

Type of manuscript: *Review paper*

DOI: 10.21272/esbp.2025.2-07

## Key Features of Corporate Project Management

Oksana Khilukha <sup>1\*</sup>, <sup>1</sup> *Department of Economics, Lutsk National Technical University, Ukraine*

\* Corresponding author: Oksana Khilukha, e-mail: o.khilukha@Intu.edu.ua

Received: 02.03.2025

Revised: 10.06.2025

Accepted: 20.06.2025

**Abstract:** This article explores the foundational elements of project and business management, identifying three core disciplines: project management, general management, and corporate project management. Project management is characterized as a temporary and goal-oriented process distinct from ongoing operations, aimed at delivering unique results within constraints such as time, scope, and budget. Traditional models, such as the classical phase-based approach, are contrasted with modern methodologies like Critical Chain Project Management, Lean Management, Extreme Project Management, and Benefits Realization Management. Each offers specific tools and strategies to address complexity, uncertainty, and stakeholder value. The article also examines management as a broader concept, discussing various interpretations that range from general governance theory to unique managerial practices. Management methods, administrative, legal, economic, and motivational are analysed as tools for organisational control and effectiveness. The article is dedicated to corporate project management, designed for large-scale, strategically oriented, and often international projects. This methodology emphasises openness, continuous communication, integration with organisational structures, and a formalised, flexible governance framework. Effective corporate project management ensures alignment with organizational mission, stakeholder needs, and evolving environmental conditions. The article concludes that while many organisations avoid specialised governance structures for specialized projects due to cost concerns, the most successful corporate projects are those supported by dedicated management mechanisms that balance innovation, strategic impact, and accountability. This structured, process-based approach is particularly suited for organizations managing multiple, overlapping projects that are critical to strategic growth. It facilitates the alignment of project activities with corporate policies and long-term objectives, while also enhancing transparency and stakeholder confidence. Key features include project schedules, collaborative management tools, defined roles, and adaptive governance that evolves with the project's life cycle. As projects mature, governance ensures their continuity and mission alignment. The article highlights two leadership models, internal and external, each with distinct benefits depending on organizational context and project complexity. The internal model leverages existing knowledge of corporate strategy, while the external model benefits from fresh perspectives guided by strategic look from professionals. Additionally, the need for ongoing monitoring and institutionalized updates is emphasized to maintain relevance in dynamic environments. The paper argues for the necessity of a dedicated corporate project management mechanism as a strategic asset. It asserts that such a system not only enhances the probability of project success but also fosters sustainable innovation and value creation. When properly implemented, it reduces founder dependency, attracts external support, and enables projects to scale while preserving strategic coherence. The authors highlight that the integration of Artificial Intelligence into Corporate Project Management offers transformative benefits by automating routine tasks, enhancing decision-making, and improving overall efficiency. AI supports every stage of the project life cycle and enables predictive analytics that help identify and mitigate risks before they escalate.

**Keywords:** corporate governance, project, management, business, leadership, artificial intelligence.

**Funding:** There is no funding for this research.

**Cite as:** Khilukha, O. (2025). Key Features of Corporate Project Management. *Economic Sustainability and Business Practices*, 2(2), 72–79. <https://doi.org/10.21272/esbp.2025.2-07>.



**Copyright:** © 2025 by the authors. For open-access publication within the terms and conditions of the Creative Commons Attribution (CC BY) licence (<https://creativecommons.org/licenses/by/4.0/>).

**1. Introduction.** In today's rapidly evolving economic and technological environment, the success of organizations increasingly depends on their ability to manage complex, time-bound initiatives effectively. Projects have become central instruments for innovation, transformation, and strategic execution. As such, project and business management have emerged as essential disciplines in both academic and professional domains. However, despite widespread recognition of their importance, there remains considerable variation, and sometimes contradiction, in how these concepts are understood, applied, and integrated across sectors.

Traditionally, project management has been framed as a structured process aimed at achieving specific goals within defined constraints such as scope, time, cost, and quality. It is often distinguished from ongoing operations or production management by its temporary and unique nature. Over time, a variety of methodologies have emerged to address the growing complexity of projects, from classical phase-based models to more adaptive and resource-sensitive approaches like Critical Chain Project Management, Lean Management, and Benefits Realization Management. These methods differ not only in structure and tools but also in their underlying assumptions about risk, flexibility, and stakeholder engagement, raising debates about their comparative effectiveness and applicability.

Simultaneously, the broader concept of management has also evolved, encompassing not just administrative control but a wide array of methods, from economic and legal tools to motivational techniques. These methods reflect diverse perspectives on how to align individual and collective behavior toward common organizational goals.

A relatively recent but highly significant development is the rise of corporate project management as a distinct field. Unlike traditional project management, this approach integrates projects into the strategic and operational fabric of entire organizations, particularly those operating in distributed, global environments. It emphasizes communication, stakeholder alignment, and structured governance as key success factors. While some view this shift as a necessary evolution, others critique it as overly complex or resource-intensive for smaller entities.

The aim of this article is to analyze and compare core methodologies of project and business management, examine their theoretical foundations and practical applications, and propose an integrated model suitable for contemporary corporate contexts. By exploring the intersection of classical management principles with modern, process-based project governance, the paper offers a framework for more strategic, scalable, and effective project execution. The principal conclusion is that dedicated corporate project management mechanisms, when properly designed and implemented, offer significant advantages in aligning business strategy with operational impact, even though many organizations still underestimate their value.

## **2. Literature Review.**

Within the field of project management, analysis of project management approach was in the Rolstadas et al. (2014) research. An author observed that the success of a project depends on choosing a project management approach that aligns with the specific challenges of the project. Additionally, there is a need to develop an analytical model to evaluate the performance of the project organization (Rolstadas et al, 2014).

In project management, dynamism refers to the degree to which a project is affected by changes in its external environment. According to Collyer and Warren (2009), high levels of dynamism indicate that projects operate in rapidly changing conditions, requiring flexible and adaptive management approaches (Collyer & Warren, 2009). The article by Lalic et al. (2022) investigates how different project management approaches (traditional, agile, and hybrid) affect project success, which is viewed as a multidimensional concept. The study also explores whether specific project characteristics such as complexity, pace, or industry influence the relationship between the chosen approach and project outcomes (Lalić et al, 2022).

According to Jugdev et al. (2001), the traditional approach to project management focuses on operational effectiveness and incremental improvements, often measured through maturity models. However, this leads to competitive convergence rather than true competitive advantage. In contrast, the new approach emphasizes developing project management as a strategic core competency by aligning it with the firm's overall strategy and leveraging tacit knowledge (Jugdev et al, 2001). White and Fortune (2002) examine why project management methods and techniques often fail to deliver the expected results in practice. Their study is based on a survey that explores how project managers actually apply these tools in real-world settings. They aim to understand both the level of usage and the perceived effectiveness of these methods in achieving successful project outcomes (White & Fortune, 2002). Henrie and Sousa-Poza (2005) explore the role of culture in project management by conducting a content analysis of key literature in the field. Their study emphasizes that understanding and being aware of cultural factors is crucial for project management professionals to work effectively in diverse environments. The paper highlights that cultural knowledge enhances communication, collaboration, and overall project success in global and multicultural contexts (Henrie & Sousa-Poza, 2005). Vergara (2025) explores the integration of Artificial Intelligence (AI) into project management through a comprehensive bibliometric analysis of research from the past decade. The study identifies key themes such as machine learning, decision-making, resource optimization, and highlights the growing role of data-driven and generative AI technologies in enhancing project efficiency and innovation. Vergara notes that countries like China, India, and the U.S. lead in research output, while the U.K. and Australia show strong citation impact, and emphasizes the expanding opportunities and challenges AI

presents for the future of project management (Vergara, 2025). Salimimoghadam et al. (2025) provides valuable insights into integrating AI and machine learning into project management, emphasizing three key contributions. First, the study shows that AI improves project outcomes through better forecasting, enhanced stakeholder collaboration, and effective risk mitigation, with data quality identified as a critical success factor. Second, it outlines major barriers such as legacy system issues, high costs, and resistance to change, while offering practical strategies like piloting AI in small-scale projects and investing in workforce training and ethical AI frameworks to ensure responsible and effective adoption (Salimimoghadam et al, 2025). Ahmadu et al. (2025) emphasizes that corporate social responsibility driven project management focuses on social equity, community involvement, and ethical responsibility throughout the project life cycle. Project managers are increasingly integrating corporate social responsibility principles into risk management, addressing social and environmental risks alongside traditional ones to enhance trust, transparency, and long-term success. Additionally, project evaluation now includes social and environmental performance metrics, reflecting a broader definition of project success beyond just financial outcomes (Ahmadu et al, 2025). Ghafari and Samaei (2025) propose a foresight-driven smart project management framework to enhance the climate resilience of coastal infrastructure in the UAE, combining Digital Twin technology, Structural Health Monitoring, and AI-based predictive analytics. Their case study on Al Hudaibat Island demonstrates that this approach can accurately predict structural degradation, significantly reduce maintenance costs, and improve system responsiveness, even under severe climate change scenarios. The study highlights both the technical and economic benefits of adopting a digitally enabled, predictive infrastructure management strategy, offering a scalable model for other high-risk coastal regions (Ghafari & Samaei, 2025).

### **3. Methodology and research methods (for research and theoretical papers).**

The theoretical foundation of the study lies within management sciences, drawing on several interrelated schools and frameworks.

The systems approach in organizational management methodology involves viewing the organization as an open system with inputs and outputs. At the input stage, the organisation receives resources, labour, financial, material, and informational, which are then transformed within the system into products, services, or management decisions. The output of the system consists of the final results of its activities aimed at meeting the needs of customers, society, and other stakeholders. The functioning of this system is significantly influenced by external factors (economic, political, social, technological) and internal factors (structure, personnel, culture, technology). The key management functions for such a system are planning, organizing, motivating, and controlling.

The project management methodology includes the initiation phase, where the project's purpose, goals, and feasibility are defined. During planning, detailed schedules, budgets, resources, and risk strategies are developed to guide the work ahead. The execution phase involves carrying out the project plan by coordinating people and resources to complete tasks. Monitoring and controlling run alongside execution to track progress, manage changes, and keep the project on course. Finally, the closure phase wraps up the project by delivering the final product, releasing resources, and reviewing lessons learned. The main functions of project management are: scope management, quality management, cost management, and project time management.

Corporate governance methodology refers to how to balance the interests of a company's stakeholders, including shareholders, management, customers, suppliers, financiers, government, and the community.

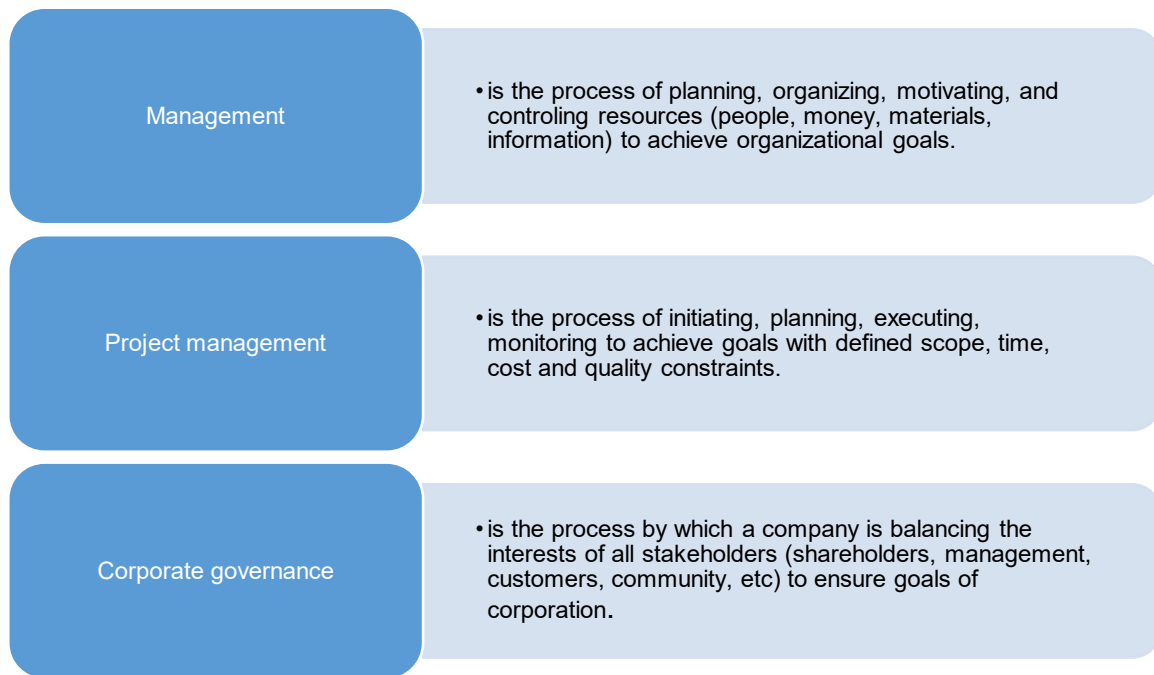
### **4. Results.**

At the foundation of project and business management, three core elements can be identified. In our view, these are the disciplines of project management, management in general, and corporate project management (Figure 1). Project management today is understood as the process and activity of planning, organizing, motivating, and controlling resources, procedures, and protocols designed to achieve specific goals in scientific or everyday problems. This definition is based on the understanding of a project as a temporary effort aimed at producing a unique product, service, or result with a defined beginning and end, usually constrained by time and often by funding or deliverables.

In these conditions, the purpose of a project is understood as a means of achieving positive change or increased added value. A key characteristic of project management is its temporary nature, which differentiates it from regular business or production operations, which are typically ongoing or semi-permanent functional activities necessary to produce repeated products or services.

The main challenge of project management lies in achieving all project goals within the given constraints, which usually include scope, time, quality, and budget. Equally important is the task of optimizing the allocation and integration of available resources to meet these objectives. Different approaches to project management solve these issues in different ways. For example, the classical approach divides a project into phases with the following components: initiation; planning and design; execution and improvement; monitoring and control systems; closure. Each phase uses tools and methods common to ordinary business practices without unique features. Another approach is the Critical Chain Project Management methodology, based on theory of constraints and critical chain method. Unlike traditional PERT analysis, CCPM emphasizes resource dependencies, risks, and uncertainties, and widely uses buffers to reduce risks and maintain schedule stability. It includes visualizations like fever charts, and planning is done backwards from

the project's end date, rather than forward from the start. So, a project is seen as a collaborative series of small tasks, carried out adaptively rather than strictly following a pre-defined plan.



**Figure 1.** The meaning of management, project management and corporate governance

Source: compiled by the authors based on (Ahmadu et al., 2025; Ciric Ladic et al., 2022; Colley & Warren, 2009; Ghafari & Samaei, 2025; Henrie & Sousa-Poza, 2005; Jugdey et al., 2001; Rolstadas et al., 2014; Salimimoghadam et al., 2025; Vergara et al., 2025; White & Fortune, 2002)

Lean management focuses on economic efficiency in project implementation, aiming to achieve project goals with fewer costs and reduced time. Extreme project management argues that using complex models for short-term projects often results in unnecessary costs and low flexibility. Extreme management may be combined with process modeling and human interaction management principles. Finally, Benefits Realization Management improves traditional project management by focusing on outcomes (benefits) rather than outputs. It measures how well the project delivers meaningful benefits, aiming to reduce the risk of project failure by better aligning the project's goals with its results, though it cannot guarantee profitability. Turning to the concept of management, there are many approaches to defining it. One group of both foreign and domestic scholars considers management as a form of general governance, thus defining it through the general theory of management.

Another group views management as a unique phenomenon, providing distinct definitions that are not reduced to a general definition of governance. One general definition proposed is: "Management is a complex type of activity involving voluntary or coercive subordination of individuals to common interests, ensuring the existence of organizations and solving complex problems." Here, problems are understood as situations incompatible with the values of the majority (or a significant number) of members of an organization, or deviations from generally accepted norms. The term serves to express corresponding needs. Common management methods today include administrative, legal, economic, motivational methods. Administrative methods are typical of formal organizations, implemented through orders, directives, and instructions that are mandatory for subordinates. Legal methods rely on legal norms and regulatory influence on people and organizations. Economic methods affect the material interests of individuals and entities. Motivational methods operate at the individual level, using incentives and both material and moral motivation and involve the moral influence of a group on its members, including the cultivation or reinforcement of shared values, using praise, education, or moral sanctions.

Corporate project management include collaborative network. Extrapolating its principles, developed as a response to distributed corporate project structures, where team members may be geographically dispersed and connected by modern telecommunications. Corporate project management emphasizes openness and continuous communication, both within and outside the team. Project execution is viewed as a streamlined activity, often integrated into an organization's operational network. Corporate project management includes: Integration with organisational management practices, but applied specifically to corporate projects, forming a dedicated platform activated when a corporate project begins. The most important component of this system is team formation and communication. The general goal is to ensure the team functions effectively in

a multi-operational project structure, especially when operations run in parallel or the project is international or global.

Today, the most effective approach is creating a dedicated corporate project management mechanism within a business. A proper mechanism may include management structure; monitoring systems. This complexity is necessary because corporate projects often target strategic business issues, using scalable, sustainable, and innovative models. The goal is to balance financial responsibility with business impact, coordinating investors, staff, regulators, clients, and beneficiaries. Such a process creates complex compromises. A well-designed, well-functioning governance mechanism is essential for successful outcomes. However, in practice, many business leaders avoid creating special governance structures, preferring to rely on existing management or to cut costs. This leads to a shift in management objectives, where cost-saving replaces the goal of achieving impactful results.

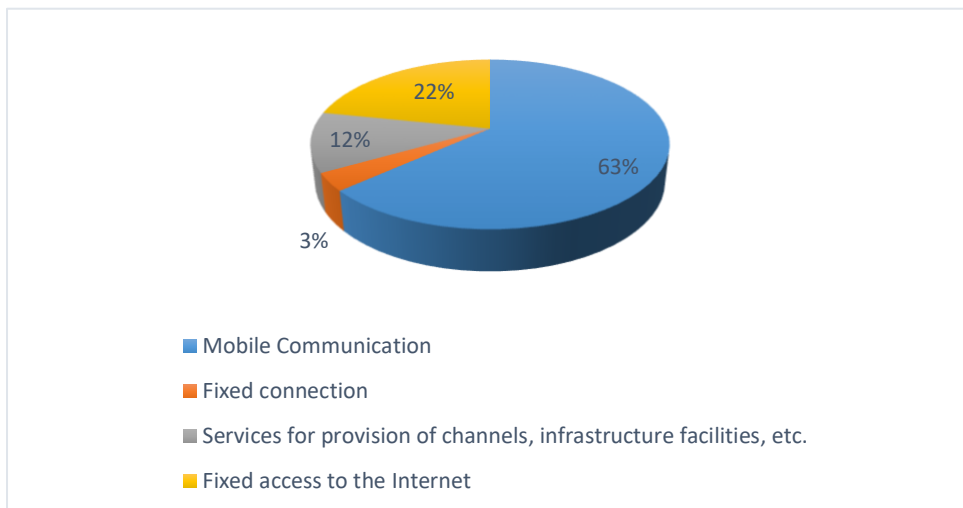
Proper corporate project management should: align with the organization's mission and policies; address the needs of various stakeholders; focus on achieving measurable business results. A dedicated governance mechanism can offer: Strategic and expert support via specialists; access to external networks for funding, promotion, and talent; reduced need for direct intervention by founders; signals of trust for external stakeholders (investors, partners). Key components of this mechanism include relations with the founder, legal and financial structure; adaptability to external change, and adjustments when moving to the next life cycle stage. Interaction with the project's founder is crucial to ensure unity in mission and strategic decisions. However, at a certain point, the founder should step back, allowing governance bodies to implement the vision independently.

Two models of project leadership are common: an internal candidate from within the organisation, familiar with the business's corporate project strategy; an external CEO, guided by a consultant who introduces them to the company's values and mission. Corporate projects must adapt to environmental changes through institutionalized updates in policies and procedures. To do this, a monitoring role must be designated either to a current staff member, a hired specialist, or shared across the team. When a project enters a mature phase, it often moves from experimental to operational. Early on, management may be informal and advisory, allowing flexibility. Later, formal structures should be introduced. During transitional stages, especially with a strong brand or complex environment, governance becomes essential. Once the project's business model is mature, governance becomes an active force, ensuring the project stays aligned with its mission and connected to stakeholders.

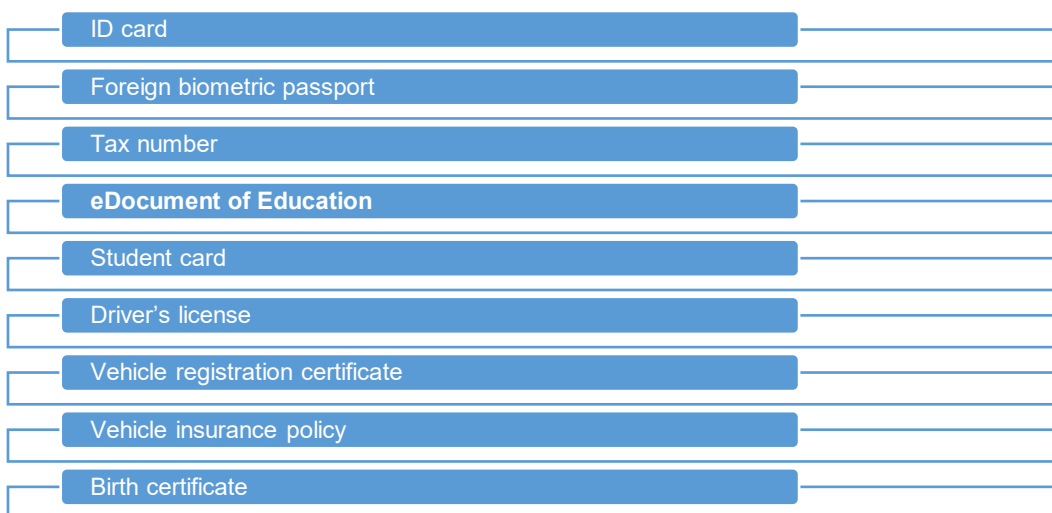
Ukraine's digital corporate project initiatives represent strong, forward-thinking projects that deserve continued development and support. These platforms are not just modernising public services; they are laying the foundation for a fully digital economy, increasing transparency, efficiency, and citizen engagement. The communication market in Ukraine was valued at approximately EUR 2.6 billion in 2023, with mobile communication accounting for the largest portion of this total (Figure 2).

Ukraine's technology project of the corporate landscape underwent remarkable growth, expanding from EUR 2.6 billion to EUR 23.3 billion, a nearly ninefold increase. As of January 24th, over 2,600 tech projects are active in Ukraine, including more than 200 that were initiated within the past year. Notably, 90% of these projects report strong confidence in their potential for future expansion (Diia Sity, 2025). Ukraine has become the origin of several internationally recognized technology corporation such as Grammarly, GitLab, and AJAX Systems. These projects have contributed significantly to the country's reputation as a hub for innovation and technical expertise. A majority (62%) of these ventures credit their success to adaptability and responsiveness, qualities essential for navigating shifting market dynamics. A development in Ukraine's IT field is the growing trend of geographic diversification. While 64% of tech project teams have no immediate plans to open new locations, 28% are actively considering expansion into international markets such as the United States, Portugal, Poland, and other EU nations. Meanwhile, 8% are focusing on scaling within Ukraine itself, particularly in cities including Kyiv, Lviv, Mykolayiv, Ivano-Frankivsk, and Vinnytsia (Diia Sity, 2025). One of the key enablers of this growth has been the Diia. City initiative which offers a specialized framework offering a favourable tax regime, legal flexibility, and modern operational conditions. This initiative is playing a central role in positioning Ukraine as an attractive environment for IT development and investment (Digital Transformation, 2024). The Ukrainian government launched the "Diia Portal" — a unified digital platform for accessing public services. Officially introduced in December 2019, this portal has become a cornerstone in the modernisation of public administration, enabling individuals and businesses to submit applications, petitions, and complaints and to communicate electronically with government authorities.

The Diia Portal also replaces legacy systems by streamlining service delivery, improving accessibility, and reducing inefficiencies. In addition, a public license allows users to implement the open-source software behind the Diia mobile application. By accepting the terms of the license annex, applicants are permitted to use the platform under standardised conditions set by the Ministry of Digital Transformation, with no option for individual contract negotiations. In Figure 3, the main Diia documents are stored digitally.



**Figure 2.** Proportion of the mobile communications market  
 Source: compiled by the authors based on (Diia Sity, 2025)



**Figure 3.** Main Diia digital documents  
 Source: compiled by the authors based on (Digital Transformation, 2024)

The Ukraine Facility project outlines future reforms. The objectives of such reforms are the development of a digital infrastructure in Ukraine, focusing on the launch of 5G networks and the development of broadband internet infrastructure and to increase the availability of electronic public services through mobile phones and the Diia Portal.

**5. Discussion**

In today's dynamic business environment, we understand that integrating Artificial Intelligence into Corporate Project Management offers transformative potential. As corporate projects become increasingly complex, involve larger datasets, and require faster decision-making, AI serves as a powerful ally in optimizing project outcomes, reducing risks, and enhancing efficiency. AI can support project management at every stage of the project life cycle, from initiation and planning to execution, monitoring, and closure. One of the most immediate benefits is the automation of routine tasks, such as scheduling, task assignment, resource tracking, and status reporting. This allows corporate project managers to shift their focus from administrative functions to strategic leadership and stakeholder engagement. Moreover, AI contributes to predictive analytics, which helps forecast potential delays, budget overruns, or scope changes based on historical project data. By identifying these risks early, corporate project managers can take proactive steps to mitigate issues before they escalate. For example, machine learning models can analyze patterns from previous projects to suggest optimal planning strategies or resource allocations for upcoming initiatives. It also improves resource management by dynamically adjusting workloads, timelines, and availability based on real-time project data. Tools powered by AI can suggest the most efficient use of team members and materials, enhancing productivity and reducing costs. Natural Language Processing, a subfield of AI, enhances communication by analyzing messages, emails, or reports to detect sentiment, potential conflicts, or progress gaps. AI-powered chatbots or virtual assistants can also provide instant support to team members

by answering common project-related questions, thus improving responsiveness and reducing dependency on the project manager. Additionally, knowledge management is greatly enhanced through AI. By analyzing and learning from completed corporate projects, AI systems can store and retrieve relevant insights, offering best practices or lessons learned to guide future work. This contributes to building a smarter, learning-oriented project organization. AI's integration into popular project management platforms such as Jira, Microsoft Project, Asana, Monday.com, and Trello is already underway. These tools offer features like smart prioritization, task automation, predictive forecasting, and automated reporting, all enabled by AI. Corporate Project managers can use these features to streamline workflows and ensure that their teams stay aligned with project goals. However, the successful integration of AI into project management requires thoughtful implementation. Organizations must: assess their current project management challenges, identify where AI can provide value, select tools that integrate well with existing systems, provide training and support to ensure effective use, monitor performance and continuously adapt. The synergy between corporate project management and AI creates a powerful framework for achieving better project outcomes. While corporate project management brings structure, planning, and human leadership, AI enhances this framework with speed, data-driven insights, and automation. Together, they represent the future of smarter, more adaptive, and more successful project execution.

## 6. Conclusions

In conclusion, the integration of Artificial Intelligence within corporate project management marks a significant advancement in how organizations plan, execute, and control complex projects. Rooted in established management sciences frameworks, including the systems approach, project management methodology, and corporate governance, this synergy offers transformative potential. AI enhances traditional project management by automating routine tasks, enabling predictive analytics, optimizing resource allocation, and improving communication and knowledge management. These capabilities empower corporate project managers to focus on strategic leadership and stakeholder engagement, ultimately driving more efficient and successful project outcomes. Moreover, effective corporate governance plays a crucial role in ensuring that the adoption of AI-driven project management aligns with the broader organizational goals and ethical standards. Corporate governance involves establishing clear policies, accountability structures, and oversight mechanisms that balance the interests of diverse stakeholders such as shareholders, management, customers, suppliers, financiers, government, and the community. Good governance fosters transparency, risk management, and ethical decision-making, which are essential as organizations increasingly rely on AI technologies that impact project execution and organizational reputation. By integrating AI within a robust corporate governance framework, companies can ensure responsible use of technology, safeguard stakeholder interests, and foster sustainable growth. As the business environment continues to evolve, the collaboration between AI, project management, and corporate governance will be pivotal in building agile, resilient, and ethically sound organizations capable of navigating future challenges and opportunities.

**Conflicts of Interest:** The authors declare that they have no conflicts of interest.

## References

- Ahmadu, J., Shittu, R. A., Famoti, O., Igwe, A. N., Akokodaripon, D., Ewim, C. P., & Udeh, C. A. (2025). The influence of corporate social responsibility on modern project management practices. *International Journal of Social Sciences and Management Research*, 11(2), 260-280. [\[CrossRef\]](#) [\[Google Scholar\]](#)
- Ciric Lalic, D., Lalic, B., Delić, M., Gracanin, D. & Stefanovic, D. (2022). How project management approach impact project success? From traditional to agile. *International Journal of Managing Projects in Business*, 15(3), 494-521. [\[Google Scholar\]](#) [\[DOI\]](#)
- Collyer, S., & Warren, C. (2009). Project management approaches for dynamic environments. *International Journal of Project Management*, 27(4), 355-364. [\[Google Scholar\]](#) [\[CrossRef\]](#)
- Ghafari, R., & Samaei, S. R. (2025). Foresight-driven smart project management for sustainable coastal infrastructure in the UAE: An innovative integration of digital twin and SHM technologies. [\[Google Scholar\]](#)
- Henrie, M., & Sousa-Poza, A. (2005). Project management: A cultural literary review. *Project Management Journal*, 36(2), 5-14. [\[Google Scholar\]](#) [\[CrossRef\]](#)
- Jugdev, K., Thomas, J., & Delisle, C. L. (2001). Rethinking project management: old truths and new insights. *International Project Management Journal*, 7(1), 36-43. [\[Google Scholar\]](#)
- Rolstadås, A., Tommelein, I., Morten Schiefloe, P. & Ballard, G. (2014). Understanding project success through analysis of project management approach. *International Journal of Managing Projects in Business*, 7(4), 638-660. [\[CrossRef\]](#) [\[Google Scholar\]](#)
- Salimimoghadam, S., Ghanbaripour, A. N., Tumpa, R. J., Kamel Rahimi, A., Golmoradi, M., Rashidian, S., & Skitmore, M. (2025). The Rise of Artificial Intelligence in Project Management: A Systematic Literature Review of Current Opportunities, Enablers, and Barriers. *Buildings*, 15(7), 1130. [\[Google Scholar\]](#) [\[CrossRef\]](#)
- Vergara, D., del Bosque, A., Lampropoulos, G., & Fernández-Arias, P. (2025). Trends and applications of artificial intelligence in project management. *Electronics*, 14(4), 800. [\[Google Scholar\]](#) [\[CrossRef\]](#)
- White, D., & Fortune, J. (2002). Current practice in project management – An empirical study. *International journal of project management*, 20(1), 1-11. [\[Google Scholar\]](#) [\[CrossRef\]](#)
- Diia.City*. (2025). Diia.City. [\[Link\]](#)
- Digital Transformation*. (2024). Government of Ukraine. [\[Link\]](#)

### Ключові особливості управління корпоративним проектом

**Оксана, Хілуха**, кафедра економіки, Луцький Національний Технічний Університет, м. Луцьк, Україна.

У цій статті досліджуються фундаментальні елементи управління проектами та бізнесом, визначаючи три основні дисципліни: управління проектами, загальне управління та корпоративне управління проектами. Управління проектами характеризується як тимчасовий та цілеспрямований процес, відмінний від традиційного процесу управління, спрямований на досягнення унікальних результатів у рамках таких обмежень, як час, обсяг та бюджет. Традиційні моделі, такі як класичний поетапний підхід, протиставляються сучасним методологіям, таким як управління критичним ланцюгом проектів, бережливе управління, екстремальне управління проектами та управління реалізацією переваг. Кожна з них пропонує конкретні інструменти та стратегії для вирішення проблем складності, невизначеності та цінності для зацікавлених сторін. Стаття присвячена корпоративному управлінню проектами розробленому для масштабних, стратегічно орієнтованих та часто міжнародних проектів. Ця методологія наголошує на відкритості, постійній комунікації, інтеграції з організаційними структурами та формалізованій гнучкій системі управління. Ефективне корпоративне управління проектами забезпечує відповідність місії організації, потребам зацікавлених сторін та умовам навколишнього середовища, що змінюються. У статті робиться висновок, що хоча багато організацій уникають спеціалізованих структур управління для управління спеціалізованими проектами через проблеми з витратами, найуспішнішими корпоративними проектами є ті, що підтримуються спеціалізованими механізмами управління, які балансують інновації, стратегічний вплив та підзвітність. Структурований, процесний підхід особливо підходить для організацій, які керують кількома проектами, що дублюються, що мають вирішальне значення для стратегічного зростання. Він сприяє узгодженню проектної діяльності з корпоративною політикою та довгостроковими цілями, а також підвищує прозорість та довіру зацікавлених сторін. Ключові особливості включають графіки проектів, інструменти спільного управління, визначені ролі та адаптивне управління, яке розвивається разом із життєвим циклом проекту. У міру розвитку проектів управління забезпечує безперервність даного процесу та узгодженість з місією організації. У статті висвітлено дві моделі лідерства, внутрішню та зовнішню, кожна з яких має різні переваги залежно від організаційного контексту та складності проекту. Внутрішня модель використовує існуючі знання корпоративної стратегії, тоді як зовнішня модель вирає від свіжих перспектив професіоналів. Крім того, підкреслюється необхідність постійного моніторингу та інституціоналізованих оновлень для підтримки актуальності в динамічному середовищі. У статті обґрунтовується необхідність спеціального механізму корпоративного управління проектами як стратегічного активу. Стверджується, що така система не лише підвищує ймовірність успіху проекту, але й сприяє сталим інноваціям та створенню цінності. За умови правильного впровадження вона зменшує залежність від засновників, залучає зовнішню підтримку та дозволяє проектам масштабуватися, зберігаючи при цьому стратегічну узгодженість.

**Ключові слова:** корпоративне управління, проект, менеджмент, бізнес, лідерство, штучний інтелект.