founded on the idea or concept - "project," which serves as both a fundamental characteristic of project management as well as a management object with unique properties.

"Project" as an economic category or Concept. Every day in our lives, we all complete projects. Here are some basic instances: Getting ready for a special occasion, remodeling an apartment, conducting research, and producing a book... These activities are all projects because they have a number of characteristics:

1. They are all directed toward attaining certain objectives;
2. They include the coordinated execution of linked tasks;
3. They are all time-bound, with a clear beginning and finish;
4. They are all distinctive and special in some manner.

Projects are generally distinguished from other activities by these four qualities (Cleland & Ireland, 2002).

A form of management activity called **project management** is focused on the thorough construction of a model of activities to accomplish a certain goal in advance. The

project may also be described as a process for creating and putting into action a strategy to accomplish a goal. Thus, the concept of "project" is already contained in the concept of "project management" and its allocation, in fact, is redundant, caused mainly by the need to use the already established concept of "project management".

Modern project management is a special kind of management that can be applied to the management of any objects (Cooper et al., 1999).

A project can be started, planned, carried out, monitored, controlled, and closed using a series of procedures known as **project management processes**. These procedures support teams and project managers in completing tasks and completing projects within their allotted time, money, and scope. The standard project management procedures involve identifying the project, creating a project plan, carrying it out, keeping track of the project's advancement, and concluding the project. Successful project management procedures aid firms in completing projects on time and more efficiently (Cooper et al., 1999).

**To ease strategy execution** means to make it easier for an organization to successfully implement its strategic objectives. Strategy execution involves a range of activities that help organizations to translate their strategic plans into action. By easing strategy execution, organizations can ensure that their projects and initiatives align with their overall strategic goals, and that they are able to overcome any challenges or barriers that may arise during implementation. This may involve improving project management processes, enhancing communication and collaboration between stakeholders, identifying and addressing potential risks, and ensuring that adequate resources are available to support the execution of the strategy (Cooper et al., 1999).

Overall, improvement of project management processes to ease strategy execution refers to the process of enhancing project management practices in order to effectively implement an organization's strategic objectives. This may involve identifying and

addressing inefficiencies in project management processes, improving communication and collaboration between stakeholders, increasing resource allocation and management, and mitigating risks that may affect project outcomes. By improving project management processes, organizations can ensure that their projects align with their strategic goals, are delivered within budget and timeline constraints, and contribute to the overall success of the organization (Crawford & Pollack, 2004).

Important tool of improvement of project management processes with the aim to ease strategy its execution is to make SWOT analysis. SWOT analysis allows in systematic form to reflect and show what is most important to execute among different directions of the project management process. This issue is not so discussed and described not only in theory but in case of practical implementation too. Thus, use of SWOT analysis as Important tool of improvement of project management processes with the aim to ease strategy execution is one of the novelties of this dissertation.

### **3 Research Methodology of Improvement of the project management process in metallurgical company**

This part describes the methodology of research conducted within a metallurgical company to assess employees' job satisfaction under the framework of improvement of the project management process in metallurgical company. The survey included questions related to various aspects of their work, such as employment conditions, salary, working environment, relationships with superiors, and company policies. The survey aimed to evaluate the level of job satisfaction among employees in the metallurgical industry, which was particularly relevant due to the restructuring and instability within the sector. The research emphasized the importance of anonymity to ensure respondents' confidence in providing honest feedback.

### **3.1 Research object and main problems of metallurgical company in recent years**

The company is a significant, fully integrated producer of zinc with sizable credits for copper, precious metals, and lead. Kazakhstan's Akmola, Ulytau, and East Kazakhstan regions are where the corporation does its primary business. The business was started in 1997. Glencore International AG is the main investor. The company's purpose is to provide sustainable value for our partners, workers, shareholders, and community by using natural resources and energy sources with a steady development and minimal danger to the community, environment, and human health (Suleimenova et al., 2017).

One of the biggest producers of zinc in the world, the company also engages in the mining, processing, and smelting of other metals, such as lead, copper, gold, and zinc.

Some key points:

1. Operations: Company operates several mines and processing facilities in Kazakhstan. Its major operations are located in the East Kazakhstan Region, specifically in the cities of Ust-Kamenogorsk and Ridder.

2. Products: The company primarily focuses on the production of zinc, lead, and copper concentrates. It also produces gold and other by-products during the mining and processing of these metals.

3. Ownership: Company is a subsidiary of the Glencore group, a global commodities trading and mining company. Glencore acquired a majority stake in 1997 and expanded its operations in subsequent years.

4. Environmental and Social Responsibility: Company has implemented various environmental and social responsibility initiatives. It aims to minimize the environmental impact of its operations, ensure workplace safety, and contribute to the social and economic development of the regions where it operates.

5. Global Presence: While the company's primary operations are in Kazakhstan, it is also involved in international metal trading activities. It supplies its products to customers worldwide, contributing to the global metal supply chain.

It's worth noting that specific details and recent developments about the company may have occurred after my knowledge cutoff date in September 2021.

Despite revenue of \$3,564 billion last year, the mining and metals giant is down \$51 million. Mining and metals giant metallurgical company, owned by a random shareholder, is almost 70% Anglo-Swiss trader Glencore, the remaining stake of most of the national company Tau-Ken Samruk lost \$51 million last year. This is stated in the report on preliminary statistics on a foreign corporation for 2022 (Morris & Hough, 1987).

The metallurgical company's revenue last year was \$3.564 billion. Adjusted EBITDA (earnings before taxes, interest, depreciation and amortization) for this period was \$807 million. However, depreciation and impairment was calculated at \$596 million, which ultimately remained in EBIT (earnings before tax and percent) totaling 211 million dollars. At the same time, the company's capital expenditures for the use of assets in 2022 amounted to \$271 million, and for the expansion of production - \$75 million (table 2) (Morris & Hough, 1987).

In general, a metallurgical company was formed at the level of \$3,615 billion during the year, which resulted in a loss of \$51 million. It turns out for Tau-Ken Samruk, for which dividends are paid to an associated company of significance for the use of activities, about 15 million dollars loss, respectively, of its share of almost 30%. In addition, in 2022 metallurgical companies paid dividends to non-controlling shareholders in the amount of \$196 million.

In comparison, in 2021, metallurgical company had lower revenue of \$3,501 billion, but adjusted EBITDA performed better at \$1,103 billion, and adjusted EBIT was

expected to be \$666 million, with amortization/impairment of \$437 million and a significant capex of \$342 million. . When compared to the metallurgical company's \$2.94 billion in costs for 2021, the profit was significantly greater at \$562 million (Morris & Hough, 1987).

Metalworking business Smelting hasn't lost value in the previous or this year, according to Glencore. However, it appears that there is little difference between the book value and the current value of the recovered metal due to cost constraints in the business, such as energy prices and other levies. The asset's market value will rise if zinc prices rise in line with the cost curve and/or demand. Conversely, in recession scenarios, the market value may be lower than the book value expected as a result (Morris & Hough, 1987).

The \$185 million impairment of the Zhairem project was due to various macroeconomic factors such as inflation, imbalances in global supply and demand, as well as additional logistics costs due to the restructuring of traditional supply chains and an increase in the MET on zinc by 50%, from 7% to 10.5% since the beginning of this year. In November, *inbusiness.kz* wrote that Glencore stopped using Russian transit. Recall that the modernization of the Zhairemsky GOK cost \$425 million, including through co-financing of the Development Bank of Kazakhstan. Zhairem's production ramp-up in 2023 was scheduled to reach a steady state in the fourth quarter (Pinto, 2013).

In early February, *business.kz* wrote that the metallurgical company had reduced its total zinc production by 12% in 2022. Amid the Russian-Ukrainian conflict, a metallurgical company has accumulated \$200 million more inventory due to supply chain issues, according to reports.

By the way, the parent company Glencore managed to generate almost \$256 billion in revenue in 2022, up 26% or \$52 billion from \$203.7 billion a year earlier. The trader's net income attributable to shareholders was \$17.3 billion, up 248% from nearly \$5 billion

in revenue the previous year. At the same time, the debt of the Anglo-Swiss corporation fell sharply over the past year, to \$75 million from \$6 billion in debt in 2021 (Pinto, 2013).

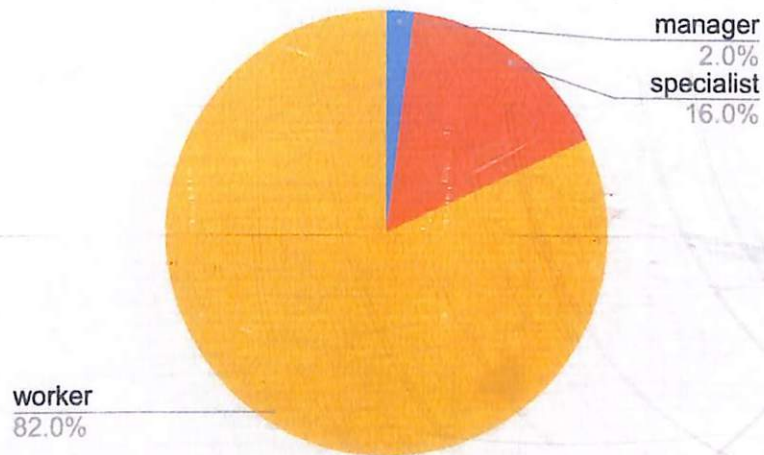
### **3.2 Data sources for project management analysis**

The part provides an overview of the research company, highlighting its operations as a major zinc producer with additional involvement in copper, precious metals, and lead. The company's mission focuses on sustainable value creation, emphasizing the responsible use of natural resources and energy sources while prioritizing community, environmental, and human health.

29 workers of the research business participated in the study.

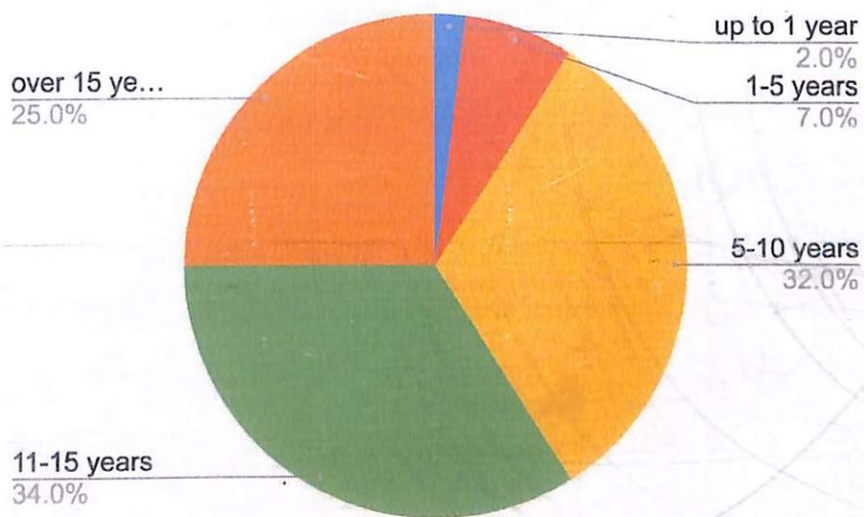
Every poll also contains a section with the respondent's information. In the instance of the survey described in the study, the information on respondents included their job history with the research business, place of employment, age, gender, and level of education. Figure 2 displays the survey's summary findings about the characteristics of respondents.

Figure 2a shows that 82% of those who participated in the survey were employees. It should be kept in mind that workers always make up the majority of the workforce in general. When conducting any survey, it's important to bear in mind that the respondents' demographics should match the demographics of the personnel, particularly in a metallurgical firm. Numerous production workers must be involved in the manufacturing of zinc and other metals.



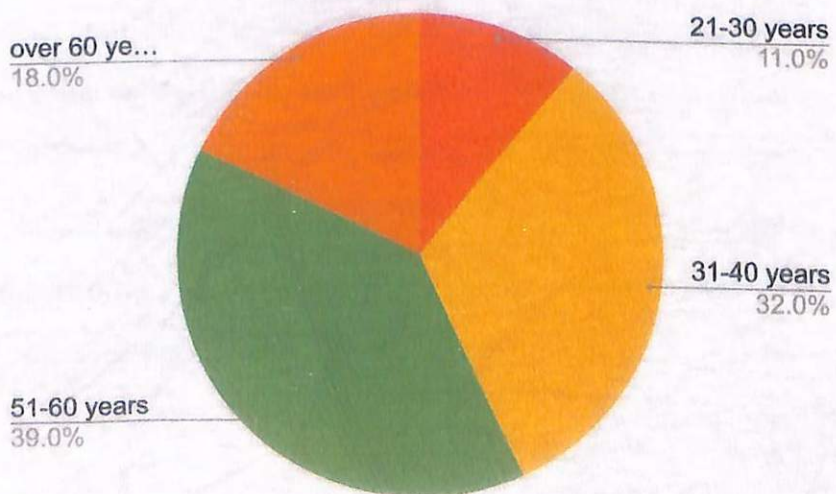
*Figure 2a. Respondents features in workplace*

34% of respondents have worked for the research business for between 11 and 15 years, while 32% have done so for between 5 and 10 years (figure 2b). Employees who have been with the research organization for more than 15 years comprised a sizable portion of responses (25%) as well. Therefore, these workers are familiar with the research company's manufacturing procedures as well as its culture and working methods. Their judgment may be taken as legally binding. Longer tenure at this mill means less need for training new hires, which benefits both the employee's job security and the company's capacity to maintain its production process (Meredith & Mantel, 2018; Morris & Hough, 1987).



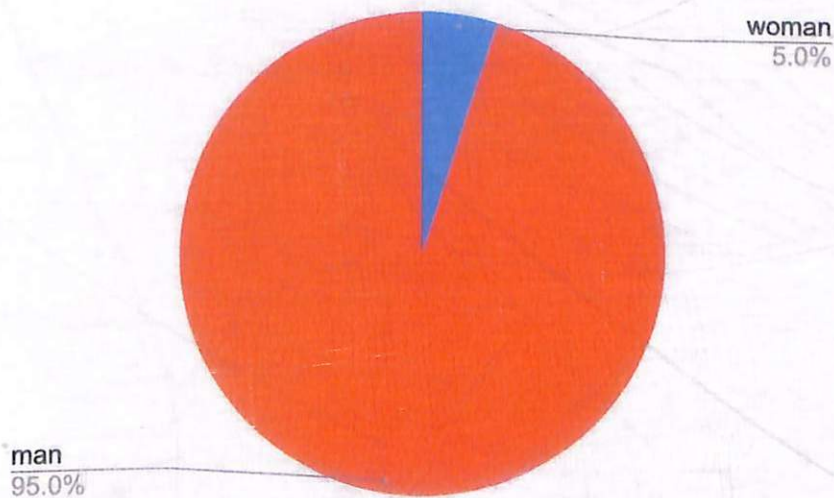
**Figure 2b.** Respondent's period of employment in the research company

The respondents' age distribution matches the organization of the research company's workforce (figure 2c). The bulk of responders (39%) are employees between the ages of 51 and 60, indicating that they are quite experienced and likely have a long work history. Employees between the ages of 31 and 40 make up another sizable group of responders (32%). Although they are rather young, these individuals have some prior experience. As was already established, a research organization needs a large workforce, thus it is not a good idea to hire anyone over the age of sixty.



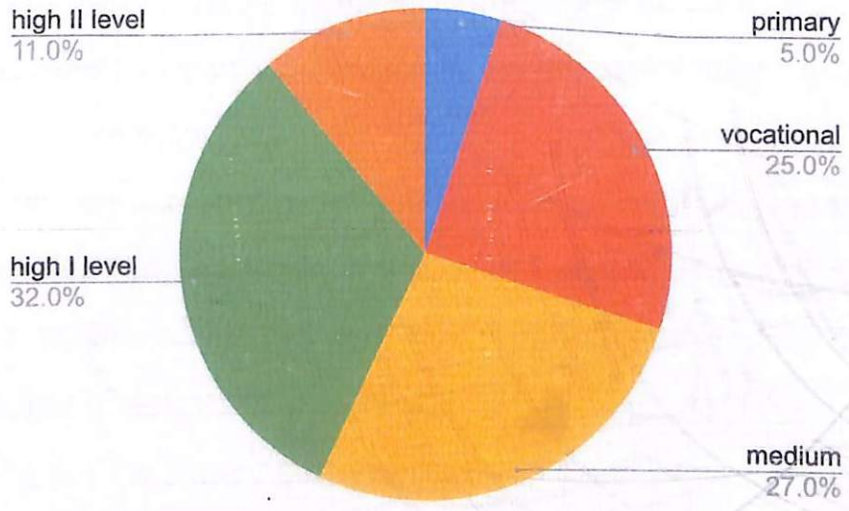
*Figure 2c. Respondent's age*

Men make up 95% of respondents (figure 2d). It should be kept in mind that the study was carried out within an organization, and Figure 2a's depiction of the respondents' organizational structure by workplace revealed that the majority of them are employees. Such labor is thought to be difficult and time-consuming, and it is not suitable for women. As a result, women work mostly in offices and are not actively involved in rolling manufacturing. What justifies the gender hierarchy seen in Figure 2d.



*Figure 2d. Respondent's gender*

Figure 2e shows that the structure of schooling is more varied than the feature structures of the other respondents. Most participants (32%) said they had a high I level of education. However, there are also lots of groups of workers with medium (27%) and vocational (25%) education. The majority of staff at research businesses have degrees in metallurgy. It is crucial that they understand the fundamentals of materials sciences since their job affects the quality of metals, and the process.



*Figure 2e. Respondents features. Education*

#### 4. Collecting and analysis of data

On the basis of Thurstone Scales, the respondents were asked to rate 20 questions regarding their employment as part of the section on job satisfaction from a strategic project management point of view.

All 20 questions that discuss employees' job satisfaction are displayed in Table3. The survey employed a seven-point Thurstone Scales, with 1 denoting "I totally disagree" and 7 denoting "I totally agree" . The fact that this research was not conducted by the company's managers and it was a key component of the study. As a result, respondents felt more at ease filling out the survey and more assured about its anonymity.

	1	2	3	4	5	6	7
Is this type of work considered fulfilling?							
Is the compensation currently deemed adequate?							
Is the social package offered by the research organization considered satisfactory?							

<p>Are the physical working circumstances at the research company perceived as pleasant?</p>							
<p>Is the job description, as it stands, deemed suitable?</p>							
<p>Am I adequately informed about my immediate boss?</p>							
<p>Do I effectively apply my prior qualifications to my work?</p>							
<p>Do I believe that my working arrangement with my immediate boss is suitable?</p>							
<p>Is my immediate boss well-versed in my line of work?</p>							

Does the research organization maintain a pleasant atmosphere?							
Does the research firm possess a good degree of employment stability?							
Is the method of staff promotion considered suitable?							
Is the manner in which the research business terminates employees deemed appropriate?							
Does the research business effectively provide valuable training?							
Does the research firm demonstrate respect and awareness of my family obligations?							

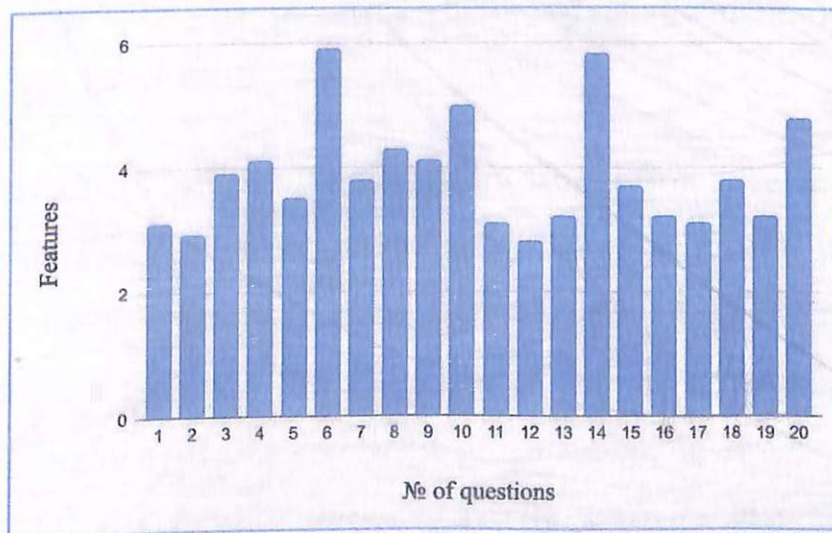
Did I not encounter any instances of prejudice?							
Is my immediate supervisor appreciative of my efforts and dedication?							
Do I feel a strong sense of belonging to the business?							
Am I adequately informed about the company's plans?							
Would I recommend a colleague for a job?							

*Table 3. The main questions of research company's poll on work satisfaction from strategic project management point of view*

Below in Figure 3, a visual representation of the responses to the workers' evaluation of each individual survey response is shown. The average rating that each

question received is summarized by the histogram. It allowed respondents to specify which aspects of the work they were happy with and which they would like to modify.

Employee ratings for all of the comments have been averaged at 3.9. This indicates that they are not entirely happy with their work. However, it can be seen from Figure 3 that the evaluations of the individual questions varied and frequently deviated from the average evaluation.



*Figure 3. Comparing the averages of the various questions collected by the research firm [own study]*

The respondents cited knowing who their direct supervisor is (average 5.9) and the quality of the training provided by the research business as the two most crucial factors in determining their level of work satisfaction. Employees are therefore aware of who should command them and for what they are accountable. In the case of the corporation, it is particularly significant. The rolling process happens automatically, there are frequently unforeseen circumstances, and staff need to know who to contact if there are any

production issues. A well performed training program has an impact on both the workers' job and the goods' quality. As was already noted, the personnel must devote a lot of time and effort to the task at hand in the research firm. They must adhere to all workplace safety regulations and put on the appropriate protective gear. Sadly, the repetitive nature of the labor causes individuals to forget about these things. The purpose of training is to remind them of the risks that might result from improper work completion and a failure to adhere to all guidelines.

Other highly scored claims included that employees would recommend working for the research business to a friend (4.7) and that the workplace is friendly (5.0). Workplace culture that is highly valued indicates that employees are at ease in the research firm. Consequently, the remark on the recommendation of employment in the research company received a good evaluation.

The evaluation of 13 of the 20 assertions was below average. To increase employees' job happiness and, as a result, the productivity of their work, it is necessary to examine these assertions more carefully. since content workers are more productive since they show up to work willingly and feel like a part of the team. The assertion that they have a sense that the employees feel a part of the organization, however, was rated below average and is one of the most significant assertions (3.7). An effective project management system can have a positive impact on employee productivity, motivation, and job satisfaction.

We conducted an analysis of a metallurgical company , as a result of which we identified the main problems. In solving all these problems, not only material and financial resources are important, but also the intellectual potential of society. The concept of growth of competitiveness, being formed as a national idea of Kazakhstanis , will require us to master the most modern knowledge and methods of managing social processes.

In this report, we would like to focus on one important aspect of human capital, which is associated with the need for effective management of diverse and numerous investment projects, which have now begun to be actively implemented in almost all sectors of the economy. The point is that in relation to investment projects, to move from traditional methods of managing them to project management, i.e. project management. The fact is that in all areas of business in recent decades there have been not just changes, but a constant acceleration of the dynamics of changes caused by the development of technology, changes in the political, economic and social spheres. A modern organization, functioning in a changing business environment, is constantly in need of making appropriate changes in its own business. The use of only a traditional management system based on monitoring repeating existing operations and an unchanged business process becomes insufficient for the effective management of a company and implementing investment projects.

This is the reason why the use of project management methods today is no longer limited to organizations that, by the nature of their activities, are focused on performing work in the form of projects by construction companies, enterprises involved in the development and implementation of individual orders. It turned out that even in mass production organizations, a significant part of the activity should be planned on the basis of projects. For example, activities to modernize production, develop management systems, in general, transform business areas or business processes meet all the main features of projects (Suleimenova et al., 2017).

Projects serve as an organizational framework for the deliberate, methodical, and rule-based collecting of information. In contemporary market-economy systems, the design organization tool is frequently utilized for both intricate and straightforward specialized tasks. As a result, project management refers to the carrying out of specified duties inside the framework of an existing business or between businesses.

Intensifying the introduction of innovations into manufacturing can increase competitiveness. It is no accident that Kazakhstan has created a plan for both industrial and innovation growth.

From this vantage point, we see project management as a practical instrument for swiftly and effectively introducing innovation to the market. The main factor in a company's success is consistently making marketable inventions that are successful. It is without a doubt crucial and significant for businesses and research institutes to save costs. They are defensive in character, though, and long-term success necessitates far more optimistic thinking about fresh chances and markets (Kozhakhmetova & Tazhiyeva, 2018).

In a nutshell, innovation is the creation and use of new information. Such information can and should be developed methodically instead of being relied on chance. The ability and desire to think and act creatively are the most crucial requirements for this (Verzuh, 2015).

Bringing together individuals with a variety of skills, interests, information, experiences, and viewpoints is another requirement. In this situation, we are referring to the so-called soft elements, which are challenging to evaluate, must be applied to the human factor, demand a contemporary view of personnel policy, and ultimately determine success in the war for market share.

The capacity to absorb and utilize new information more quickly than rivals is the key differentiator in the information era and the globalized economy. This concerns both the underlying attitude toward change and the novel as well as the management of a methodical procedure for the creation and application of innovations. Project management, which is closely tied to the idea of innovation management, is a crucial tool for this (Wysocki, 2013).

## 5 SWOT analysis as main tool to ease strategy execution of project management

We carried out and considered the following analyses of the traditional management system's of a metallurgical company with the aim to ease strategic execution (table 1) using the SWOT analysis tool based on the data mentioned above that were presented in the previous chapter.

<b>Strengths</b>		<b>Weak sides</b>	
1	Strong technical expertise	1	Limited promotional opportunities
2	Positive working environment	2	Uncompetitive salary levels
3	Opportunities for skill development	3	Insufficient professional development programs
4	Career stability	4	Lack of transparency in promotion criteria
5		5	Inadequate performance feedback
<b>Opportunities</b>		<b>Risks</b>	
1	Performance-based promotion system	1	Increased employee turnover
2	Competitive salary and benefits packages	2	Difficulty attracting skilled professionals
3	Training and development initiatives	3	Negative impact on company culture
4	Mentorship programs	4	Competitive talent acquisition

5	Performance evaluation and feedback system	5	Employee disengagement
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*Table 1. Assessment of the weaknesses and strengths of the activities of " metallurgical company "*

This expanded SWOT analysis provides a more comprehensive assessment of the factors influencing job satisfaction in a metallurgical company, specifically addressing the concerns related to promotion and salary dissatisfaction.

**Strengths:**

1. Strong technical expertise: The metallurgical company boasts a highly skilled workforce with specialized knowledge and expertise in metallurgical processes, which can enhance job satisfaction for employees in technical roles.
2. Collaborative work environment: The company fosters a culture of collaboration and teamwork, creating a positive work environment that can contribute to job satisfaction despite the specific concerns related to promotion and salary.
3. Technological advancements: The company invests in advanced technologies and equipment, providing employees with opportunities to work with cutting-edge tools, enhancing job satisfaction in terms of technical capabilities and growth.
4. Career stability: The metallurgical industry often offers stable employment opportunities due to the consistent demand for metallurgical products, which can contribute to job security and overall job satisfaction.
5. Employee recognition programs: The company has established programs to recognize employee achievements, such as Employee of the Month or performance-based awards, fostering a sense of appreciation and job satisfaction.

**Weaknesses:**

1. Limited promotional opportunities: Employees express dissatisfaction with the lack of upward mobility and limited career progression within the company, which can negatively impact job satisfaction and lead to demotivation.
2. Uncompetitive salary levels: Employees feel that their salaries do not adequately reflect their skills, experience, and contributions, leading to financial dissatisfaction and reduced motivation.
3. Insufficient professional development programs: The company lacks comprehensive training and development initiatives, limiting employees' ability to enhance their skills and advance their careers, which can contribute to lower job satisfaction.
4. Lack of transparency in promotion criteria: Employees perceive a lack of clarity and transparency in the criteria for promotions, which creates a sense of unfairness and decreases job satisfaction.
5. Inadequate performance feedback: The company lacks a robust system for providing timely and constructive feedback to employees, hindering their growth, and contributing to lower job satisfaction.

### **Opportunities:**

1. Performance-based promotion system: Implementing a clear and transparent performance-based promotion system can address employees' concerns about limited advancement opportunities, providing a fair and motivating path for career growth.
2. Competitive salary and benefits packages: Conducting market research and benchmarking salaries against industry standards can help the company offer more competitive compensation packages, improving job satisfaction in terms of financial rewards.

3. Training and development initiatives: Establishing comprehensive training and development programs, including technical skill enhancement and leadership development, can empower employees and provide a clear pathway for career progression, increasing job satisfaction.

4. Mentorship programs: Introducing mentorship programs where experienced professionals guide and support junior employees can foster professional growth, improve job satisfaction, and help address skill gaps.

5. Performance evaluation and feedback system: Implementing a robust performance evaluation process with regular feedback sessions can provide employees with clear expectations, recognition of their contributions, and areas for improvement, ultimately enhancing job satisfaction.

### **Threats:**

1. Increased employee turnover: Dissatisfaction with promotion opportunities and salary levels may lead to a higher employee turnover rate, resulting in the loss of experienced talent and negatively impacting the company's performance.

2. Difficulty attracting skilled professionals: A reputation for limited advancement opportunities and uncompetitive salaries can make it challenging for the company to attract top talent, hindering its ability to innovate and grow.

3. Negative impact on company culture: Pervasive dissatisfaction with promotion and salary can create a negative company culture characterized by demotivation, low morale, and reduced teamwork, potentially affecting overall productivity and employee satisfaction.

4. Competitive talent acquisition: Other companies in the industry that offer more attractive promotion prospects and higher salaries may have a competitive advantage in

attracting and retaining skilled professionals, posing a threat to the metallurgical company's talent acquisition efforts.

5. Employee disengagement: Persistent dissatisfaction with promotion and salary can lead to disengagement among employees, resulting in reduced productivity, creativity, and commitment to the company's goals.

## **6 Findings and recommendation**

As a result, SWOT analysis of job satisfaction in the metallurgical company reveals a mixed picture with strengths such as strong technical expertise, a positive work environment, and opportunities for skill development. However, it also identifies weaknesses, including limited promotional opportunities and uncompetitive salary levels, which contribute to employee dissatisfaction. To address these challenges and improve job satisfaction, implementing a project management system can provide an effective solution.

A project management system offers a structured approach to address the identified weaknesses and capitalize on the strengths. By integrating a project management system, the company can streamline processes, enhance communication, and ensure efficient implementation of strategies aimed at improving job satisfaction.

The project management system can facilitate the establishment of a performance-based promotion system, allowing for clear career progression paths and transparent evaluation criteria. It can also support market research and benchmarking activities to develop competitive salary and benefits packages, addressing the dissatisfaction related to compensation.

Moreover, the system enables the implementation of comprehensive training and development initiatives, providing employees with opportunities for skill enhancement and career growth. It can help track and monitor employee progress, schedule training sessions, and ensure the availability of necessary resources.

Additionally, a project management system promotes collaboration and transparency by providing a centralized platform for task assignment, progress tracking, and resource allocation. It facilitates effective communication among teams and

stakeholders, fostering a positive work environment and addressing concerns related to limited advancement opportunities.

Regular monitoring and evaluation of initiatives through the project management system will enable the company to measure the impact of implemented strategies, identify areas for improvement, and make data-driven decisions to enhance job satisfaction.

In conclusion, by implementing a project management system, the metallurgical company can effectively address the weaknesses identified in the SWOT analysis and leverage its strengths to improve job satisfaction. The system will provide a structured framework for implementing strategies related to promotion, salary, training, and development, ultimately creating a more fulfilling work environment and supporting employee growth and satisfaction.

## **Conclusion**

In conclusion, the SWOT analysis of job satisfaction in the metallurgical company reveals a mixed picture, with strengths including strong technical expertise and a positive work environment, but weaknesses such as limited promotional opportunities and uncompetitive salaries. To address these challenges, implementing a project management system is recommended. This system will streamline processes, enhance communication, and ensure efficient implementation of strategies to improve job satisfaction. It will facilitate the establishment of a performance-based promotion system, competitive salary packages, and comprehensive training initiatives. Additionally, the system promotes collaboration, transparency, and effective communication. By regularly monitoring and evaluating initiatives, the company can measure their impact, identify areas for improvement, and make data-driven decisions. Overall, a project management system will enable the company to leverage its strengths, address weaknesses, and create a more fulfilling work environment that supports employee growth and satisfaction.

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