

PROJECT MANAGEMENT IN STARTUPS

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Annotation: *This article explores project management in startups, focusing on its unique characteristics and the key success factors. Modern methodologies such as Agile, Scrum, and Lean are analyzed in the context of how resources, time, and risks are managed effectively within startup environments. The paper includes examples from real startups and discusses the specific features of the startup ecosystem in Uzbekistan.*

Keywords: *startup, project management, Agile, Scrum, Lean, risk management, innovation, technology, Uzbekistan startups.*

Startups are small initiatives aimed at creating an emerging, innovative product or service in a new and not-for-profit market environment. Because they operate in a rapidly changing environment, traditional management models are often ineffective. Therefore, it is important to use modern and adaptive project management methods.

In a startup environment, the main task in project management is to quickly identify the needs of the market and develop a solution in accordance with it. In this process, Project Management covers the following tasks: identifying goals, effectively cooperating with a small number of teams, properly distributing limited financial and human resources, analyzing and reducing risk, making quick decisions and adapting.

Today, when we look at the experience of Abroad, software on various methodologies is being implemented. In particular, Lean methodology software development is the translation of lean manufacturing principles and practices into the software development field. Adapted from the Toyota Production System, it is emerging within the cohesive community with the support of the pro-lean subculture. Lean offers a solid conceptual framework, values, and principles that support Bishop organizations, as well as good practices derived from experience. The origin of the phrase "naked software development" appeared in the 2003 book of the same name by Mary Poppendiek and Tom Poppendiek. the book reconstructs traditional lean principles, as well as a set of 22 tools, and compares the

tools to appropriate Bishop practices. Poppendiecks ' involvement in the fast software development community, including negotiations at several fast-track conferences resulted in such concepts becoming more widely accepted in the agile community. Thus, customers better understand their needs based on the existing results of development efforts, and developers learn to better satisfy these needs. Another idea in customer communication and training is to develop on a fixed basis-it is aimed not at eating out possible solutions, but at conveying future solution constraints, thus promoting the birth of a solution through communication with the client.

Decide as late as possible, since the development of this software is always associated with some uncertainty, it is necessary to achieve better results with a fixed or option-based approach, delaying decisions as much as possible until they are made on the basis of facts, and not on vague assumptions and predictions. The more complex the system, the more opportunities should be created for change, which will allow you to postpone important and important obligations. The iterative approach advances this principle-the ability to adapt to changes and correct errors, which can be very costly if found after the system is released.

With kit-based development: if a new braking system is needed for the car, for example, three teams can develop solutions to the same problem. Each team learns about the problem space and develops a potential solution. When the solution is considered unreasonable, it is cut off. At the end of a period, the surviving designs are compared and one of them is chosen, with some modifications based on the study of yehtimol from others - a great example of delaying the commitment to the last minute. Software decisions can also benefit from this practice to minimize the risk of a large front design.

Most enterprises have a traditional approach to decision-making in the organization-managers tell employees how to do their work. In the development technique, roles are rotated-managers are taught how to listen to developers, so they can better explain what actions can be taken, as well as make suggestions for improvement. The naked approach follows the agile principle of "trust them to build projects around motivated individuals and get the job done", encouraging progress, identifying mistakes and removing obstacles, but not micro-management. Another misconception was to treat people as resources. People can be sources from the point of view of a sheet of statistical data, but in software development, as well as in any organizational business, people need more than just a list of tasks and confidence that they will not be disturbed during their execution.tasks. People need motivation and a high goal to work purposefully within the framework of a reality in which they can walk with confidence that the team can choose their obligations. Developers must be given access to the client; the team leader must support and help in difficult situations, as well as ensure that skepticism does not break the spirit of the team. Respecting people and

recognizing their work is a way to empower the community. Create integrity in which the buyer must have the overall experience of the system. This perception is called mature integrity: how it is advertised, delivered, placed, how intuitive it is to access it, how it is to use it, how much it costs and how well it solves problems. It also provides for dividing the project into small stages, evaluating the result of each stage and determining the next step. This method is very convenient for startups, since they need to adapt to constant changes.

Scrum is an outline of agile, focused on the implementation of specific tasks within a specified time (sprint). This systematizes teamwork.

Lean is a method based on the use of resources with maximum efficiency, reducing overhead.

In Uzbekistan, the focus on startup activities has increased in recent years. Platforms like IT Park, startup Initiatives are supporting new projects. But there are also problems: if we include such as a shortage of experienced mentors, restrictions on investments, a lack of knowledge in Project analysis and monitoring, of course, project management courses will be established in startups; encourage innovative thinking among young people; it is advisable to expand state grants and incubator programs for startups.

Conclusion: Project management in startups is one of the main factors of success. A properly selected management methodology, a qualified team and a flexible approach will determine the long-term success of the startup. In the conditions of Uzbekistan, opportunities in this regard are wide, and it is possible to create competitive projects at an international level through proper management.

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