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METHODOLOGICAL APPROACH TO ENSURING THE EFFICIENCY OF PROJECT TEAMS

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This article presents a comprehensive study of changes in Ukraine’s national economy and the activities of economic entities resulting from the transformation of approaches to managing economic processes. In particular, logistics is a strategically important area of activity for the functioning of the national economy and the country’s companies, ensuring the continuity of supply chains for goods and services, coordinating resource flows, and increasing the competitiveness of business entities. The effective implementation of logistics processes depends to a large extent on the level of organization and performance of the teams responsible for planning, coordinating, and implementing logistics solutions. Logistics companies operate in an environment of threats, resource constraints, and risks, which necessitate a methodological approach to ensure the effective operation of their project teams. Within this methodological framework, the article classifies logistics project teams according to their functioning, level of responsibility, and project implementation conditions. A proposed information space for project team management integrates organizational and analytical tools. A classification of risks in logistics project team activities is conducted, and models of project team member motivation are summarized, taking into account the specifics of logistics processes. The purpose of the article is to substantiate and develop a methodological approach to ensuring the effectiveness of logistics project teams, taking into account industry-specific characteristics, organizational features, and the risks associated with project activities. The methodological basis of the study consists of systemic, process-oriented, and structural-functional approaches, as well as methods of analysis and synthesis, classification, typology, comparison, generalization, and modeling. The study incorporates elements of risk management and approaches to organizing effective teamwork. The study’s result is a methodological approach to ensuring the effectiveness of logistics project teams, based on a systematic integration of organizational, economic, communication, and motivational factors. The practical value of the study lies in the potential to apply the proposed methodological approach in the operations of the country’s logistics companies. This will increase the effectiveness of project teams, substantiate management decisions, reduce risks, and improve the motivation system for project participants.

Keywords: creative management, project team, risks, logistics, tools, motivation models.

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Methodological approach to ensuring the efficiency of project teams

Introduction and formulation of the problem

The transformational processes taking place in the country and within organizations in particular are driving the spread of project-oriented forms of human resource management. Accordingly, ensuring the effectiveness of project teams is becoming increasingly relevant. A company's ability to achieve its planned goals within defined resource and time constraints depends on the level of coordination, professional interaction, and project team performance. Despite a significant body of research on project management, the issue of project team effectiveness remains a subject of debate and requires further methodological exploration. Most approaches focus on evaluating individual parameters of project team performance, such as adherence to deadlines, cost control, and task completion. At the same time, these approaches do not always account for the complex nature of team activities, the economic consequences of management decisions, and the role of communication among team members. These issues take on particular significance in the transport and logistics sector, where project teams manage complex, interrelated processes of transportation, storage, information processing, and material flow coordination. Logistics projects are characterized by high time sensitivity, dependence on external factors, and the need for rapid interaction among functional units and stakeholders. Under such conditions, the effectiveness of project teams directly affects the continuity of logistics processes, service levels, and the economic performance of organizations, underscoring the need for a methodological approach tailored to the logistics sector.

Analysis and research of publications

Both domestic and foreign scholars have devoted attention to ensuring the effective functioning of project teams. In the work by Shvets V. et al., it is noted that the effectiveness of project teams depends significantly on the structured management of the team's activities across the stages of the project lifecycle on which it is working, specifically: initiation, planning, execution, monitoring and control, as well as closure. The authors also propose a list of management decisions to improve the project team's effectiveness. These solutions include: enhancing team reflection and knowledge sharing; visualizing workflows; eliminating redundant communication with stakeholders; focusing on mission-critical project tasks; timely testing and rapid defect resolution; and applying agile and hybrid approaches to work organization and developing team members' managerial competencies [1].

The productivity of project teams, as noted by Luchko [2], depends on several factors, among which

the key ones are adherence to project goals and objectives by the entire team, trust among team members, and a culture of mutual respect. Open and friendly communication, shared responsibility for work results, the team's adaptability and resilience to change, as well as recognition of each participant's contribution and the expansion of their rights and opportunities, also play an important role, ultimately forming a highly productive project team.

The process of forming a project team, which involves selecting participants and assessing their competencies using modern management tools and methods, also influences the team's performance. In particular, Ratushnyak O. emphasizes the importance of comprehensively considering the hard and soft skills of team members, including technical and managerial competencies, communication and leadership skills, flexibility, adaptability, as well as ethical and social characteristics [3]. To make an informed selection of project team members, it is proposed to use multi-criteria evaluation methods that allow for combining these competencies and their relative importance, ensuring a balance between the qualitative characteristics of team members and the economic feasibility of management decisions.

Loboda O. and Kirichenko N. note that for a project team to work effectively, it is necessary to distribute roles and areas of responsibility among its members in accordance with the aspects of project implementation, specifically monitoring deadlines, managing the budget, ensuring the quality of results, managing resources, and monitoring risks. In this context, the project team plays the leading role in executing key project tasks; the participation of functional departments is primarily supportive in nature; and the role of company managers consists of performing control and summarizing functions, which ensures coordination of actions, accountability, and an increase in the overall effectiveness of project activities [4].

Conflicts among team members also affect the effectiveness of project teams. Hrynchenko M. et al. note that conflict situations in project teams are a natural occurrence and may be related to resource allocation, issues of professional responsibility, and the personal and social status of participants. At the same time, the authors emphasize that conflicts are not inherently negative phenomena, as they can, under effective management, clarify tasks, identify problem areas, and improve the quality of management decisions. Conversely, ignoring or allowing conflicts to develop unchecked can lead to delays in task completion, reduced teamwork effectiveness, and negative socio-psychological consequences [5].

Ciric D. et al. distinguish between traditional and modern (agile) approaches to project team management, which differ in terms of work organization, process formalization, and team member roles. Traditional approaches focus on hierarchical management, clear planning, and control over task execution, whereas modern agile approaches emphasize self-organization of team members and continuous feedback. Combining traditional and agile approaches in project team management practice allows for greater coordination of actions, faster response to changes, and overall improved team effectiveness [6].

Motivation is viewed as a factor in ensuring the engagement and effectiveness of project teams. Summarizing the main motivational factors, Trzeciak M. and Banasik P. identify the following: a clear, fair system for evaluating work performance; open communication within the team; cooperation; support; and mutual respect among team members. They note that these factors are universal in nature and align with classical theories of motivation. At the same time, the authors emphasize the importance of specific motivational factors for project teams, such as recognition of individual contributions, team integration, support for work-life balance, and consideration of individual interests. Together, these factors contribute to increasing the effectiveness and sustainability of project teams within a favorable innovation-oriented environment [7].

Ivanova M. et al. argue that ensuring the effectiveness of international cooperation is possible precisely through the formation of project teams and the use of innovation centers. This interaction enables the achievement of sustainable development goals and ensures the resilience of enterprises. This interaction enables the achievement of sustainable development goals and ensures the resilience of enterprises in their strategic development [8].

An analysis of scientific research demonstrates the breadth of scholarly work on the selected topic; however, questions regarding its practical application, given the specific nature of project teams' activities, remain under-researched.

Purpose of the article

The research was conducted based on scientific works by domestic and foreign scholars in the fields of management, project management, logistics, and the organization of interaction among project team members. The study's information base was compiled from scientific journals, financial reports, and open online sources. A systems approach was applied to establish the foundations of a methodological approach to ensuring the effectiveness of project teams. A process-based approach was used to describe the functioning

of project teams within the information space. Systems and structural-functional approaches were used to classify risks in logistics project team activities. Methods of theoretical generalization and abstraction were applied to generalize models of motivation for project team members. Additionally, these methods of generalization and abstraction enabled the formulation of scientifically grounded conclusions regarding the practical significance of the proposed methodological approach to ensuring the effectiveness of project teams in logistics activities.

Logistics is one of the components of the functioning of the national economy and the provision of the population's livelihood, since it is through logistics flows that the continuous movement of goods, resources, and services between producers, consumers, and regions of the country, as well as partner countries, takes place. According to financial reports from the transport and logistics sector for 2024, total revenue amounted to 233.6 billion UAH [9]. The country's transport and logistics companies with the highest revenue are shown in Fig. 1. Their revenue demonstrates their significant contribution to state budget revenues, particularly through tax payments.

Due to economic transformation, digitalization, and the increased influence of the external environment, the role of logistics is growing significantly across the country's economic sectors, as the stability of supply, the availability of essential goods, and the country's economic security and social stability depend on its efficiency.

Modern transport and logistics companies operate by implementing numerous projects aimed at infrastructure development, logistics process optimization, the adoption of digital solutions, and service quality improvement. In this context, project teams serve as a tool for implementing such changes, ensuring coordination of actions among various departments and participants in the logistics chain. The effectiveness of project teams directly influences a logistics company's ability to respond promptly to challenges, meet project deadlines, and ensure the economic efficiency of its operations. Under these conditions, ensuring the effective functioning of project teams becomes crucial for both the development of individual logistics companies and the stable operation of the country's logistics system as a whole.

Project team management in the transport and logistics sector should be based on a methodological approach that ensures systematic, coordinated, and consistent management actions within complex, interrelated logistics processes. The application of a methodological approach allows for the specific nature of logistics project teams' activities to be taken into account.

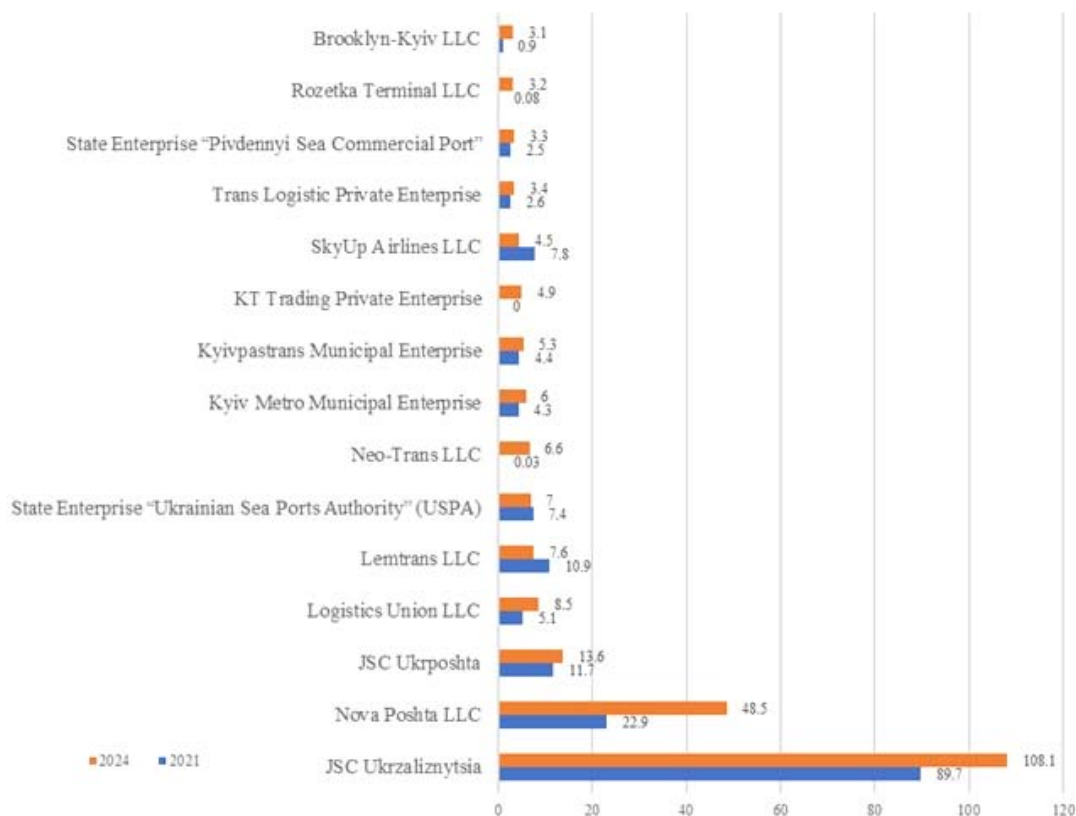


Fig. 1. Change in total revenue of companies in Ukraine’s transport and logistics sector in 2024 compared to 2021, in billions of UAH

Source: compiled by the author based on [1]

The generalized principles of the methodological approach to ensuring the effective work of logistics-oriented project teams (Fig. 2) are based on scientific research indicating that project team management should be grounded in a systematic integration of organizational, economic, communication, and motivational aspects [10, 11]. The authors emphasize the need for a clear definition of project goals, the roles and areas of responsibility of participants, the development of effective coordination and communication tools, and the use of quantitative and qualitative indicators to evaluate the effectiveness of teamwork. We have supplemented these approaches with a comprehensive methodological vision for managing logistics-oriented project teams. They account for the classification of project team types based on functional, territorial, and organizational activities. They also cover selecting management tools and methods, their practical implementation within logistics processes, monitoring and evaluating results, adjusting management decisions in response to changes in the

environment, and formulating management decisions and recommendations, with subsequent integration of the results into the project management system.

The main aspects of the methodological approach to ensuring the effectiveness of logistics-oriented project teams include identifying project team types, characterizing their communication, understanding the motivation of project team members, and identifying risks arising during their work. Since the effectiveness of management actions largely depends on their direction in accordance with the defined criteria for classifying project teams – specifically, the scope of activity, organizational structure, level of geographical dispersion, scale, and duration of project implementation – which are interpreted as types of project teams in the work of Kirichuk V. [12] are interpreted as types of project teams, we consider it necessary to develop a typology of logistics project teams, which will allow for the differentiation of management approaches depending on the specifics of their functioning (Table 1).

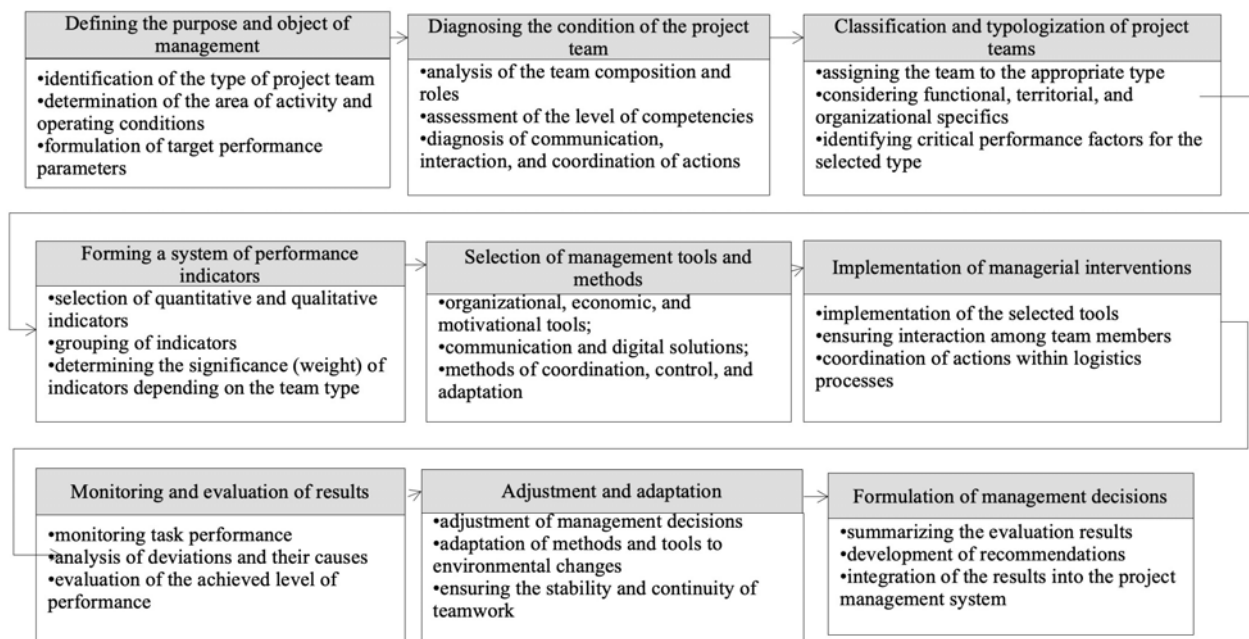


Fig. 2. Principles of a methodological approach to ensuring the effective work of logistics project teams

Source: authors' development based on data [10, 11]

Table 1

Typology of logistics project teams

Classification criterion	Project team type	Characteristics and examples of tasks
By functional area	Operational logistics	Optimization of processes for receiving, sorting, storing, and delivering shipments
	Transport and distribution	Routing projects, management of transport flows
	Warehouse	Implementation of WMS, Put-to-Light, automated sorting lines
	Infrastructure	Construction and modernization of terminals, hubs, and branches
	Digital logistics	Development of IT solutions for logistics management, analytics, and tracking
By logistics network scale	Local	Implement projects within a single warehouse, region, or route
	Regional	Cover multiple logistics hubs or regions
	National	Implement projects across the entire logistics network
	International	Focused on cross-border logistics and international operations
By level of geographical distribution	Centralized	The team is concentrated in a single management center
	Distributed	Participants work in different regions and coordinate remotely
	Hybrid	A combination of central management and regional teams
By nature of changes	Optimization	Aimed at reducing costs, delivery times, and increasing throughput
	Transformational	Implementing profound changes to logistics processes and management models
	Adaptive (crisis)	Respond to force majeure, military risks, and supply chain disruptions
By management approach	Traditional	Implement infrastructure and regulated logistics projects
	Agile	Applied in digital logistics and service projects
	Hybrid	Integration of planning and flexible response to changes
By duration	Short-term	Implementation of pilot or targeted logistics solutions
	Medium-term	Projects to modernize processes or departments
	Long-term	Large-scale infrastructure programs

Source: authors' development

Communication issues within logistics project teams are a crucial aspect of ensuring their effective operation. Thus, Shevel Y. et al. [13] identify written and oral communication tools, project management tools, collaboration platforms, and knowledge acquisition systems as key communication instruments. The authors include email, corporate messengers, and internal social networks among the tools of written communication, which are designed to facilitate the exchange of information, record agreements, and document management decisions, thereby increasing transparency and control over task execution. Verbal communication tools include digital platforms such as Microsoft Teams, Zoom, Google Meet, and others that facilitate asynchronous interaction, prompt discussion of work-related issues, and support decision-making. Project management tools (e.g., Trello, Jira, Asana) allow for structuring tasks, tracking progress, and coordinating team members' work within defined

time and resource constraints. Collaboration and knowledge management platforms (e.g., Google Workspace, Microsoft 365, Confluence, Notion) ensure the collective storage and control of information and facilitate training and professional development.

However, for logistics project operations, it is essential to have a unified information space in which management decisions are made based on up-to-date, reliable data. Such a space is formed by tools integrated directly into operational and analytical logistics management systems. In particular, logistics information systems (TMS, WMS, ERP), operational dashboards, and BI platforms are becoming increasingly widespread; these enable automated data exchange among project participants and provide accessible visualizations of data regarding the status of shipments, warehouse occupancy, resource movement, and the execution of operational tasks (Fig. 3).

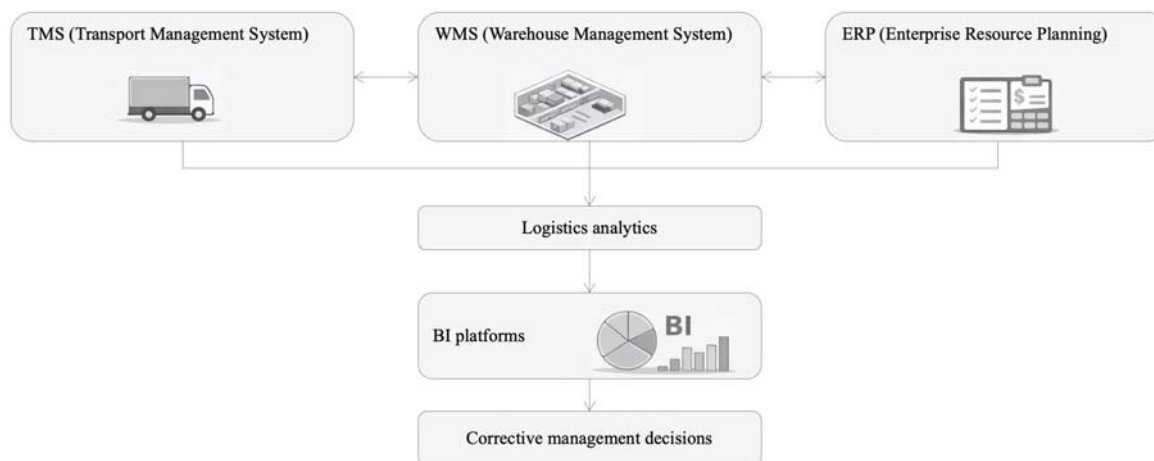


Fig. 3. Integration of operational and analytical management tools for effective project team performance

Source: authors' development

Effective company operations in today's environment require identifying problems and risks. Identifying risks enables project teams to manage potential threats, whereas problems are deviations that arise during project activities and require an immediate response [14].

The classification of risks in the activities of logistics project teams includes the following main groups:

- logistics risks associated with missed delivery deadlines, disruptions in supply chains, limited capacity of transport or warehouse infrastructure, as well as changes in routes and suppliers;
- information risks arise from untimely, incomplete, or unreliable information exchange among

project participants, information system failures, and insufficient integration of digital platforms;

- organizational risks stem from unclear distribution of roles, responsibilities, and tasks, as well as poor communication among project team members;

– human resources risks are associated with a lack of required competencies, staff turnover, and overburdening of project team members;

- external risks include regulatory changes, security threats, macroeconomic instability, and force majeure events that directly impact the implementation of logistics projects.

The scientific literature devotes considerable attention to approaches, strategies, and models of staff

motivation. At the same time, despite the diversity of scientific opinions, none of them can be considered universal, since the effectiveness of motivational tools depends on the specifics of the activity, operating conditions, financial capabilities, the organization’s corporate culture, and the individual values of its

employees [15].

A synthesis of the analysis regarding the evolution of theories of personnel motivation allowed us to identify three applied models of motivation for project teams in logistics: performance-goal, competency-behavioral, and adaptive-hybrid (Table 2).

Table 2

Generalized models of motivation for project team members

Model	Model Characteristics	Authors/Theory
Performance-Goal Model of Motivation	Motivation is formed through a clear link between the goals of the logistics project, expected results, and fair rewards for achieving key performance indicators (KPIs)	V. Vroom (expectancy theory), J. Adams (equity theory), E. Locke (goal-setting theory)
Competency-Behavioral Model of Motivation	Focused on the intrinsic motivation of project team members through the development of professional competencies, autonomy, recognition of contributions, and the quality of interpersonal interactions	F. Herzberg (two-factor theory), E. Deci, R. Ryan (self-determination theory), D. Goleman (emotional intelligence)
Adaptive-hybrid model of motivation	Envisages a flexible combination of material and non-material incentives, taking into account the type of logistics project, risk level, work format, and generational characteristics of team members	D. Pink (Drive model), theories of Generations X–Y–Z, modern hybrid and digital approaches (2020s)

Source: authors’ development based on data [15]

These models reflect the specifics of logistics operations, combine classical and modern motivational approaches, and aim to establish an effective project team management system.

Conclusions

The study demonstrated the feasibility of applying a methodological approach to ensuring the effectiveness of project teams in the country’s transport and logistics sector. The proposed methodological approach is based on the principles of human resource management, encompassing the definition of the project team’s goals and type, diagnosis of its status, typology based on functional and organizational specifics, development of a performance indicator system, selection and implementation of management tools, as well as monitoring, evaluation, and adjustment of management decisions. It is noted that the effectiveness of project teams cannot be assessed solely through indicators of results achieved within time and cost constraints, but requires a comprehensive consideration of organizational, communication, motivational, and risk-oriented aspects. Additionally, for the work of logistics project teams, the integration of operational and analytical tools (TMS, WMS, ERP, BI, logistics

analytics) into a unified information space is proposed to facilitate effective communication. Identifying risks in the activities of logistics project teams related to supply chain disruptions, information flows, personnel, and external threats enables the timely identification and assessment of potential consequences, as well as the development of management measures aimed at minimizing the negative impact of risks on the project teams’ performance. The motivation of project team members should be based on a combination of competency-based, performance-based, and socio-psychological approaches, taking into account the specifics of logistics activities and the work format. The proposed motivation models are aimed at increasing engagement, accountability, and the productivity of team interaction. Therefore, the proposed methodological approach lays the foundation for the practical implementation of systematic project team management, enhancing their effectiveness and operational sustainability. Prospects for further research include testing the proposed approach using the example of logistics companies in Ukraine.

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МЕТОДОЛОГІЧНИЙ ПІДХІД ДО ЗАБЕЗПЕЧЕННЯ ЕФЕКТИВНОСТІ РОБОТИ ПРОЄКТНИХ КОМАНД

Михеев Д. С., Швець В. Я.

У статті здійснено комплексне дослідження змін у національній економіці України та діяльності суб'єктів господарювання, що зумовлено трансформацією підходів до управління господарськими процесами. Зокрема, логістика для функціонування національної економіки та компаній країни є стратегічно важливою сферою діяльності, що забезпечує безперервність ланцюгів постачання товарів і послуг, координацію потоків ресурсів і підвищення рівня конкурентоспроможності суб'єктів господарювання. Ефективна реалізація логістичних процесів значною мірою залежить від рівня організації та результативності роботи команд, які забезпечують планування, координацію та впровадження логістичних рішень. Логістичні компанії функціонують у середовищі загроз, ресурсних обмежень і ризиків, що зумовлює потребу у використанні методологічного підходу до забезпечення ефективної роботи їх проєктних команд. У статті в межах методологічного підходу виконано класифікацію типів логістичних проєктних команд відповідно критеріям їх функціонування, рівня відповідальності та умов реалізації проєктів. Запропоновано інформаційний простір забезпечення управління проєктними командами на основі інтеграції організаційних і аналітичних інструментів. Проведено класифікацію ризиків у діяльності логістичних проєктних команд та узагальнено моделі мотивації учасників проєктних команд з урахуванням специфіки логістичних процесів. Метою статті є обґрунтування та формування методологічного підходу до забезпечення ефективності роботи проєктних команд у логістиці з урахуванням галузеві специфіки, організаційних особливостей і ризиків проєктної діяльності. Методологічну основу дослідження становлять системний, процесний і структурно-функціональний підходи, а також методи аналізу та синтезу, класифікації, типологізації, порівняння, узагальнення та моделювання. У межах дослідження використано елементи ризик-менеджменту та підходи до організації ефективної командної роботи. Результатом дослідження є методологічний підхід до забезпечення ефективності роботи проєктних команд у логістиці сформований на системному поєднанні організаційних, економічних, комунікаційних і мотиваційних аспектів. Практична цінність дослідження полягає у можливості використання запропонованого методологічного підходу в діяльності логістичних компаній країни. Це сприятиме підвищенню ефективності проєктних команд, обґрунтуванню управлінських рішень, зменшенню ризиків і вдосконаленню системи мотивації для учасників проєктів.

Ключові слова: креативний менеджмент, проєктна команда, ризики, логістика, інструменти, моделі мотивації.

METHODOLOGICAL APPROACH TO ENSURING THE EFFICIENCY OF PROJECT TEAMS

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This article presents a comprehensive study of changes in Ukraine's national economy and the activities of economic entities resulting from the transformation of approaches to managing economic processes. In particular, logistics is a strategically important area of activity for the functioning of the national economy and the country's companies, ensuring the continuity of supply chains for goods and services, coordinating resource flows, and increasing the competitiveness of business entities. The effective implementation of logistics processes depends to a large extent on the level of organization and performance of the teams responsible for planning, coordinating, and implementing logistics solutions. Logistics companies operate in an environment of threats, resource constraints, and risks, which necessitate a methodological approach to ensure the effective operation of their project teams. Within this methodological framework, the article classifies logistics project teams according to their functioning, level of responsibility, and project implementation conditions. A proposed information space for project team management integrates organizational and analytical tools. A classification of risks in logistics project team activities is conducted, and models of project team member motivation are summarized, taking into account the specifics of logistics processes. The purpose of the article is to substantiate and develop a methodological approach to ensuring the effectiveness of logistics project teams, taking into account industry-specific characteristics, organizational features, and the risks associated with project activities. The methodological basis of the study consists of systemic, process-oriented, and structural-functional approaches, as well as methods of analysis and synthesis, classification, typology, comparison, generalization, and modeling. The study incorporates elements of risk management and approaches to organizing effective teamwork. The study's result is a methodological approach to ensuring the effectiveness of logistics project teams, based on a systematic integration of organizational, economic, communication, and motivational factors. The practical value of the study lies in the potential to apply the proposed methodological approach in the operations of the country's logistics companies. This will increase the effectiveness of project teams, substantiate management decisions, reduce risks, and improve the motivation system for project participants.

Keywords: creative management, project team, risks, logistics, tools, motivation models.

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