

The object of this study is project management under the changing conditions of the modern economy. The way the top management of the company affects the implementation of projects in various sectors and branches of production is an issue related to business development in general. An increasing number of enterprises use project tools to adjust production processes. To this end, in particular, it is advisable to use administrative management tools against the background of its improvement at the level of the company's management.

The logic of this study construction implies an emphasis on theoretical and experimental components. The theoretical foundations of the study include the identification of administrative management tools. The coverage of the experimental part is devoted to multifactorial regression analysis (the coefficient of determination is 0.715) of the influence of administrative management factors on the effectiveness of projects based on construction excavations.

The interpretation of the research data confirms that the administrative management toolkit could be optimally used to establish high-quality project management.

Based on the study of aspects of the relationship between administrative management and project management, the definition of administrative management and the project management system at modern enterprises is proposed.

The study concluded that it is necessary to use those levers that are common in companies of industrialized countries of the world. Europe's experience will be useful in spreading the practice of project management in enterprises of countries with transition economies. The results of the research could be used at enterprises of various sectors of industry, agriculture, and the service domain, in particular at construction enterprises that were chosen as the object of research

Keywords: administrative management tools, project management system, production processes, construction industry

DEFINING THE DIRECTIONS FOR THE IMPACT OF ADMINISTRATIVE MANAGEMENT TOOLS ON THE PROJECT MANAGEMENT SYSTEM

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1. Introduction

The history of administrative management goes back to the beginning of human history when primitive people built a hierarchy of relationships within family units. Being a leader meant being responsible for other family members and leading them along. This type of management is responsible for the coordination of efforts and enables execution of control functions. It becomes possible to manage a company under modern conditions only if there is a broad outlook and the use of such temporary forms of work of enterprises, which are projects carried out by teams of employees according to individual plans. It is known that there is a business plan of the company's activities, which provides a general vision of the company's activities, when all aspects are considered comprehensively. But there is also planning under the concluded contract when a team and the conditions of its functioning are organized (formed) under the project.

Project management becomes part of the active economic life of the company when it is necessary to accumulate resources (human, informational, material, financial, etc.) for the implementation of the project. Under the conditions of digital changes, project management tools are gaining more and more informational importance because databases and their analysis are becoming the key to the development of project management.

For modern economies, which are the national economic complexes of countries with a transition economy, project management is a new experience and practice that can be used to activate and warm industrial relations within the framework of business structures. This management practice is used for enterprises in the construction industry when projects are the construction of objects of different functional content and purpose. In this study, it is proposed to experimentally check whether there is a relationship between the profitability of projects

and their administration on the example of a construction enterprise.

The experiment involved the calculation of a multivariate regression when the dependent variable is the income from the project activity and the independent variables are the indicators of the application of administrative management. The coefficient of determination is equal to 0.715, which proves a sufficiently tight and direct connection between the mentioned phenomena at the investigated enterprise.

Based on the above, it can be noted that this research is relevant and that it could be considered as modern in the crisis realities of the development of world and national economies.

2. Literature review and problem statement

Work [1] defines the role and place of administrative management as the top in the general management of the organization. The general features of administrative management are presented but the issue of the connection of the latter with the project management system remains unresolved.

Paper [2] examines the development of administrative management with an emphasis on the human factor. The human factor is decisive for the development of administration management but its influence on project management is not highlighted.

In study [3], modern approaches to building an effective system of administrative management of the enterprise are considered. Such a system includes various components, such as human resources, production facilities, capital, technology, and raw materials, and also builds a clear hierarchy of vertical relationships. In project management, these components also interact but this issue is not resolved.

In [4], the TQM model is described as a means of increasing the level of competitiveness of the products of Ukrainian enterprises. This model acts as a guide between administrative management and project management. After all, it becomes the key to the development of project relations responsible for the products of enterprises. However, the directions of influence of the TQM model on the optimization of project management are not sufficiently described.

In work [5], the special role of benchmarking in the innovative development of the enterprise is highlighted. In the study, benchmarking is used as a condition for analytical comparisons of different enterprises. As an administrative management tool, it is used in the preparation of real-time projects. All this gives reason to assert that it is expedient to conduct a study to define benchmarking within the framework of the project management system. However, questions regarding the definition of benchmarking as a tool of administrative management remain unresolved.

The Institute of Project Management [6] publishes an annual report on the activities of organizations implementing projects. In particular, the importance of the top management in the formation and implementation of various project decisions is described. The problem of the influence of the levers of administrative management on the implementation of certain projects is unexplored.

Work [7] considers the application of concepts of organizational behavior in project management. It has been shown that organizational behavior needs to be corrected and such correction should come from the company's top management. But this aspect is insufficiently substantiated and needs further research.

Study [8] tackles issues related to satisfying consumer needs. In particular, attention is focused on the development of the domestic markets of countries with transition economies and their influence on the mature markets of Europe. In many ways, markets dictate the formation of enterprises and the management of projects on them. Such activity actively involves the selection of enterprises in the construction industry, where the project management system is developed and spread. The aspect of the development of project management in such countries belonging to the block of countries with transition economies is not covered.

Some organizations [9] offer publications on the development of the project management system. Emphasis on the development of project management is in works [10, 11], in particular, guidelines on audits of project management systems. The direction in the quality management system is also highlighted in the provisions on project management. ISO standards exist for both administrative and project management, and they must be combined within the framework of a single management system and approach.

Separately, it is possible to highlight the area of research [12] regarding global and domestic trends in the development of project management when the practice of concluding contracts for the implementation of certain temporary foundations of enterprise management in different countries of the world is analyzed. Contract activity involves the possibility of managing it through the creation of teams of specialists and the application of administrative management and its tools. This issue needs further elaboration.

There are also studies on the influence of personnel management on adaptation to team formations within certain economic structures [13]. But the aspect of the impact of personnel management as an administration tool on project management is not resolved.

The leadership behavior of players and the formation of a leading role in the creation and support of management teams are highlighted in work [14]. How management teams should influence the systemic formation of project management is an unresolved issue.

There are also studies on the movement from problems to their solution with an understanding of project implementation [15]. Management projects involve the use of resources at the input and the result at the output, which should be determined by the use of administrative tools. This issue is not covered separately.

Work [16] focuses on the implementation of the nature of project management and success in it. To reveal the nature of the phenomenon of project management is an important issue for understanding its essence. Determining the nature of both directions of management development becomes the task of this study as well.

Financial support, time limits, and quality trade-offs are also highlighted [17]. Administrative management should direct financial resources to the development of management projects using time management. There can be no compromises on quality, as evidenced by high-quality project management.

The issue of implementation of projects by owners for the realization of goals and objectives is separately investigated [18]. Qualitatively setting goals and achieving them is an element of different types of management, their effective application reveals a systematic approach and structural analysis in the study of the mutual influence of administrative and project types of management.

All the above studies consider administrative management and project management separately, without touching on their interaction. The issue of the influence of administrative management tools on the project management system is not resolved since the tasks of the general management toolkit are solved without singling out the levers of administrative management. And these areas of application are necessary to determine how groups and teams are created for project management within a certain organization, that is, sub-activities from general (administrative management) to specific (project management groups).

3. The aim and objectives of the study

The purpose of this study is to determine the directions of using administrative management tools in project management. This will make it possible to make the activities of enterprises more effective and implement the principles of administrative and project management to improve the quality of management activities at various enterprises in general and at enterprises in the construction industry in particular.

To fulfill this goal, the following tasks must be completed:

- to investigate the peculiarities of the formation of modern administrative management;
- to investigate the tools of administration in the formation of corporate standards of project activity;
- to evaluate project management trends at enterprises in countries with transition economies;
- to build a regression model of the dependence of project management on indicators of the development of administrative management of a construction enterprise.

4. The study materials and methods

The object of our study is project management in the context of the development of administrative control levers. The research hypothesis assumes the actualization of administrative management tools in the optimization of project management of modern enterprises. The assumptions adopted in the study distinguish two sides of general management and predict their combination within enterprises from different countries.

The materials that were used during the preparation of this study cover global and domestic experience in administrative management and project management. The database of the construction company was also used, the name of which was changed at the suggestion of its top management.

During the research, general scientific methods were used: analysis and synthesis, induction and deduction, system approach and structural analysis. Such applied methods as econometric and statistical, in particular, the method of multifactorial regression, which was applied in the experimental part, were also used.

5. Results of investigating the influence of administrative management tools on the optimization of project management at enterprises

5.1. Features of the formation of modern administrative management

The modern interpretation (understanding) of administrative management is based on the contributions of theo-

rists and practitioners who bridge the gap between theoretical and practical approaches to the management of modern organizations. The main directions of the theory that unites administrative management are the theory of organization management, the theory of administrative management, management of human potential and motivation of personnel, approaches to making managerial decisions. In addition, the current level of development of society has necessitated the introduction of digitalization and mathematical modeling into the process of administrative management.

The provisions of the theory and at the same time the principles of administrative management, delegation of authority, hierarchy, decentralization, and centralization (which remain the basis of modern enterprise management) are widely used during the implementation of projects, as well as in the management of organizations in general.

The theory of administrative management is a valuable tool for solving problems related to the practical activities of modern enterprises. The toolkit of administrative management includes all kinds of factors, in particular economic ones, the application of which belongs exclusively to the management. It is worth noting that modern development increases the importance of administrative management, directing it to the solution of socio-economic problems through the mechanism of deep understanding of the content and forms of management of modern enterprises.

Since its inception, the theory of administrative management has been constantly developing. In particular, scientists and practitioners contribute to the development of various methodologies based on the interaction of administration and personal capabilities that exist at all levels of the organization, regardless of the field of activity or the nature of the manager's duties.

Based on the theorists and practitioners of administrative management, we formulate the concept of administrative management, taking into account the specifics of the development of modern society.

Administrative management is a managerial activity aimed at the constant optimization of the entire set of tasks and activities in the organization using digitization and the development of digitization to ensure its constant competitiveness.

Modern administrative management of the organization is characterized by all management functions: design, organizational, managerial, executive, control. These functions form a list of tasks (based on fundamental principles and constantly developing in the theory of administrative management), the performance of which ensures the effective functioning of the organization (Table 1).

The application of administrative management approaches is aimed at the rational design of the organization as a whole, through the formation of an administrative structure, a clear division of labor, delegation of powers to administrative managers according to their areas of responsibility.

The formation of the administrative management system at the enterprise takes place with the help of the main components:

- theoretical component: the basics of management, the essence and development of the organizational structure of management, the functionality of managers in the organization, as well as the main functions and principles of administrative management;
- administrative management technologies – aimed at planning and organizing business processes in the organization. As well as administrative coordination at all levels of business process management, motivation and stimulation of personnel,

control, and corrective actions in achieving set goals. As well as a number of technologies aimed at performing the functions of administrative management specified in Table 1 of our paper.

Modernization of the administrative management of the organization is much more than combining technologies and IT infrastructure. This is a cultural evolution aimed at changing strategies, constantly updating the skills and competencies of leaders and employees, introducing new management tools aimed at optimizing their global effectiveness in the long term.

The accelerated transformation experienced by the modern world does not only result in the need to implement changes in the IT infrastructure or equipment. It is also important that companies, and indeed their human teams, evolve towards a new dimension of efficiency and competitiveness.

This, accordingly, means that organizations must adapt to the new times by introducing a new concept known as “Modern Administration”.

The main goal of administrative management is the improvement and adaptation of management and operational structures under the conditions of a changing (external and internal) environment. Thus, internal evolution will be combined with the development of human potential. This means adopting transcendental changes in critical areas such as operational and financial structure, managerial leadership, people and team management, brand image, employee development and internal culture. Such a goal is closely related to the development of technologies and cultural factors, operational, competitive,

and strategic structures. This means abandoning current organizational paradigms and strategically restructuring goals, methods, tools, and resources aimed at successfully adapting to a dynamic and volatile environment. Adapting management processes to current economic, social, and technological changes in order to have a better basis for action and growth.

Achieving this goal of administrative management in the organization requires a consistent procedure of its (organization’s) assessment (Fig. 1).

The modern development of society, the presence of global, socio-economic, and pandemic crises determine the main goals for the administrative management of the organization. They consist of planning, organization, management, coordination, control and evaluation of human, technical, material, and financial resources.

This involves adapting management processes to current economic, social, and technological changes to maintain the organization’s competitiveness at a high level. This requires the introduction of a series of new tools that work with concepts such as agile methodologies, TQM, management systems and continuous improvement. All of them allow one to effectively and efficiently structure, organize, and manage the company. But their application requires the involvement of qualified human capital, from an academic and technological point of view. This means that every employee has the opportunity to effectively use the appropriate techniques and procedures in the shortest possible time.

Table 1

Functions and tasks of administrative management [1]

Function of administrative management	Tasks of administrative management
Projective	<ol style="list-style-type: none"> 1. Organization of the development of the mission and standards that determine the types and directions of the organization’s activities. 2. Development of constituent documents. 3. Formation of the organization’s development strategy and tactics. 4. Development of a collective agreement and job instructions. 5. Development of organizational, economic, technical-technological, and corporate norms and standards
Organizational	<ol style="list-style-type: none"> 1. Formation of the organizational structure and the structure of the administrative service. 2. Distribution of powers, duties, and responsibilities between structural units. 3. Formation of personnel policy and determination of forms and methods of working with personnel. 4. Organization of human resources. 5. Organization of information support for the organization’s activities. 6. Organization of the organization’s document flow. 7. Formation of the corporate culture of the organization. 8. Organization of ensuring labor safety and compliance with sanitary and hygienic requirements
Administrative	<ol style="list-style-type: none"> 1. Organization of management actions. 2. Adjustment of directions of development of the organization. 3. Development of current and operational plans of the organization and its structural divisions. 4. Development and approval of work schedules and deadlines. 5. Formation of the organization’s information infrastructure. 6. Adjustment and regulation of information and analytical work. 7. Conducting an effective communication policy
Executive	<ol style="list-style-type: none"> 1. Implementation of operational tasks by structural units of the organization. 2. Ensuring the effectiveness of tasks. 3. Implementation of measures to strengthen labor and industrial discipline. 4. Implementation of personnel policy. 5. Maintenance of organizational and administrative documentation. 6. Ensuring timely preparation and submission of reports on the implementation of planned tasks. 7. Creation of an appropriate moral and psychological climate in the team and compliance with the principles of corporate culture
Control	<ol style="list-style-type: none"> 1. Monitoring the implementation of the chosen strategy. 2. Monitoring the results of personnel policy implementation. 3. Control of compliance with labor and executive discipline. 4. Administrative audit. 5. Control of the reliability and transparency of the provision of information in the form of the organization’s reporting. 6. Control over compliance with labor safety and sanitary and hygienic requirements

A modern company must also have managers, directors, and shareholders with new characteristics and leadership qualities (Fig. 2). That is, they must be able to flexibly and quickly coordinate professional working groups, proactively motivate and provide them with all the opportunities to update their knowledge so that they effectively develop common goals with a vision of the future.

The most important tool for the development of administrative management in organizations is TQM. This concept implies giving due importance to all the different elements involved in the production process: including staff, managers, directors, suppliers, and customers [4].

Thus, the application of "TQM" requires a clear understanding of what it means to optimize the production process.

As part of this strategy, it is also important to include in-depth work on the dissemination of information on social networks, the influence of which is increasing in modern administration. In fact, a significant part of the processes and actions that today support the strategic development of any company, such as positioning, brand

loyalty and institutional image, are formed digitally through various online interaction platforms ("virtual squares").

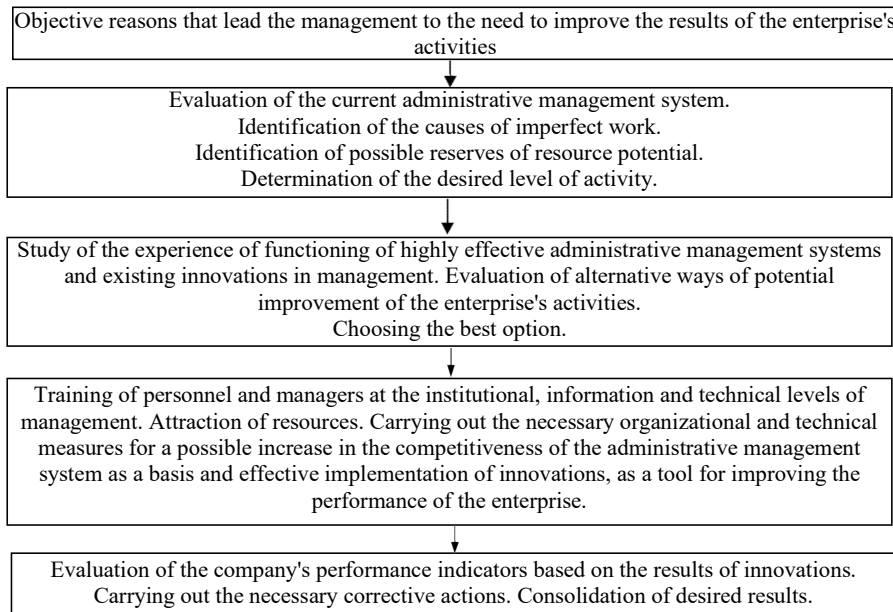


Fig. 2. Stages of evaluation of improvement of the administrative management system in the organization [3]

These new relationships with networks also facilitate more free marketing of products or services, avoidance of middlemen, instant feedback from customers or suppliers, and interaction with a huge target audience.

For effective modern administrative management of the organization, it is necessary to implement a number of new tools that allow organizations to realize all their goals, including the most ambitious, quickly, safely, efficiently, and effectively.

The practical experience of successful application in various multinational companies, in specific and defined situations (also in crisis situations), has proven their effectiveness and efficiency. The main modern practical tools of administrative management are:

a) benchmarking. It is a continuous process used to measure products, services, procedures, and results against those achieved by the most effective competitors or leading companies in the market. Its purpose is to introduce improvements in the company itself. [5];

b) continuous improvement. This is a business philosophy of Japanese origin, the purpose of which is to constantly improve, enhance, and optimize the quality of own goods, services, and production processes so that they are more efficient;

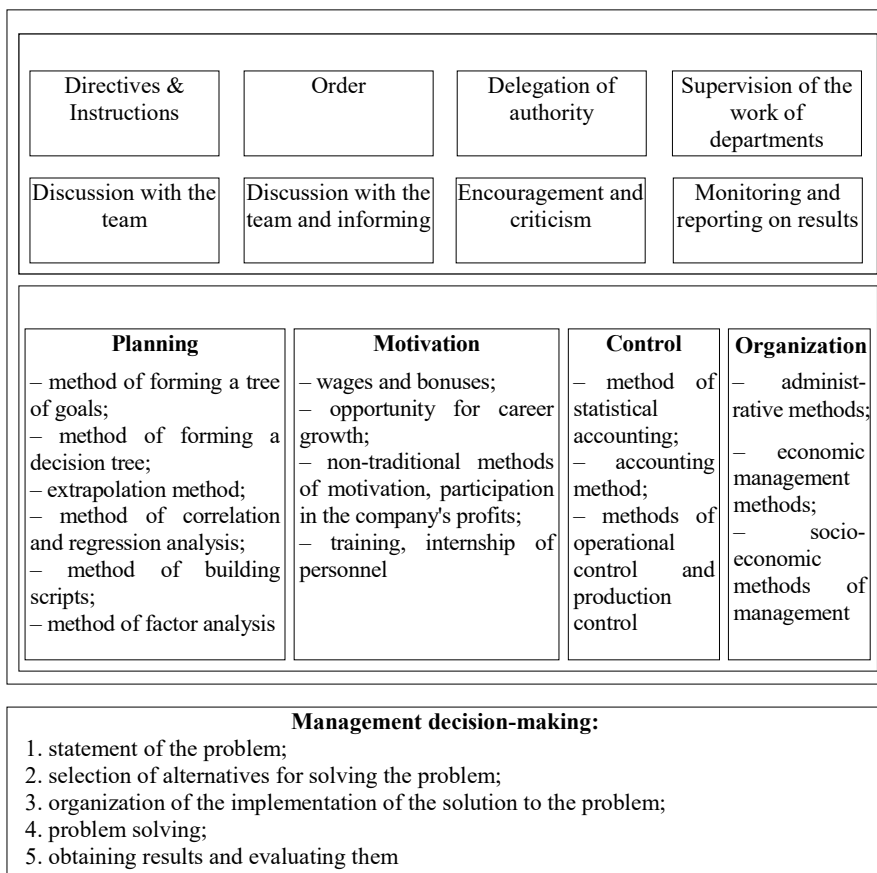


Fig. 1. Impact of administrative management tools on the decision-making process (formed by Authors on the basis of [2])

c) expansion of powers. This is a decision about delegating functions and powers to subordinates, giving them participation and involvement in the decision-making process of the organization, which allows leaders and managers to focus on key types of business activities;

d) coaching. It is a method or technique that is designed to guide and train a manager, employee, or group of employees in order to direct them to achieve goals or develop certain skills in them. When working with his/her subordinates, the coach should be guided by the principles that will make it possible to reveal much greater internal abilities of a person to solve the tasks on the basis of the implementation of partnership relations with the help of stimulating the client;

d) reduction. A strategy aimed at reducing the scope of the company's activities. It provides for the monitoring of expenses, which will make it possible to determine areas, areas of activity, departments that have a negative balance. Based on this, an action plan is developed, which may include various types of reduction strategies;

e) electronic commerce. This is the introduction of e-business on digital platforms that allow online transactions of buying and selling goods and services, which makes it possible to obtain new and faster commercial channels with lower costs;

f) seven "S" from McKinsey. Seven concepts (starting with the letter "s") proposed by this international consulting company to technically define the approach that every corporate structure should have:

- strategy. A general plan of action to achieve strategic goals, effective allocation of resources available for this purpose;

- structure. The way in which the sectors of the company's activities are defined and grouped, as well as their coordination and hierarchical relationships;

- skills. Excellent capabilities of the company that distinguish it from competitors. Must be closely related to the strategy;

- shared values. Refer to the mission, vision, and values shared by the members of each organization;

- system. Processes and procedures necessary to implement the strategy;

- style. Refers to leadership exercised by senior management and line or area managers;

- staff. Employees of the organization who implement the strategy defined by the top management;

g) outsourcing. It consists in concluding contracts with external suppliers. Its purpose is to separate some of the company's value-creating activities, to entrust them to specialists who will be able to carry them out with lower costs but achieve more effective results.

One should note the development of information technologies, which introduced changes in the practice of administrative management. The IT sector has introduced innovative software solutions and platforms that reform traditional administrative management methods and create more efficient and effective business processes. We shall represent the main tools and their impact on the modernization of administrative management in the organization:

- software solutions:

1. Enterprise Resource Planning (ERP): software – SAP, Oracle, and Microsoft Dynamics, complex solutions that integrate various business processes in the organization, from finance to human resources, optimizing data management and search.

2. Customer Relationship Management (CRM) Systems – Salesforce, HubSpot, and Zoho CRM platforms help track

and manage the organization's interactions with current and potential customers, which leads to easier sales, marketing and customer service processes.

3. Project Management Tools – software like Asana, Trello, and Microsoft Teams offer features for creating tasks, creating timelines, and tracking progress, enabling efficient project execution.

4. Human Resource Management Systems (HRMS) – tools – Workday, BambooHR, and ADP, targeted comprehensive solutions for managing workers, from recruitment and adaptation, payroll and performance evaluation.

5. Software for financial management and accounting (Financial Management and Accounting Software) – tools – QuickBooks, FreshBooks, and Xero make the processes of financial accounting, formation and invoicing, tax reports more accurate and efficient in time.

6. Document Management Systems (DMS) – platforms – SharePoint, Google Workspace, and Dropbox Business, help store, retrieve, and exchange documents, reducing office costs and optimizing work processes.

7. Communication platforms (Communication Platforms) – programs – Slack, Zoom, and Teams, have changed internal and external communication, providing real-time collaboration regardless of geographical barriers.

8. Data Analytics and Business Intelligence Tools (Data Analytics and Business Intelligence Tools) – platforms – Tableau, Power BI, and Google Analytics, form and provide information about business processes in the organization, which helps increase the efficiency of management decision-making.

9. Artificial Intelligence (AI) and Automation Platforms – tools such as UiPath for robotic process automation, IBM Watson for cognitive business solutions, automate everyday tasks, providing greater accuracy and freeing up human resources for strategic tasks ;

- the impact of technology development on the modernization of the organization's administrative management and optimization of business processes:

1. Centralized access to databases: storage of data in a centralized system, with more convenient and less significant time consumption, for their acquisition and sequential input and updating in real time.

2. Automate daily tasks: Tasks such as data entry, invoicing and basic customer interaction can be automated, reducing human input and time.

3. Improved collaboration: Cloud platforms facilitate collaboration between teams, ensuring that all stakeholders can access and modify relevant data, creating a unified approach to projects.

4. Data-driven decision-making: Advanced analytics tools provide more actionable insights that enable managers to make decisions based on real-world data, thus maximizing efficiency and profitability.

5. Improved Communication: Instant messaging, video conferencing, and collaboration platforms have reduced communication delays, enabling timely decision-making and problem-solving.

6. Scalability: Modern administrative tools can easily scale with the growth of the organization, ensuring that as the volume of operations increases, the administrative component remains reliable.

7. Security: Advanced encryption techniques and cyber security protocols protect an organization's privacy, namely its data, from leakage and unauthorized access.

The dynamic external environment and the emergence of crises related to the pandemic, wars in the regions, and economic crises form challenges for the administrative management system of the organization. It complicates the nature of resource management, business processes, and human resources, creating obstacles on the way to implementation, which forces the development of approaches to overcome them (Table 2).

The development of technology and the variability of the external environment of the organization require constant training of administrative managers and their readiness to adapt in order to overcome obstacles, ensuring the efficient and smooth operation of the organization.

The development of global events, such as the COVID-19 pandemic, war, forms a new set of obstacles and opportunities for the administrative management of the organization. Namely, they include the creation and management of virtual teams and employees, an adaptive and modern approach, taking into account the unique dynamics of remote work, and the formation of the main tasks for administrative management:

1. Building trust remotely: In the absence of face-to-face communication, building trust becomes paramount. This means giving employees autonomy, avoiding micromanagement, and believing in their commitment.

2. Rebuilding communication: Remote work increases the need for clear communication. Regular reviews, clear documentation and setting expectations.

3. Organizational culture: In the absence of a local office, a focused effort must be made to maintain and spread the company’s culture. This includes virtual team building, celebrations and reinforcing company values.

4. Adaptation of performance indicators: It is important to focus on results, not on hours worked.

5. Data Security: As employees access company data from multiple locations, ensuring cyber security becomes a

priority. Implementing a VPN, secure communication tools, and regular security training can reduce the risks.

6. Lines between work and personal life: Unlike a traditional office, remote work can blur the lines between professional and personal life. Encouraging employees to set clear boundaries can prevent burnout.

Tools for solving administrative management tasks with remote work include:

1. Project management software: Trello, Asana, and Monday.com allow managers to set tasks, track progress, and ensure projects stay on schedule.

2. Communication platforms: Slack, Microsoft Teams, and Zoom facilitate communication, whether it’s one-on-one conversations, team chats, or video conferencing.

3. Collaborate on documents: Google Workspace and Microsoft Office 365 allow teams to work on documents in real-time, ensuring seamless information sharing and collaboration.

4. Time management and productivity: Tools like RescueTime or Toggl help workers manage their time and productivity, keeping them focused and balanced.

5. Cloud storage solutions: Dropbox, Google Drive, and OneDrive ensure that all team members have access to the documents and data they need, regardless of their location.

6. Virtual onboarding platforms: WorkBright or BambooHR, facilitate remote hiring, onboarding, and personnel management.

7. Cyber security tools: VPN, antivirus software and encrypted communication tools ensure no data leakage.

8. Feedback and survey tools: SurveyMonkey or FeedbackFruits can be used to collect feedback from remote employees to understand their needs.

9. Virtual Team Building: TeamBonding, or virtual quest rooms, can be used for team building exercises, fostering camaraderie between remote teams.

Table 2

The most common problems and practices for solving them

Problem/description	Solution practice
Resource constraints: budget constraints, lack of technological tools or staff shortages, resource constraints can prevent effective administrative management	Prioritization and delegation: Resource constraints can be a reality. Prioritizing tasks and delegating effectively can maximize results. Leveraging team members’ strengths and holding them accountable can be empowering and effective
Rapid technological change: Technology is constantly evolving, requiring managers to constantly adapt and modernize their system, leading to potential failures	Continuous learning: Investing in training can ensure that the team stays up to date with innovative technologies and methods, reducing churn during transitions
Resistance to change: Implementing new processes or technologies can often be met with resistance from employees who are used to old methods	Change management strategies: Implementing structured change management processes can help ease transitions. Clearly communicating the benefits, resolving issues, and providing the necessary support during change
Communication barriers: misunderstandings or a lack of clear communication can lead to inefficiencies, errors, conflicts, and a sense of organizational futility	Open channels of communication: encouraging an open-door policy, regular feedback and using effective communication tools can minimize misunderstandings and foster a culture of communication
Regulatory and Compliance Issues: Ever-changing regulatory and legal legislation, especially for global organizations, can be a challenging obstacle to the effective development of an organization	Stay informed: Attending seminars, subscribing to industry newsletters or participating in professional events can help managers stay abreast of changes in legislation. Involvement of a legal consultant
Time management: the balance of daily tasks/long-term strategic plans and unpredictable developments can lead to a decrease in the effectiveness of time management	Using time management tools: Asana, Trello or Microsoft Teams, help track tasks, set reminders, and ensure efficient use of time
Managing a diverse workforce: the globality and diversity of workplaces in an organization leads to an unreliable understanding and management of the needs and expectations of diverse employees, which can lead to conflicts and a decline in the image of the organization	Cultural sensitivity training: Conducting workshops on cultural sensitivity and promoting an inclusive work culture can reduce potential tensions among employees

5. 2. Study of administration tools in the formation of corporate standards of project activities

The administrative component of the project activity is primarily related to its basic features:

- purposefulness of project activities to create products, services, results that are mostly unique in relation to specific conditions and circumstances and the use of goal decomposition;
- the application of a certain defined or implicit project management methodology;
- by the temporality factor, i.e., mutually determined in advance, or the duration, or the start and completion (closing) dates of the project;
- a phase-by-phase vision of the project life cycle and decision-making regarding the start of a new phase, as a rule, after the completion (closure) of the previous project phase;
- allocation of a separate organizational structure of project management (OBS, Organization Breakdown Structure) in a certain organization;
- evaluating the qualifications of the project manager (project manager or coordinator) and the project management team using international or national professional and educational qualification requirements and taking into account the experience of the project;
- using the basic interrelated structuring of project activities: the hierarchical structure of the organization of project work in content and time dimensions (WBS, Work Breakdown Structure) and the cost (cost) structure of the project (CBS, Cost Breakdown Structure);
- involvement in project management processes of IT support software complexes, desktop, and mobile versions;
- using corporate (organizational) project management information systems (PIMS);
- using the possibilities of interaction of the project manager and the project management team for successful project management with the organization's project management offices and their knowledge base and accumulated experience or with external to the organization or internal consultants;
- creation of a corporate project management standard.

Under conditions of high uncertainty and rapid changes in the external environment of modern organizations, project-oriented management turned out to be one of the most effective tools for their development. The desire to solve their problems as complex, to keep up with rapid changes in the external environment, to respond to the emergence of new technologies and innovative solutions determines the wide application of the project approach by organizations of various sectors and industries. This approach allows organizations to integrate the results of individual projects and programs into the framework of the organization's development course, forming strategic portfolios of projects and programs.

This trend is global. Experts in the field of project management and from research companies have repeatedly stated the growing role of project managers in the growth of productivity, innovative component, and social development in any country. According to PMI estimates, from 2017, in the next ten years, about 2 million new project vacancies will appear annually in the world only in companies [6].

However, the currently common types of organizational structures – functional, divisional, matrix and even project and sub-project – do not always cope with the simultaneous performance of operational tasks and the management of projects that arise in parallel in companies. In fact, at the same time, enterprises carry out operational activities that

can be planned with a fairly high degree of reliability, and implement projects, including innovative ones, for which costs and time frames are difficult to plan. Under such circumstances, projects compete for resources with the company's core business. Often, project managers cannot implement them on time, including due to problems with resource provision. Quite often, in such companies, typical financial instruments for sequestration are applied to projects, although many of them are priorities for the current development of the company or in the strategic perspective.

The project management system can be defined as a set of elements of development, approval, implementation, and market entry as a result of project implementation from entry to exit, from the start of execution to receipt of funds for the work.

The way out of this situation can be the development or improvement of the existing corporate project management standard and the creation of a modern project office. If it already exists, reformatting its activities with the transfer of priority projects for their management and the corresponding resources for their implementation. Therefore, a modern project management office (project office, project management office, PMO) becomes an integral part of the project orientation of any organization.

First of all: the development or improvement of the existing corporate standard of project management in a modern format should find a conceptual form that should actualize the potential possibilities of project management. Various approaches can be used to conceptualize the corporate standard of project management. The modified Nadler-Tushman model, which defines the internal environment of the organization as a combination of tasks, people, structures, and culture, was used as a basis for identifying the basic components of the concept of developing or finalizing the corporate standard of project management [2]. The model was developed in the early 1980s but became widely used after its electronic publication in late 2003. [7].

Since then, modified versions of the model and areas of application have appeared, particularly in the context of change management. [8]

The choice of aspects to be conceptualized can be made based on:

- taking into account their degree of significance for acquiring the corporate standard of project management of its maximum functionality at various stages of its creation;
- ensuring the reduction of the degree of uncertainty in solving certain problem situations, for example, the lack of necessary competences and the corresponding discomfort of using prepared approaches and schemes of the standard.

The conditions for applying the conceptualization of the corporate standard of project management are highlighted by using a fragment of the modified Nadler-Tushman model (Fig. 3).

In the formalized quadrangle – tasks, structure, people, culture – it is advisable to find a harmonious solution for the functioning of the corporate standard of project management. The purpose of the conceptualization of the corporate standard in this aspect is the formation of the image of the corporate standard of project management as a stable and capable entity for the successful implementation of the organization's projects.

The search for the optimal solution regarding the corporate standard should relate, first of all, to the goals of implementing or improving the corporate standard of project management, where strategic and current tasks should be combined.

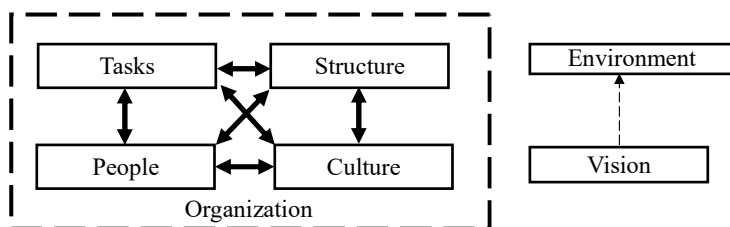


Fig. 3. Objects of conceptualization of the corporate standard of project management according to the Nadler-Tashmen model

Possible strategic tasks are as follows:

- ensuring the development of the organization in accordance with the defined strategic goals by forming a balanced portfolio of projects;
- increasing controllability of business and use of project risk management opportunities;
- increasing transparency of business at different levels of management;
- improving the efficiency of business processes and the quality of management thanks to the implementation of project management methodology and tools;
- accumulation of project implementation experience and creation of a project management knowledge base.

Current tasks to be considered:

- increasing the probability of effective completion of all projects on time, within the budget and with a certain quality;
- systematization of project management processes within the approved standard;
- increasing the level of cost control due to more detailed preliminary planning;
- creation of a transparent and easily accessible reporting system for management;
- giving managers of the organization access to the necessary information about the state of project activity at the right time;
- allocation and use of resources with maximum rationality;
- use of resources with maximum efficiency;
- constant improvement of project activity documentation templates;
- implementation of the principles of teamwork on the project with a clear understanding of the project's goals;
- a combination of the ability to more clearly set staff tasks and evaluate the results of their work in accordance with the goals and planned results of projects;
- application of individual models of motivation.

If the top management of the organization has a vision regarding the priority of tasks in a formalized quadrilateral – tasks, structure, people, culture, then solutions should be prepared for each task. These decisions relate to ensuring its implementation through changes in organizational structures, in the balanced recruitment and selection of personnel, in the culture of management of the organization and training of personnel.

The priority of structure, people, or cultures does not change the following composition of the main elements of the corporate standard of project management. But the conceptual parameters regarding the development and implementation of the standard of project management and organization will be changed.

First, all identified tasks will undergo a kind of check for compliance with the opportunities provided by one or another priority parameter – the structure, people, or cul-

ture of the organization. Such a situation, which is practically impossible under the developed market conditions, takes place for the realities of project management under Ukrainian conditions. This leads to situations when the development and implementation of the project management standard in the organization does not always bring the expected results.

Consulting companies practicing the development and implementation of corporate project management standards for their clients try to circumvent this problem by conducting a number of activities to study the conditions and circumstances of launching a project management standard. This preliminary stage of development and implementation of the project management standard in the organization is called diagnostics by consulting companies.

Secondly, the change of priorities in the formalized quadrangle – tasks, structure, people, culture – is of no fundamental importance for companies that are innovative, communication and market leaders in their socio-economic segments. As a rule, such organizations practice regular updating of the corporate project management standard. Accordingly, the probability that the update will not take into account the current situation in the organization and the external environment is very low, while maintaining the risks of such a development. But it will most likely not affect the effectiveness of the project activities of the leading companies since the application of corporate standards takes place mainly in a flexible version.

In any case, the development or improvement of the existing corporate standard of project management in a modern format requires the organization to involve internal and external experts and consultants.

For the optimal functioning of the corporate standard of project management, a complete and comprehensive standardization of project activities is necessary. Therefore, the main components of the corporate project management standard should be:

- project office;
- corporate project management methodology;
- corporate project management information system based on modern IT solutions (ISUP);
- methodology of using communication tools in project activity;
- procedures for initiating and closing projects
- principles of project registration;
- principles of project classification and codification.
- criteria and methods of selecting projects for support in ISUP.

Each component requires a detailed study and a rational choice of the optimal configuration. Let's dwell only on the first component – the project office, more precisely on its basic functionality and role in the company (Table 3).

Attempts by organizations to rearrange and mix functions and roles in the company for the project office as the central link of the corporate standard of project management can only bring disorganization to project activities.

For qualitative research, a procedure for ensuring the functioning and development of the corporate project management system can be developed, which can be used as a basis for planning activities for the development, implementation, development or updating of the corporate standard of project management by organizations (Fig. 4).

Table 3

Basic models of the project office

Name	Functions	Role in the company
Office of the project of the structural division of the organization	Ensuring the implementation of one project/Ensuring the implementation of one or several typical projects	A temporary division formed in a structural division of the organization for the implementation of one project
Organization project office	Ensuring the implementation of one large project	A temporary division of the organization formed for the implementation of one large project
Project office of the organization	Support of all projects of the organization. Distribution of key project resources of the organization	Structural division of the company
The project management committee	Support of strategic decisions. Support of all projects of the organization. Allocation of project resources of the organization	A strategic unit formed at the level of executive management

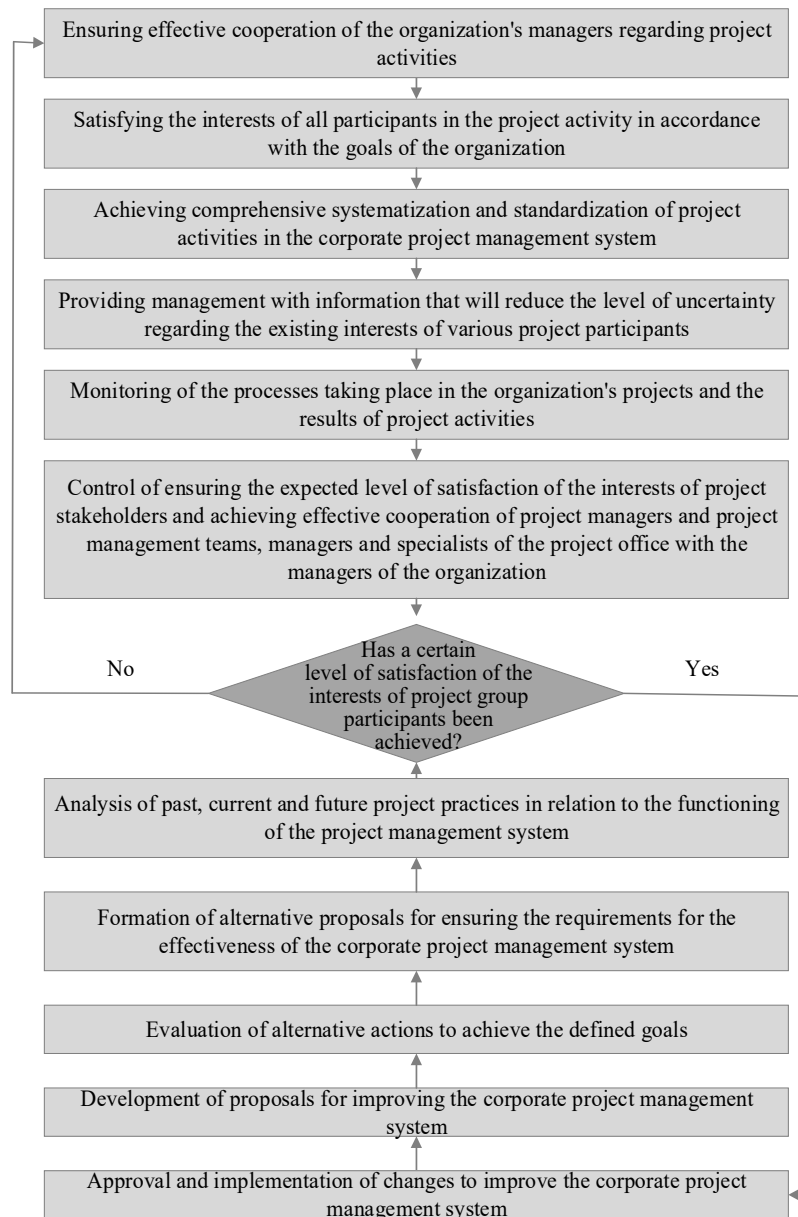


Fig. 4. Procedure for ensuring the functioning and development of the corporate project management system

Regarding the control of the activity of the project office, it is advisable to use the requirements and recommendations of the DSTU standard ISO 19011:2012 Guidelines for conducting audits of management systems (ISO 19011:2011, IDT) [9].

The discussion of the choice of a corporate methodology requires a separate consideration since along with the

PMBOK PMI methodology [10, 11] and other well-known project management methodologies, a methodology from ISO – Guidance on project management (ISO 21500:2012) [6] appeared in 2012. Finding the differences in these methodologies gradually turned into an intellectual game of “Find N Differences”. Perhaps the answer will be paradoxical: something

is a shortened and simplified version of something. Time will tell whether it is for the better or for the worse. But a wider choice is always for the better and will always remain with the leaders of a specific organization, its project office and project managers, as well as responsibility for the results of project activities (Fig. 4).

5.3. Directions of project management at construction industry enterprises

Under the conditions of a turbulent external environment, the level of profitability and competitiveness of enterprises is primarily determined by the degree of manageability of industrial projects. The decisive conditions for sustainable viability and development of enterprises are the efficiency of capital investment in one or another investment project.

The project provides for the existence of a plan for achieving the set goals (complex of works), as well as the existence of a system of powers and responsibilities for the achievement of goals headed by the project manager. The following elements are the starting point for the formation of a plan to achieve goals: product description, project rationale, general limitations, information on already completed similar projects. Based on the initial data, alternative ways of implementing the project are analyzed, and success criteria are determined. This document will continue to be the basis for all project decisions and a unified understanding of the project's goals by all its participants [1].

The structure of the industrial project is shown in Fig. 5.

The structure of the project is not static and does not remain unchanged during the entire process of its implementation and development. During the implementation of the project, new elements may appear, or existing ones may disappear. This changes the original plan. The environment of the project also has a significant influence on the course of its implementation and the final result.

For example, an enterprise may face a competitive environment that will require adaptation of the marketing strategy and changes in the production process. New technologies or regulatory requirements may also emerge that require adjustments to project planning and execution.

Therefore, the successful implementation of an industrial project requires constant monitoring of the environment, flexibility in solving problems, and readiness for changes in the structure and strategy of the project. Only in this way can one achieve the goals and ensure sustainable success in business.

The main target tasks of project management are:

- determination of the main goal of the project and its justification;
- structuring and ranking of project goals;
- determination of the necessary volumes and sources of financing;
- research and consideration of all project risks;
- selection of project executors (participants), in particular, through tenders or contests;
- preparation and conclusion of contracts;
- determination of project implementation terms, drawing up a schedule for its implementation;
- determining the need for resources (labor, material and financial);
- preparation of estimates and budgeting of the project;
- ensuring control and monitoring of the project.

Project development processes are crucial for Ukrainian enterprises to remain competitive in the modern business environment [12], which is characterized by instability associated with military aggression, a difficult economic situation, and a high level of corruption and bureaucracy. These factors significantly affect development strategies and the effectiveness of project management. Insufficient availability of financing, high level of risk and unpredictability of changes in legislation also complicate the situation.

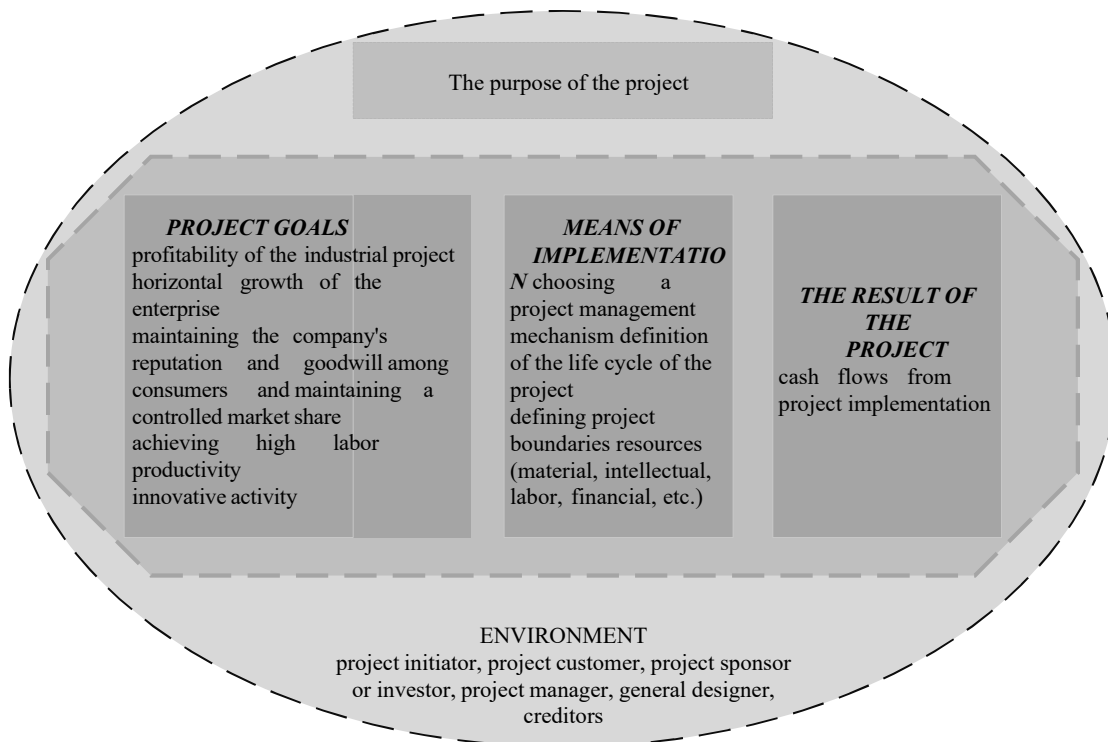


Fig. 5. Structure of the industrial project

At the same time, by implementing effective project management methodologies, businesses can ensure that projects are completed on time, within budget, and to desired quality standards. This can be achieved with project management software, standardized management processes, and the allocation of appropriate resources for each project. By improving project management processes, businesses can streamline their operations, reduce costs, and increase overall efficiency.

Another strategy for developing projects at enterprises is the implementation of flexible methodologies. Flexible methodologies, such as Agile, provide greater adaptability and responsiveness to changes in project requirements. By using flexible methodologies, businesses can more easily adjust their project plans to meet changing market conditions, customer needs, and technological advances. In addition, the use of agile methodologies can improve team collaboration and communication, leading to more effective project outcomes [13].

The priority of communication and cooperation between project teams is another key strategy of project development at Ukrainian enterprises. By developing a culture of open communication and collaboration, businesses can improve performance and reduce the risk of project failure. This can be achieved through collaborative project management tools, regular team meetings and cross-functional team structures. By prioritizing communication and collaboration, businesses can create a more cohesive and productive work environment, leading to improved project outcomes and overall business performance.

In order to determine promising directions of project management, the activity of the construction enterprise “Dana” was analyzed in terms of indicators of project-oriented management (Table 4).

It is obvious that there are problems in terms of timely implementation of projects and in terms of financing.

The results of the study reveal a steady dependence of the company’s performance indicators on changes in the company’s project management indicators (Table 5).

Taking into account the size of the enterprise and the time of its operation on the market, the generalized indicator of the level of innovative development potential indicates the average level of development of the enterprise under study.

Table 4

Project-oriented management indicators

Indicator	Calculation of the indicator	Value	
		2019	2020
Percentage of timely completed projects	$\frac{\sum Pt}{\sum P} * 100\%$	76	82
Average duration of one project, years	$\frac{\sum T}{\sum P}$	0.94	0.82
Resources allocated to project activities in the total value of the company’s resources, %	$\frac{\sum Vp / \sum P}{V} * 100\%$	0.77	0.81
The maximum number of projects in which one employee participates at the same time, pcs	$\frac{\sum P / \sum Cn}{Cp}$	4.6	4.4
Share of projects completed on time %	$\frac{\sum Pt}{\sum P}$	0.76	0.82
Number of projects paid on time %	$\frac{\sum Pv}{\sum P}$	0.91	0.93
Market share	$\frac{Qp}{Q}$	0.07	0.08

Table 5

Indicators of the level of innovative development potential

Coefficients by areas of integral assessment	Value of coefficients		Weighting coefficients of partial indicators
	2019	2020	
The coefficient of growth of the main means of production	1.11	1.09	0.02
Fund rate of return	1.18	1.22	0.03
Coefficient of material intensity	0.02	0.04	0.05
Coefficients of mechanization and automation of development	0.84	0.87	0.13
Coefficient of progressiveness of technologies	0.52	0.61	0.12
Coefficient of scientific intensity	0.047	0.05	0.08
The coefficient of self-financing	0.91	0.93	0.17
The ratio of the use of borrowed capital	0.09	0.07	0.12
The coefficient of profitability of investment activities	0.34	0.36	0.13
Staff turnover rate	0.02	0.06	0.15
Generalized indicator	0.447	0.473	–

Tables 6, 7 give the indicators of the level of marketing support and the social level of the enterprise’s development.

Table 6

Indicators of the level of marketing support

System of marketing indicators	Value of coefficients		Weighting coefficients of partial indicators
	2019	2020	
Market share coefficient	0.07	0.08	0.22
Coefficient of change in sales volumes	1.43	1.78	0.18
Coefficient of advertising activity	0.41	0.43	0.34
Public relations utilization rate	0.53	0.58	0.26
Generalized indicator	0.55	0.635	–

The calculated indicators (Table 6) show an improvement in the level of marketing support, which corresponds to the growth of the enterprise. This allows for a stable expansion of the number of industrial projects; however, for the development of project activities, it is necessary to optimize the toolkit of project management (Table 7).

Attention should be paid to those factors that prevent effective project management and, as a result, negatively affect the profitability of the enterprise under study:

- insufficient level of advanced technologies at the enterprise;
- insufficient supply of financial resources;
- a large maximum number of projects in which one employee participates at the same time;
- the number of projects completed on time is not high enough.

Thus, project management requires a systematic approach and a focus on finding new opportunities for improvement. Creating a system of continuous improvement of project management processes helps enterprises to maintain the appropriate level of competitiveness and achieve stable results.

Table 7

Indicators of the social level of development

Coefficients in the areas of integral assessment	Value of coefficients		Weighting coefficients of partial indicators $Z_{(i,i)}$
	2019	2020	
Coefficient of qualification level	0.84	0.72	0.2
Coefficient of opportunities for the development of employees and their professional growth	0.63	0.68	0.12
The ratio of costs for training and education of employees	0.14	0.21	0.08
The coefficient of the level of social tension in the workforce	0.12	0.14	0.05
Coefficient of employee participation in enterprise management	0.07	0.05	0.02
The coefficient of employee income formation and the level of remuneration	0.76	0.82	0.02
Coefficient of enterprise participation in social support of employees	0.72	0.72	0.11
Coefficient of compliance of workplaces with sanitary and hygienic requirements	0.96	0.96	0.15
Coefficient of the level of safety and occupational health and safety at the enterprise	0.95	0.97	0.04
Coefficient of performance of duties before the budget	0.34	0.36	0.05
Job creation rate	0.61	0.88	0.15
Cost factor for greening production	0.02	0.02	0.01
Generalized indicator	0.6473	0.679	–

5. 4. Development of a regression model of the dependence of the quality of project management on the use of administrative management tools

Administrative management is a manifestation of management in top positions of various enterprises. People-to-people relationships are the basis for establishing sustainable management relationships.

Exogenous and endogenous approaches to the economic growth of the enterprise determine the conditions for the formation of administrative management as a separate or integrated element of management. Also, a manifestation of effective administrative management is the competitiveness of the enterprise on the domestic and international markets, and its implementation of optimal projects from national and foreign customers.

The World Competitiveness Yearbook emphasizes that “competitiveness is not only the result of affirmative behavior of enterprises in international markets but it is also the ability to develop the attractiveness of the enterprise economy in order to create wealth, raise the standard of living, and balance economic imperatives with the social needs of the nation.” Competitiveness is considered separately in relation to administrative management and project management. The competitiveness of the company’s top management is the ability to stand out in the rivalry between the CEOs of the given enterprise. And competitiveness in project management arises where the project is completed on time and efficiently, when previous customers repeat the request for project implementation at this particular company.

For an experimental study of the influence of administrative management on project management, information about

the Ukrainian construction company “Dana”, which has been operating in the relevant market for more than 15 years, was used. The company builds facilities in all regions of Ukraine. These are civil, residential, and industrial buildings. With a term of commissioning from 9 months. The company signs contracts for joint projects and forms construction project management teams for up to 12 months. From one to seven projects are executed in parallel.

Multivariate regression analysis assumes that the dependent variable is the annual income from the project activities of Dana LLC, and the independent variables are the number of projects per year, the number of performers (managers) in one project, repeated orders, the cost of the project at the entrance.

Construction of a linear regression model.

The dependent variable is the annual income from projects (Y), measured in US dollars.

The vector of independent variables – the number of projects per year (X1) – units, the number of performers in one project (X2) – persons, repeated applications (X3) – units, the cost of the project at the outset (X4) – in US dollars – are given in Table 8. The linear regression model looks like this:

$$Y = a_0 + a_1 \cdot X_1 + a_2 \cdot X_2 + a_3 \cdot X_3 + a_4 \cdot X_4. \tag{1}$$

The resulting regression equation is as follows:

$$Y = -7,728,000 + 2,235,000 \cdot X_1 + 424,200 \cdot X_2 + 4,413,000 \cdot X_3 + 0.2839 \cdot X_4, \tag{2}$$

Call:

$$\text{lm(formula=Y-X1+X2+X3+X4, data=REG).} \tag{3}$$

The results show the average quality of the model, the coefficients are statistically insignificant, the coefficient of determination is high at 0.715, which indicates the existence of a linear relationship between the factor and target variables.

The correlation matrix X looks like this:

	X1	X2	X3	X4
X1	1.0000000	-0.48996328	-0.17054663	0.90386042
X2	-0.4899633	1.0000000	0.05652695	-0.46513684
X3	-0.1705466	0.05652695	1.0000000	0.09366798
X4	0.9038604	-0.46513684	0.09366798	1.0000000

The model was tested for heteroskedasticity, multicollinearity, and autocorrelation; the results of testing are given in Table 9.

Table 8

The data was studied from 2010 to 2020

Year	Y	X1	X2	X3	X4
2010	5,000,000	1	14	1	4,586,284
2011	6,385,670	2	10	1	5,273,258
2012	8,124,586	1	11	2	5,976,528
2013	9,986,573	2	9	1	7,287,528
2014	11,367,856	2	12	1	8,997,328
2015	1,386,587	3	9	1	10,567,389
2016	14,357,628	3	9	2	11,286,527
2017	16,256,138	4	8	1	12,152,386
2018	17,926,587	6	10	1	12,765,886
2019	19,286,158	4	11	2	15,289,358
2020	20,158,157	7	9	1	18,256,386

Table 9

6. Discussion of research into the development of areas of influence of the administrative management toolkit on the optimization of the project management system

Results of testing		
Method	Calculation	Outcome
Broich-Pagan	Non-constant Variance Score Test. Variance formula: \sim fitted.values. Chisquare=0.7774029, Df=1, p=0.37794	The test shows that the variance of the residues is constant and there is no heteroscedasticity. $p=0.378$, which gives us the acceptance of the homoskedasticity hypothesis
Belsey	MC Results detection. Determinant $ X'X $: 0.0881 0. Farrar Chi-Square: 19.0327 1. Red Indicator: 0.4681 0. Sum of Lambda Inverse: 19.9717 0. Theil's Method: 0.2280 0. Condition Number: 24.4784 0. 1 --> COLLINEARITY is detected by the test. 0 --> COLLINEARITY is not detected by the test	The Belsey test shows the presence of multicollinearity
Durbin-Watson	lag Autocorrelation D-W Statistic p-value: 1 -0.1608741 2.308248 0.828. Alternative hypothesis: rho =0	The results of the Durbin–Watson test refute the presence of autocorrelation of residuals in the model

All obtained results predict dependence on the development factors of administration and project management at modern enterprises. Thus, Tables 1, 2 outline the functions and tasks of administrative management and its most common problems and practices for solving them. These data prove that all functions and tasks of administration flow from the practice of general management, and it is necessary to make them more effective precisely in the perspective of administration, in particular at enterprises defined by project management. Also, the information illustrated in Fig. 1, 2 certifies that there are significant administrative management tools that form the organization's management functions and methods of their implementation, and which are determined by certain stages of improvement of the administrative management system. It is actually difficult to list all the tools, they can be completely diverse, and digital tools, which are considered from the point of view of impact on project management, are of particular importance in modern business conditions.

Observing a high paired correlation coefficient (0.904) between pairs of variables X_1, X_4 , we can conclude that multicollinearity is observed in the system.

The graphical display of the regression model is shown in Fig. 6.

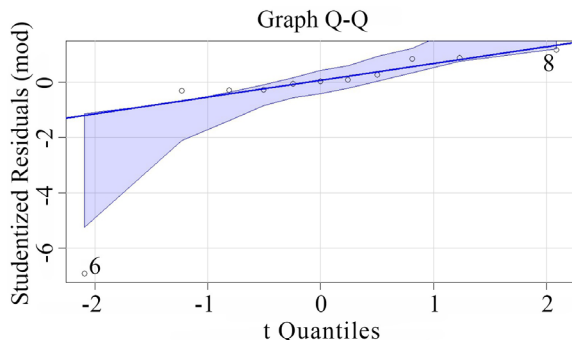


Fig. 6. Graphical representation of regression dependence

The coefficient of determination is quite high (0.715), which proves the presence of a direct and close connection between the phenomena of administrative management and the project management system at the enterprise under study.

It should be clarified that the effectiveness of project management can be increased by increasing the number of project groups and their composition. Of course, there is a critical importance of the number of projects within the framework of one enterprise, more than which the activity may not be effective in general. Therefore, the main thing is to understand the balance between the number of orders and the company's capacity.

The effects of using the proposed regression model can be understanding the relationship between expenses and the number of profitable projects; formation of project teams in connection with the execution order and project management estimate.

Table 3 gives the basic models of the project office as the main tool for forming a project team and implementing a certain project. These models are the project office of the structural division of the organization, the project office of the organization, the project office of the organization, the project management committee. These models can include various aspects of the organization's project activities: from planning to control functions, this classification of offices is quite conditional and can be resolved during further research.

Fig. 4 depicts the procedure for ensuring the functioning and development of the corporate project management system, which can be supplemented with various components for different components of development (which can be exogenous and endogenous).

Fig. 5 shows the structure of an industrial project consisting of goals, means and results. This industrial project can be excellent for various sectors of the economy and for construction in particular. Different sectors of heavy and light industry have different project management structures, which should be further investigated.

Tables 4–7 reflect innovative, marketing, and social activities within the framework of the construction project by the “Dana” company. The data of this study prove that there is a steady dependence of the company's performance indicators on changes in project management indicators. The enterprise has an average innovative potential, and the level of marketing support is improving. These factors are quite agglomerated, and the selection of other factors will be useful in determining trends in the development of administration and project management at this enterprise.

Table 8 and Fig. 6 show the output data for the regression model and its graphical representation. The relationship between the quality of project management and the development of administrative management is tight and direct, i.e., with the growth of administration indicators, the profitability of projects increases. These research results are somewhat conditional, because only quantitative parameters are taken into account, but qualitative characteristics are also significant and require careful study.

The positive results of the study include:

- definition of administrative management tools because the quality of implementation of specific projects depends on these tools;

- delineation of the areas where the tools can be used since different tools are aimed at different aspects of the project activity;

- determination of project management boundaries to determine the scope of the project itself and responsibility for it;

- emphasis on process optimization, as the process approach is the most widely used in project management;

- combination of levers of administrative management and project management in order to determine prospects for the implementation of projects with given indicators of administration.

In contrast to existing studies, our study proposes to outline the framework of the influence of administrative management on project management. The combination of such aspects takes place within the framework of enterprise management. The allocation of tools for the analysis of administrative management involves the use of an interdisciplinary approach, especially methods and models of psychology and public administration.

The proposed approach makes it possible, on the one hand, to clearly distinguish the definitions of administrative management and project management, and on the other hand, to combine the possibilities of the research tools of these two areas of general management. This can be ensured by the use of tools needed in two directions. So, for example, the project office can be optimally used as a general management tool in both administration and project formation.

The study had its limitations, in particular, the lack of an experimental part comparing enterprises from different countries of the world. There is also the practice of managing single projects and on a permanent basis, which differs from the examples that exist in most enterprises of countries with a transitional economy. Agglomerated data is only collected, and a database is formed, which in the future can be used for further research. The use of the regression equation is limited by the fact that there must be statistics on the object of research from at least 6 years of observations, and under modern conditions, when enterprises are created more than they develop their activities, this can become a problem for the researcher.

The shortcoming of the study is the lack of empirical data for the analysis of the identified phenomena and testing on possible recipients of new technological projects. Thus, the proposals provide for the possibility of using certain results at enterprises of the construction industry but such feedback with the business is almost absent. Therefore, it is necessary to disseminate information about such know-how in the relevant business environment.

Further research may include areas such as the grouping and selection of certain tools (legal, psychological, political, mathematical, economic, cultural, etc.). This also includes

planning under the contract (which conglomerates the project process into a single whole), forming the financial system of the project through the applied conditions of project implementation.

Our results provide for the allocation of administrative management tools that can be used to activate project management processes on the example of a construction company. The experimental part of the research proves that the enterprise in the construction industry, which has up to 4 projects, executes them on the basis of activation of the project sphere itself. In further research, it is necessary to describe project solutions in other industries, such as pharmaceuticals and investment activity.

7. Conclusions

1. The field of administrative management, like other socio-economic sectors of world development, is in a transformational phase. New trends and technological advances are changing approaches to the administrative management of the organization, in particular, the emphasis on flexibility is increasing – with the advent of remote work and global teams, administrative management must be adaptive. This includes understanding various cultural nuances, managing asynchronous work schedules, and managing distributed teams. Continuous training, strengthening the tasks and responsibilities of administrative managers in monitoring and learning the latest tools, platforms, and best practices to remain effective. Enhanced cyber security – digitization, increase in the volume of business, due to implementation on the Internet, remoteness of workers from the local office, require data protection. Sustainable development as a standard – the direction of the global economy towards sustainable development is becoming a standard practice, administrative decisions must take into account environmental and social consequences. Employee Well-being – the main focus is on employee well-being, which encompasses a high standard of living, physical, mental health, and overall job satisfaction. Decentralized structures – administrative managers can control more multifunctional, flexible teams, requiring a universal approach to management. Integration of advanced technologies: on addition to AI, technologies such as Augmented Reality (AR), Virtual Reality (VR), and Internet of Things (IoT) can find application in administrative processes, offering innovative solutions to solve emerging problems.

2. The defined administration tools could be applied in the management of projects and their corporate standard. These are the projects that are relevant under the conditions of digitization. Digital technologies dictate the formation of administrative management tools. This allows one to optimize management processes and improve the conditions for creating project solutions.

3. Our study on the structure of the industrial project made it possible to draw conclusions about the need to optimize the project management processes of construction companies. The analysis of indicators of project-oriented management of the investigated enterprise shows the direct influence of the project management toolkit on increasing the efficiency of activities. Factors that hinder effective project management and, as a result, negatively affect the profitability of the enterprise under study were also determined. In order to determine the factors that interfere with effective project management,

performance indicators were grouped by the levels of innovative development potential, marketing support, and social development; generalizing indicators were calculated.

4. As a result of the research, a regression analysis of the dependence between the profitability indicators of the construction company's project activity and the levers of development of its administrative management was carried out. Distinctive features of our result are that project management depends on and correlates with the administrative levers of management. As the top management of companies affects the quality of implementation of project decisions, so will the development of a company in which certain projects are implemented.

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Data availability

The data will be provided upon reasonable request.

Conflicts of interest

The authors declare that they have no conflicts of interest in relation to the current study, including financial,

Use of artificial intelligence

The authors confirm that they did not use artificial intelligence technologies when creating the current work.

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