

Conceptual provisions of the management of transformational projects

Larysa Gordiienko, Maryna Gruzd, Vadym Sobolev

*Simon Kuznets Kharkiv National University of Economics
Nauky avenue 9-A, 61166 Kharkiv, Ukraine*

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Abstract. *This article discusses the conceptual provisions for the management of transformational projects. The purpose of the paper is to substantiate the need to develop a methodology for managing transformational projects in complex socio-economic systems. The methodology of the management of transformation projects are considered in this paper, on the one hand, as a doctrine on the scientific method of cognition of phenomena and processes related to systemic, radical transformations in socio-economic systems, and on the other hand, as a set of methods that can be applied to the theory and practice of managing transformational projects, having their own objective prerequisites. According to the results of the research, the conceptual provisions for the management of transformational projects should be based on the scientific vision and definition of the essence of the basic concept (the basic concept) – the transformation project.*

Raktažodžiai: *konceptualios nuostatos, vadyba, metodika, sudėtingos socialinės-ekonominės sistemos, transformacijos projektas.*

Keywords: *conceptual provisions, management, methodology, complex socio-economic systems, transformation project.*

Introduction

In recent years, in connection with the acceleration of globalization processes and the implementation of large-scale changes in various fields of activity (international relations, economics, finance, law, technology, etc.), processes of radical changes have intensified both at macro- and micro-levels which are being implemented in various forms, including transformation projects and programs. Management of a transforma-

tion project is a complicated, complex, multi-level process that requires consideration of various factors related to both the internal and external environments of the transformed social and economic system (i.e. state, region, industry, enterprise, etc.).

With the start of market transformations in Ukraine, the practice of managing organizations (enterprises, companies, institutions, etc.), and thus the concept of project management, has developed as well. In recent years, this concept has gained popularity in the field of public administration, in particular, in the process of implementing numerous reforms.

As noted by D. Williams, T. Parr, traditional approaches to the management of programs and projects are still used by many organizations to manage and implement transformations. Moreover, as these authors further emphasize, "...such methods lose their effectiveness as the nature of transformations and the problems arising in connection with them become more serious" (Williams and Parr, 2005, p. 1).

Therefore, there is a contradiction between the requirement of function that is effective in changing conditions and the timely adaptation of the management system to institutional changes, which makes important to develop a methodological framework and management tools to ensure timely transformation of organization. This problem has a complex character and includes a range of theoretical and applied problems that determine the diversity of approaches to a solution. One such approach is the management of organizational transformations. The goal of the paper is to substantiate the need to develop a methodology for managing transformational projects in complex socio-economic systems.

The theoretical and methodological basis of this research include the fundamental principles of management science and the works of Ukrainian and foreign scientists on the issues of management of transformation projects in complex socio-economic systems. In order to achieve the research goal and to solve the set tasks, both general scientific and special methods of research were used: *comprehensive and systems approach* – in the analysis of Ukraine as a socio-economic system, from 1991 to the present there has been a process of internal transformational change in its legal, economic, political, social systems; *historical and logical* – this approach has allowed the author to take a retrospective view of the genesis and development of stages of transformation of the political system of Ukraine; *monographic method* – highlighting the growing interest in the development of a methodology for managing transformational projects, on the one hand as a study of the scientific method of cognition of phenomena and processes associated with systemic, fundamental changes in socio-economic systems, and, on the other hand, as a set of methods that can be applied in theory and practice to transformation project management.

Theoretical Views of Transformational Process and Project Management

From a scientific point of view, the system of views on the management of transformational processes by organizations appeared, as was emphasized in Gordiienko

(2006), within the framework of the new management paradigm in the 1990s (the beginning of the 21st century) according to which the belief in equilibrium and constant stability and expediency in everything is gradually weakening. The lack of equilibrium means that in the real world nothing is permanent. Unexpected events, breakdowns, failures and stress constantly inflict severe blows to various organizations. Thus, the new paradigm involves the search for the appropriate state performed by modern managers, which the organization must accept in the course of constant changes.

The interest being given to the management of transformation projects, as one of the new areas of project management and change management, has arisen as the subject of research among many scholars, including: D. Anderson and L. Ackerman Anderson (Anderson, 2017), V. Anshin (Anshin, 2016), S. Bushuev, N. Bushueva, I. Babaev, V. Yakovenko, E. Grisha, S. Dzyuba, and A. Voytenko (Bushuev, Bushueva, Babaev et al 2010), R. Holterman (Holterman, 2017), K. Wackowski and J. M. Chmielewski (Wackowski and Chmielewski, 2007), D. Williams and T. Parr (Williams and Parr, 2005), A. Zarebska (Zarebska, 2002), etc.

In an initial discussion, R. Holterman, Director of Business Development, Senior Project Director at McNair Business Development Inc stressed the important role of: “Transformational Project to right size, gear up, change direction, or position the organization to be able to seize opportunities, and remain true to their vision and their purpose” (Holterman, 2017).

Aston University Business School researchers substantiate the need to develop transformational projects with the fact that:

“the world economy is currently in turbulent times as it tries to re-emerge from the credit crunch and the subsequent recession. Europe in particular is struggling to stabilize its economy after its national governments invested heavily to save their banks. Although the private sector is slowly growing again, the public sector is downsizing to minimize government expenditure and pay off national debt – can retrenchment management be better managed to look after employee work commitment? Although the BRIC (Brazil, Russia, India and China) economies are doing much better, growth is not even across their populations, leaving many people still in poverty – how can the benefits of investment be more evenly distributed whilst maintaining and improving efficiency?” (The Transformational, 2017).

D. Anderson and L. Anderson have also noted: “The three types of change occurring in organizations today are: (1) developmental, (2) transitional, and (3) transformational. Traditional project management and what is commonly called ‘change management’ effectively support developmental and transitional change, but they are woefully insufficient for transformational change” (Anderson, 2017).

Unlike the change management, transformation management cannot simply focus on a few discrete, well-defined shifts. It must focus on a coordinated portfolio of interdependent initiatives (Bourne, 2015).

The need for a systematic approach to the management of transformation projects draws attention to the Russian scientist V. Anshin (Anshin, 2016). His point of view is shared by Polish researchers of transformational changes in the field of informatics, K. Wackowski and J. M. Chmielewski (Wackowski and Chmielewski, 2007).

In Ukraine, representatives of the national school of project management S. Bushuev, N. Bushueva, I. Babaev, V. Yakovenko, E. Grisha, S. Dzyuba, and A. Voytenko, in the book *Kreativnyie tehnologii upravleniya proektami i programmi* (Creative technology management projects and programs) (Bushuev, Bushueva, Babaev et al. , 2010) consider creative technologies for managing projects and programs. The main tool used for managing development projects and balanced development programs is to build on the framework of matrix and genetic technologies.

British project management specialists D. Williams and T. Parr have proposed a new program management approach that allows the maximization of the likelihood of creating real value with the help of transformation programs and projects. At the same time, the ideas outlined in their book (Williams and Parr, 2005) were supported by a number of practical examples.

One should agree with the idea put forward by British scientists in the book (Williams and Parr, 2005) that one of the keys to the future of welfare creation in Great Britain (Author's note: and also in Ukraine) and in general in the world is the productivity of an "open public company called Great Britain". This consists of an interconnected network of private and public enterprises and activities, which ultimately takes care of every citizen in the country and the multitude of other people living abroad.

With regards to the management of transformation projects in Ukraine, this approach is currently in its early stages of development and therefore needs further development. In general, the methodology of project management of this type has not yet been developed to a sufficient extent.

Objective Prerequisites for and Management of Transformation in Socio-economic Systems

The Transformation Project is a scheme at Aston University Business School (Birmingham, UK), that takes existing theory about project management practice and change management and uses it to create a suite of management tools to improve project and organizational performance (The Transformation Project, 2017). They are called transformational because they help the business to experience transformation through effective project management (Upravlenie, 2017).

On the one hand, the methodology of management of transformation projects are considered in this paper as a doctrine on the scientific method of cognition of phenomena and processes that are related to systemic, radical transformations in socio-economic systems, and on the other hand, they are viewed as a set of methods that can be applied to the theory and practice of managing transformational projects.

Each approach has its own objective prerequisites. These prerequisites, as well as the prerequisites for organizational transformations (Gordiienko, 2005, p. 196), have a common and specific character.

The common objective prerequisites, which make it necessary to carry out transformations in social and economic systems and to manage them, are public needs; improving the means of production and labor; increasing scale of production concentration, improvement of products; increase in the level of complexity of public and production processes; the need for synchronization, coordination and integration of activities; the emergence of governance as a form of social life; the emergence of a need for knowledge about organization and management; and the emergence of the sciences about organization and its management.

There are many specific objective prerequisites that necessitate scientific management of organizational transformations, for example those caused by the trends at the macro- and micro- levels at the end of the 20th and beginning of the 21st century. Other considerations include the evolution of the theory and practice of managing organizations. Some concrete examples are noted in the author's previous monograph (Gordiienko, 2011, p. 103) including the following: the growth of human needs; social (human) needs for change; revolutionary changes in production and labor instruments; development of management theory and practice; increasing complexity of production and business processes; the need for synchronization; coordination and integration of human activities; and turbulent development of the external environment, including transformations taking place related to globalization, informatization, demographic changes, and similar phenomena.

If we consider Ukraine as a socio-economic system, then from 1991 to the present time there has been a process of internal transformational changes in its legal, economic, political, and social systems. The main goal of the changes, proceeding from the Strategy of Sustainable Development "Ukraine - 2020" (Stratehiia, 2015), is the introduction of European standards of living in Ukraine and Ukraine's global advancement. For this purpose, the Strategy of Sustainable Development "Ukraine - 2020" provides 62 reforms and development programs of the country, which should be considered as transformational projects.

In March 2017, within the framework of the Ukrainian Association for Evaluation (UAE) "Strengthening decentralization in Ukraine" project, with the financial support of the National Fund for Democracy (NFD), the expert conclusion on the monitoring and evaluation system for the Sustainable Development Strategy "Ukraine 2020" was published. In this document it is noted that the strategic indicators for the implementation of the Strategy (Section 4 of the Strategy), for the most part meet the minimum requirements for evaluation. At the same time, it is impossible to assess the achievement of the Strategy goals upon these indicators.

The expert evaluation of the Strategy of Sustainable Development "Ukraine - 2020" (Savva, 2017) showed that the strategic indicators of the implementation of the Strategy are not currently used by the authorities to assess the progress of any reforms

and programs, which indicates the lack of transformation projects at the national level and an inefficient system of their management. Thus, despite the existence of objective prerequisites for the scientific management of transformational projects, there is still no corresponding theory in the domestic management of scientific thought, which often has a negative impact on the practice of organizational and managerial transformations, especially at the national level.

It follows from the above that it is necessary to develop fundamentally new approaches to the management of transformational projects in socio-economic systems, regardless of their complexity and size. These should be based on the conceptual provisions of the science of management of transformations and must be adequate to the development trends of economies in Europe and other developed countries, as well as transitive countries.

Conceptual Provisions of Management of Transformational Projects: Essence and Content

The conceptual provisions of the management of transformational projects should be based on the scientific vision and the definition of the essence of the basic concept of the transformational project.

The concept (lat. conception - understanding, common idea, leading thought) is a frame of reference reflecting a certain way of seeing ("point of view"), understanding, interpreting any objects, phenomena, processes and represents a leading opinion or (and) is constructive to the principle of implementing a certain concept in theoretical knowledge practice (Novyi, p. 505).

In neoclassical science, the notion of the concept began to be reduced to a fundamental theoretical scheme, which includes the initial principles, universal laws for a given theory, the main semantic categories and concepts, and/or the idealized (conceptual) scheme (model, object) of a described area, which introduces, as a rule, a structural-organizational element of the subject field onto which interpretations of all the statements of the theory are projected (Otenko, 2006).

Proceeding from the above-noted, we consider it appropriate that the scientific management of transformation projects should be based on such conceptual provisions:

1. The concept of "transformational project" should be considered as a form of targeted management of transformational activities, the process of transformation, or a set of documents. In this case, the transformational project is a component of the organizational transformation management system, which should be constructed taking into account the conceptual provisions of management of organizational transformations, which were set out in Gordiienko (2011), and also taking into account the project approach, which can be seen reflected in the broad application of the program-target management method in various spheres, including innovation.

2. As a form of targeted management of organizational transformation, a transformation project represents a complex system of measures, interdependent and interrelated by resources, terms, and actors directed to achieve specific goals (tasks).
3. The main elements of the transformation project (Fig. 1) should include formulated goals and objectives that reflect the main destination of the transformation project. A complex of project activities for solving the transformational problem and realization of the goals set is also necessary, as is the organization of implementation of project activities, that is, their linking with resources and performers in order to achieve the objectives of the transformational project for a limited period of time and within the limits of value and quality that is given. And finally the transformation project should define the main indicators of success of the project, both from the target - for the project as a whole, and from the individual - for individual tasks, themes, stages, activities, performers), including indicators that characterize its effectiveness.

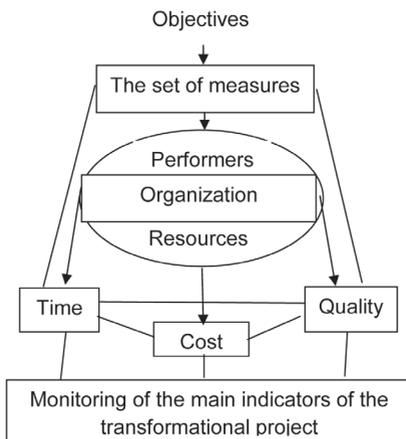


Figure 1. The main elements of the transformational project (designed on the basis of Zavlin (2000))

4. Transformation projects can be formed as part of the transformational program, realizing the objectives of certain types of transformations (directions) of transformational program, i.e. reorganization, revitalization, restructuring, etc.
5. Formation of transformational projects by individual types will ensure a comprehensive, systemic approach to achieving specific transformational goals. It will enhance quantitative specification of the transformational goals and the display of the final goals and results of the project while ensuring the effective management of organizational transformations. It will ensure continuous

management of the process of design, implementation and execution of organizational transformation as well as provide for a reasoned decision on the direction to take for the most effective realization of the goals of the project. This will mean a balance of resources for the implementation of the transformation project and the coordination and effective management of complex set of project tasks.

6. It is advisable to manage a transformation project based on a standard document issued by the Project Management Institute (PMI), under the title “Project Management Body of Knowledge”. The main processes include foundation, planning, performance, control, and completion. Foundation is the articulation of an obligation by the organization to execute a new project or a new stage of the program. Planning refers to the issuing of a number of documents that provide mutual understanding among those who are interested in the project, and which determine the principles of project implementation and control over it. Performance is the successful enactment of the project through the implementation of the project plan. Control refers to the monitoring, management, and reporting on project-related risks, problems, changes and planned results. And finally completion is the official closure of the project and related contracts (Williams, 2005).
7. Formation of the architecture of the transformational project, including leadership structures, team dynamics, behavior patterns and the auxiliary mechanisms that allow the project to be implemented. In addition, it is necessary to create support structures and mechanisms that will ensure the effective management of the project and the creation of a transformation team of the relevant conditions, skills, tools and support necessary for effective work.
8. Formation of the architecture of transformation, which in Williams (2005) is understood as the system that focuses on the human factors implementing the program. This architecture pays attention to the position of those members of the organization that are not part of the team that is working on the program, but will be under the influence of programs and projects being implemented. Thus, the transformation architecture can be defined as follows: it is a way of planning and coordinating human factors throughout the organization during transformations. This process involves understanding the overall strategic objectives, context and capacity for transformation, the development of an approach that identifies the necessary transformations within the organization, and the subsequent planning and implementation of the necessary human activities and transformations for the implementation of the initiative.
9. Implementation of the transformation project is most appropriately performed by organizational structures of the program-target and matrix type.

Thus, the project approach to the management of organizational transformations can enable an entity to effectively carry out the planned transformations in the enterprise without violating its functionality.

Lately the project approach to the management of transformational processes has received recognition from scientists and practitioners in the field of public administration. In particular, M. Pampura emphasizes the relevance of research in this field in (Pampura, 2016), drawing attention to the need for scientifically substantiated legal support for transformational projects in the public sphere.

Pampura made his conclusion on the grounds that there are a series of interdependent and interrelated transformational processes that are taking place in the modern world, such as the intensification of globalization, the third “wave” of democratization, and the increase in the importance and activity of supranational organizations and interethnic social movements which directly affects the state-legal reality of individual countries, defining the development of their socio-political, legal, economic and cultural spheres of life.

So, for contemporary Ukraine an influential factor is economic globalization, which has exacerbated the tension between democracy as a territorially rooted system of power implementation and the action of global markets and transnational networks of corporate power. In a world in which states try to resist the powerful forces of global markets and the actions of transnational corporations, the very effectiveness of a national state is in question. In addition to economic globalization, Pampura gives examples of the transformational processes taking place in the modern world which have led to a series of significant changes in all the spheres of global life, changing the existing international order as well as directly impacting on the nature and orientation of the transformational processes in Ukraine.

The practice of transformational processes in Ukraine, which are conditioned by the objective necessity of systemic transformations both at the national and regional levels, has a history of more than 25 years and is associated with the implementation of transformational changes as a response to political changes in the country (Table 1).

Table 1. Stages of transformation of the political system of Ukraine

Stage (years)	Contents of the stage
1991 – 1996	Formation of the basic principles of the new social order. The transformation of Ukraine from the constituent part of the former Union into an independent organism with its own economy, financial and monetary system, power structures, armed forces, political and cultural-educational institutions, that are all necessary attributes of statehood. The establishment of the foundations of civil society with a multi-party system. The adoption of the Constitution, which established the presidential-parliamentary structure of the country. A stage of political romanticism.
1996 – 1999	The existence of contradictions between the legislative and executive branches of power, which gained permanent character and caused the legislative power to fail to create a coherent and qualitative legal basis for economic and social transformations, and the executive branch did not ensure a sufficiently effective implementation of the already adopted laws.

1999 – 2004	<p>Continuation of the course for democratic transformation for European choice; the first administrative reform initiated by the second President of Ukraine was started.</p> <p>The emergence and destruction of the parliamentary majority, the political conflict, the government crisis, the inconsistency of political and economic reforms.</p> <p>Refusal from the paradigm of copying, mechanical and non-critical borrowing of foreign experience.</p> <p>Transition to political pragmatism .</p>
2004 – 2006	<p>Transformational changes caused by political changes as a result of a deep political crisis that led to the "Orange Revolution" (November/ December 2004 to January 2005).</p> <p>The election of the third President of Ukraine.;</p> <p>A new edition of the Constitution of Ukraine, which established the transition to the parliamentary-presidential system of the country.</p> <p>Creation of an "anti-crisis coalition".</p> <p>A stage reflecting the "bursting" of political Romanticism.</p>
2006 – 2010	<p>The existence of deep contradictions between the legislative and executive branches of power, leading to the dissolution of the Verkhovna Rada of Ukraine and early parliamentary elections that led to the formation of a "democratic coalition" and subsequently to its disintegration (September-October 2009).</p> <p>A period of political instability, which coincided with the global financial and economic crisis.</p>
2010 – 2013	<p>Departure from the course of democratic transformations.</p> <p>The election of the fourth President of Ukraine (February-March 2010), who chose a course to usurp power.</p> <p>Return to the 1996 Constitution, which establishes a presidential-parliamentary form of governance.</p> <p>The deepening of political disagreements between the authorities and society, leading to a "revolution of dignity" caused by a change in the course of development of the country (November-December 2013).</p>
2014 – 2017	<p>Early election of the fifth President of Ukraine (May 2014), as well as the Verkhovna Rada of Ukraine (October 2014) as a result of the "revolution of dignity".</p> <p>A return to the European course of development.</p> <p>The signing of an association agreement between Ukraine and the EU, which entered into force on September 1, 2017.</p> <p>Implementation of a visa-free regime with Europe (entered into force on June 11, 2017).</p> <p>The proclamation of a multitude of reforms in all spheres of life and society and the beginning of their implementation without a systematic approach.</p> <p>The beginning of the antiterrorist operation (April 2014), as a result of which Ukraine lost part of the Donetsk and Lugansk regions.</p> <p>Annexation by the Russian Federation of the Autonomous Republic of Crimea (March 2014).</p> <p>A period of political instability and deep economic crisis leading to social crisis and the formation of a systemic crisis with the threat of losing statehood.</p>

Source: Author's own research

The transitive and transformational character of those processes that are characteristic of Ukrainian society as a whole, as well as the absence of a theoretical and methodological base of public administration in such situations, which might enable scientific implementation of institutional transformations, makes the study of transformational processes urgent both at national and regional levels. This includes a project approach that aims to identify problems and prospects for the effective management of transformation processes in the context of systemic fundamental changes, both at macro- and micro-levels.

When forming the theoretical and methodological base for managing transformational projects, it is expedient, as noted earlier, to take into account the conceptual provisions of managing transformational processes in complex socio-economic systems, which includes the state as a whole, and its regions, industries, as well as enterprises and organizations. In a number of works, in particular in Gordiienko (2005; 2011), the conceptual provisions of managing transformational processes at the organizational level are set out, some of which are advisable to apply to other types of socio-economic systems, in particular those related to the public sphere.

Provision 1, which notes that the enterprise is a complex, open, dynamic socio-economic system, with regard to socio-economic systems of a public nature (SESPN) can be interpreted as follows.

Management processes that are implemented in SESPNs should be directed to achieve at least one common goal or a set of goals that are set by the society or its representatives (for example, deputies, authorities, local governments, etc.). To ensure the achievement of a common goal or goals by means of functions of a complex SESPN, it is necessary to consciously coordinate or, in a broader sense, to manage (that is, to plan, organize, monitor, motivate).

The dynamism of the public sector as a complex socio-economic system is that its state, like any other real system, is determined by countless number of different indicators that characterize the state of its individual components, their inputs and outputs, which can be quantified and represented in the form of specific numbers. Such indicators, for example, for the economic system of the state can be: gross domestic product, the number of employees, the number of pensioners, the number of business entities, etc. The number of indicators that can describe the public sphere of any state is practically unlimited.

Thus, the property of dynamism for complex SESPNs has gained special significance in the conditions of their transitivity and turbulence of the external environment in which they have existed since 1991, that is, since the independence of Ukraine, as well as the changes that occurred in the political (Table 1), the economic, social and other spheres.

The openness of a SESPN to the external environment, which is also a complex dynamic system, is that it operates in conditions of both market and transition

economy, that is, an environment that changes. Such systems, in the process of their operation, must take into account not only their dependence on the factors of the environment (for example, the direct influence of consumers, suppliers of resources, competitors, current legislation, as well as other institutional factors, as well as the indirect influence of international events, political, economic, socio-cultural factors, scientific and technological progress), but to survive, develop and operate effectively, they should also take into account the trends and peculiarities of the external environment, in particular the presence of turbulent and transformational changes.

Interpretation of position 2, with respect to SESPNS, is the following: in order for a SESPNS not only to survive, but also to function successfully in modern conditions, public managers must take into account the need to prepare these systems for changes in advance. For this purpose public SESPNS managers should have an idea of the trends and features of the development of socio-economic systems at the global, regional and organizational level.

Provision 3 with reference to a SESPNS can be stated thus: in the management of a SESPNS changes, including transformational, occurring both under the influence of the external environment and internal processes, phenomena and elements (especially people), are to be perceived as objective reality and conditions of its functioning and development.

Provision 4 in regard to a SESPNS is advisable to be expressed in this way: the condition for the success of a SESPNS at the present stage is not only adaptation to changes in external and internal environments, but also the management of these changes, including systemic, qualitative transformations. In managing changes in the SESPNS it is necessary to take into account not only those changes inherent in the external environment, but also the ability to influence this environment by means of appropriate processes, which, in turn, are carried out through internal changes, including those of a transformational nature.

The redaction of provision 5 in relation to the SESPNS, is as follows: management of transformational processes must be scientifically justified and based on theoretical provisions that take into account both the general theoretical foundations of management of organizations and the specifics of transformation processes. This works to ensure an appropriate management system that functions in accordance with the concept of transformational management. The concept of scientific management of organizational transformations (transformational management) can be understood as a system of theoretical and methodological provisions for the formation and implementation of purposeful actions, based on a scientific approach. It is based on certain laws, regularities, principles, tasks, functions, structures, methods, technologies and tools, and organizational and practical approaches (tasks, methods, techniques) and their implementation in relation to the object of transformation (state, industry, region, city, enterprise, subdivision, process, etc.).

Provision 6 in relation to SESPNS is as follows: the construction of a management system for transformational processes should be based on systemic, interdisciplinary and integrated approaches. The system approach should be a basis for building a transformation management system, considering that a SESPNS is a complex dynamic, open socio-economic system, which has a management function. Therefore, the system of management of a SESPNS should include a system for managing transformations, the main task of which is the implementation of timely targeted actions that will ensure the transformation in accordance with the objectives of the functioning and development of the SESPNS in a changing environment.

An interdisciplinary approach provides the opportunity to attract the scientific apparatus of macroeconomics, microeconomics, management, marketing, psychology, sociology, political science, public administration, pedagogy, conflict science, innovation, informatics, cybernetics and other sciences that study socioeconomic systems and processes that take place within them, as well as the successful practical experience of implementing transformations in SESPNS.

Based on a systematic representation and comprehensive view, the comprehensive approach allows the assimilation into a whole all the components of the system of management of organizational transformations, taking into account the features of the SESPNS as a complex, dynamic and open socio-economic system. To do this, one should incorporate such aspects as historical, components, as well as structural and functional components, details regarding process, as well as integrative and communicative elements.

Provision 7 in relation to SESPNS can be described in the following way: for the effective management of transformations, an appropriate SESPNS management system must be established, which must be provided with an appropriate management mechanism that will resolve the contradictions between the actual state of the SESPNS and the desired state (that is, the one that corresponds to the transformational purpose). The management mechanism that will ensure the transformation management process in a SESPNS is proposed to be developed and used, taking into account the following methodological provisions: determination of the strategy of functioning and development of the SESPNS; identification of differences between the strategy of operation and the strategy of development of the SESPNS and determination of preconditions and justification of the possibility and necessity for making changes, including transformational character; diagnosing the state of the SESPNS, including its transformational potential for carrying out transformational changes; formation of the goal (tasks) of transformation of the SESPNS; definition of the type of transformation; formation of the model of the system for managing the transformation of the SESPNS on the basis of appropriate management tools, for example, transformational management; selection of management components that ensure management of the transformation of the SESPNS into a certain type; management of the transformation process of the SESPNS; control of management actions and their correction (if needed).

provision 8 in relation to the SESPAN can be described in the following way: managerial actions in conducting transformational measures should be based on the methodological provisions of the development of the transformation management system of the SESPAN and implemented in a technological structure that reflects the practical aspect of the development and decision-making, in which it is expedient to include such basic elements: the emergence of a situation that provokes the transformation processes in the SESPAN; strategic analysis of the external and internal environment of the SESPAN, including analysis and evaluation of its transformational potential; diagnosing the readiness of the SESPAN to transform or change mode of thinking; preparation of the SESPAN for transformation, including the formation of a culture of change; construction of a control system for resistance to transformational change that will provide foresight and their successful counteraction; formation of the vision of the transformation product and the definition of the transformation goal; developing an organizational transformation strategy; creation of a communication system that will provide effective direct and indirect connection; implementation of the transformation of the SESPAN; control flow transformations in the SESPAN with the monitoring of environmental changes; carrying out corrective actions (if necessary) and evaluating the result of transformation actions.

Provision 9 in relation to a SESPAN can be described as follows: the process of managing transformations is proposed to be based on a methodological approach that involves the formation of a model with the use of special management tools (for example, a bank of methods and models), which will enable, based on the principles of flexibility and dynamism, to implementation of modeling which will result in the preparation of management options solutions taking into account possible types of transformation, and will provide the selection of the optimal variant of the transformation solution.

Provision 10 in relation to SESPANs can be described in the following way: the methods and instruments of the transformation management system in the SESPAN should be integrated into the system (for example, on the basis of transformational management) based on the principles of flexibility and adaptability, in order to create, in accordance with the transformational goal, adequate managerial tools.

Provision 11 in relation to SESPANs can be described in the following way: it is proposed to provide a system of transformation management with such mechanisms and components as: personnel management, information and communication channels, marketing plans, financial management, technological support. Systems for supporting the development of and decision-making around managerial transformation solutions, as well as early warning systems, a mechanism of management of resistance to managerial transformations, and organizational and economic mechanisms must also be provided for.

Conclusions

1. Transformation processes, which are carried out at organizational, national, regional, sectoral and other levels of management of complex socio-economic systems need management based on scientific principles. Rigid competition, changing business models, as well as public management factors, new technologies, limited resources, the need to reduce costs, globalization and other factors make business organizations and executive bodies pay attention to scientific management tools, including as an approach to project management.
2. For Ukraine, a country in a state of systemic crisis, transformational reforms are needed and should be based on a scientific approach, taking into account objective prerequisites that are both general and specific. At present there is a lack both at the national level and at the regional level of managerial mechanisms for developing and implementing transformation projects, which leads to inefficiency in the process of achieving the set strategic goals, and in some cases, is a barrier to their achievement.
3. Currently, there are not many published works on the management of transformation projects. The conceptual design of management of transformational projects proposed in this paper is based on the theoretical and methodological basis for managing transformations in socio-economic systems, as well as the theory and practice of project management.
4. The lack of a theoretical and methodological base of public administration of the transitive and transformational processes that characterize Ukrainian society as a whole, as well as in its individual spheres, and which can provide guidance for institutional transformations on a scientific basis, made it a topical issue to study transformational processes at both the national and regional levels, including the basis of the project approach, in order to identify problems and prospects for effective management of transformation processes in systemic fundamental changes at both macro and micro levels.
5. Management of transformational projects should be based on scientifically grounded theoretical principles that take into account the theoretical foundations of managing transformational processes in complex socio-economic systems, including the state as a whole and its regions, industries, as well as enterprises and organizations.
6. The proposed conceptual provisions of management of transformation processes in SESPNS will allow in further research to build the theoretical and methodological basis of the formation of the system for managing transformations (including the basis of the concept of transformation management). This will act as a scientific basis for efficient and scientifically grounded transformational projects, which, based on the conceptual provisions proposed for their management, will provide effective managerial transformation solutions.

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Larysa Gordiienko, Maryna Gruzd, Vadym Sobolev

Transformacijų projektų valdymo konceptualinės nuostatos conceptual

Anotacija

Šiame straipsnyje aptariamos transformacinių projektų valdymo koncepcinės nuostatos. Darbo tikslas - pagrįsti poreikį parengti transformacinių projektų valdymo metodiką sudėtingose socialinėse-ekonominėse sistemose. Pertvarkymo projektų valdymo metodika, išnagrinėta šiame dokumente, yra, viena vertus, kaip doktrina apie reiškinį ir procesų pažinimo metodą, susijusį su sisteminėmis, radikaliomis socialinių ir ekonominių sistemų transformacijomis, ir, kita vertus, kaip metodų rinkinys, kuris gali būti pritaikytas transformacinių projektų valdymo teorijai ir praktikai, turi savo objektyvių prielaidų.

Jei mes laikome Ukrainą kaip socialinę-ekonominę sistemą, nuo 1991 m. Iki dabar yra teisinių, ekonominių, politinių ir socialinių sistemų pertvarkos pokyčių procesas. Straipsnyje minimi faktai rodo, kad nacionaliniu lygmeniu nėra valdymo transformavimo projektų kūrimo, įgyvendinimo ir įgyvendinimo valdymo mechanizmų, dėl kurių nustatytų strateginių tikslų įgyvendinimo procesas yra neefektyvus, o kai kuriais atvejais - kliūtimi jų pasiekimui. Reikia sukurti iš esmės naujus požiūrius į transformacinių projektų valdymą socialinės ir ekonominės sistemose, nepaisant jų sudėtingumo ir dydžio, kurie turėtų būti grindžiami transformacijos valdymo mokslo koncepcinėmis nuostatomis, ir tai būtų atitinkanti išsivysčiusių pasaulio šalių ir Europos bei besivystančių šalių ekonomikų vystymosi tendencijas. Remiantis tyrimų rezultatais, konceptualios transformacinių projektų valdymo nuostatos turėtų būti grindžiamos pagrindine koncepcija (pagrindine koncepcija) esmine moksline vizija ir apibrėžimu - pertvarkymo projektu. Šiame straipsnyje siūlomų transformacinių projektų valdymo koncepcinis projektas remiasi teoriniu ir metodiniu pagrindu, kaip valdyti transformacijas socialinės-ekonominės sistemose, taip pat projektų valdymo teoriją ir praktiką.

Larysa Gordiienko – Ekonomikos mokslų kandidatas, valstybinio administravimo ir regioninės ekonomikos katedros docentas, Simonas Kuznecas Charkovo nacionalinis ekonomikos universitetas

E. paštas: gordienkolarisa@ukr.net

Maryna Gruzd – Ekonomikos mokslų kandidatas, valstybinio administravimo ir regioninės ekonomikos katedros docentas, Simonas Kuznecas Charkovo nacionalinis ekonomikos universitetas

E. paštas: grumary@ukr.net

Vadym Sobolev – Ekonomikos mokslų kandidatas, viešojo administravimo ir regioninės ekonomikos katedros lektorius, Simonas Kuznecas Charkovo nacionalinis ekonomikos universitetas

E. paštas: s.vadym370@gmail.com

Larysa Gordiienko – Candidate of Economics Sciences, Associate Professor, Department of Public Administration and Regional Economy, Simon Kuznets Kharkiv National University of Economics

E-mail: gordienkolarisa@ukr.net

Maryna Gruzd – Candidate of Economics Sciences, Associate Professor, Department of Public Administration and Regional Economy, Simon Kuznets Kharkiv National University of Economics

E-mail: grumary@ukr.net

Vadym Sobolev – Candidate of Economics Sciences, Lecturer, Department of Public Administration and Regional Economy, Simon Kuznets Kharkiv National University of Economics

E-mail: s.vadym370@gmail.com