

MANAGEMENT

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STRATEGIC APPROACHES TO MANAGEMENT DECISION-MAKING IN THE IMPLEMENTATION OF IT PROJECTS IN THE CONTEXT OF DIGITAL TRANSFORMATION OF THE ECONOMY

Nataliia Kaziuka

Vasyl Stefanyk Carpathian National
University, Ivano-Frankivsk, Ukraine
ORCID: 0000-0001-9440-7431

Mykhailo Matsola

Vasyl Stefanyk Carpathian National
University, Ivano-Frankivsk, Ukraine
ORCID: 0000-0002-5430-1891

Yevheniia Sheketa

Vasyl Stefanyk Carpathian National
University, Ivano-Frankivsk, Ukraine
ORCID: 0000-0001-7182-9447

Kateryna Koliedina

Vasyl Stefanyk Carpathian National
University, Ivano-Frankivsk, Ukraine
ORCID: 0000-0002-3928-8684

Summary. The digitalization of the economy is causing significant transformations in management processes, changing approaches to planning, organizing, and controlling the activities of IT companies. In these conditions, IT projects are becoming particularly important as they are a key tool for implementing digital transformation and achieving the strategic development goals of organizations. The article examines the main strategic directions and approaches to current management decision-making processes during the implementation of IT projects of varying complexity in the context of the digital transformation of the economic environment. It has been proven that management decision-making processes in the IT sphere are multidimensional in nature and are determined by a fairly high degree of uncertainty, operational and technological risks, rapid changes in the external environment and, accordingly, a constant need to ensure a high level of organizational adaptability. Emphasis is placed on improving the effectiveness of management decisions in the IT sphere under the influence of the growing level of digital maturity of enterprises, the development of digital culture, the flexibility of organizational structures, and the competencies of management personnel. The study systematizes modern methods, models, and tools for managing IT projects at different stages of their life cycle, in particular taking into account the use of flexible methodologies, digital project management platforms, and analytical systems for supporting management decisions. It has been proven that in the context of digital transformation, traditional approaches to project management need to be adapted by integrating strategic management, project management, and modern digital technologies, in particular data analytics tools, artificial intelligence, and machine learning. A logical-structural model for strategic management decision-making in the context of IT project implementation has been developed, which takes into account the influence of internal and external determinants, crisis management factors, changes in the environment, and the need for management structures to respond quickly to these changes. The study pays considerable attention to the risk management system, communication processes, and human resources as critical identifiers of the effectiveness of IT projects. It has been proven that the effectiveness of strategic management decisions in the field of IT projects directly depends on the level of digital maturity of the organization, the development of digital culture, the flexibility of management structures, and the competence of management personnel. Practical recommendations for the implementation of adaptive change management models are substantiated with the aim of increasing the effectiveness of IT project implementation and achieving long-term strategic goals for the development of organizations in the digital economy.

Key words: project management, change control environment, economics in IT, management decision-making, strategic management in IT, human resources, transformation processes, crisis management.

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СТРАТЕГІЧНІ ПІДХОДИ ЩОДО ПРИЙНЯТТЯ УПРАВЛІНСЬКИХ РІШЕНЬ ПРИ РЕАЛІЗАЦІЇ ІТ-ПРОЄКТІВ В УМОВАХ ЦИФРОВОЇ ТРАНСФОРМАЦІЇ ЕКОНОМІКИ

Наталія Казюка

*Карпатський національний університет
імені Василя Стефаника,
Івано-Франківськ, Україна*

Михайло Мацола

*Карпатський національний університет
імені Василя Стефаника,
Івано-Франківськ, Україна*

Євгенія Шекета

*Карпатський національний університет
імені Василя Стефаника,
Івано-Франківськ, Україна*

Катерина Колєдіна

*Карпатський національний університет
імені Василя Стефаника,
Івано-Франківськ, Україна*

Резюме. Цифровізація економіки зумовлює істотні трансформації управлінських процесів, змінюючи підходи щодо планування, організації та контролю діяльності підприємств ІТ-сфери. Особливого значення в цих умовах набувають ІТ-проєкти, які виступають ключовим інструментом реалізації цифрової трансформації та досягнення стратегічних цілей розвитку організацій. Здійснено дослідження основних стратегічних напрямів та підходів щодо актуальних процесів прийняття управлінських рішень під час реалізації ІТ-проєктів різного рівня складності під час цифрової трансформації економічного середовища. Доведено, що процеси прийняття управлінських рішень в ІТ-сфері за своєю базовою сутністю є різновимірними та визначаються досить високим ступенем невизначеності, операційними та технологічними ризиками, швидкою мінливістю зовнішнього оточення та, відповідно до неї, постійною потребою в забезпеченні високого рівня адаптивності організації. Акцентовано увагу на підвищенні ефективності управлінських рішень у сфері ІТ під впливом зростаючого рівня цифрової зрілості підприємств, розвитку цифрової культури, гнучкості організаційних структур, а також компетентностей управлінського персоналу. В процесі дослідження систематизовано сучасні методи, моделі та інструменти управління ІТ-проєктами на різних етапах їх життєвого циклу, зокрема з урахуванням застосування гнучких методологій, цифрових платформ управління проєктами та аналітичних систем підтримання прийняття управлінських рішень. Доведено, що в умовах цифрової трансформації традиційні підходи до управління проєктами потребують адаптації шляхом інтеграції стратегічного управління, проєктного менеджменту та сучасних цифрових технологій, зокрема інструментів аналітики даних, штучного інтелекту та машинного навчання. Розроблено логіко-структурну модель прийняття стратегічних управлінських рішень у контексті реалізації проєктів у ІТ-сфері, що містить урахування впливів внутрішніх та зовнішніх детермінант, факторів антикризового менеджменту, змін навколишнього середовища та необхідність швидкого реагування на ці зміни управлінських структур. Значну увагу приділено системі управління ризиками, комунікаційним процесам та фактору людських ресурсів як критичним ідентифікаторам рівня ефективності ІТ-проєктів. Обґрунтовано практичні рекомендації щодо впровадження адаптивних моделей управління змінами з метою підвищення ефективності реалізації ІТ-проєктів і досягнення довготривалих стратегічних цілей розвитку організацій у цифровій економіці.

Ключові слова: проєктний менеджмент, управління змінами, економіка в ІТ, прийняття управлінських рішень, стратегічне управління в ІТ, людські ресурси, трансформаційні процеси, антикризовий менеджмент.

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Problem statement. In the age of digital economic transformation, IT projects are not only technological initiatives of enterprises, but also catalysts for strategic change. The success of such projects depends, first and foremost, on the ability and high competence of managers to ensure consistency between IT business goals, team capabilities, speed of

change, and innovation. Such processes require the provision of access to and direct use of strategic management tools, joint management practices, as well as systematic risk identification and the development of potential adaptive responses to transformational shifts in the economy.

In the context of globalization and continuous improvement of IT business, there is a need to understand a comprehensive approach to IT project management. Such an approach should cover both technical aspects and behavioral, analytical, and strategic components that allow organizations, including those working in the field of information technology, to remain competitive.

Analysis of recent research and publications. The current conditions of dynamic digital transformation of the economic environment require both scientists and practitioners to make fundamental changes in their approaches to effective IT project management. In their research, scientists present new alternative approaches to methods, models, tools, management systems, planning complexes, risk reduction mechanisms, and alternative responses from the management of the enterprise to the highly dynamic and rapidly changing nature of the IT environment. This increased focus on accelerated digital transformation processes is driving fundamental changes in modern management structures, business models, and decision-making approaches in various types of economic activity and areas of society. In this context IT projects play a significant role in these processes, becoming a tool for the digital transformation of enterprises.

In the digital economy, management decisions on the development, implementation, and scaling of IT projects are made in an environment of high uncertainty, dynamism, and technological complexity of functioning processes. This necessitates the development, creation, application, and adaptation of strategic approaches that ensure the consistency of project decisions with the long-term development goals of the organization. For example, researchers Highsmith J. [3, p. 158] and Schwaber K. [6, p. 146] focus their research on identifying and implementing popular IT project management methods such as Scrum, Kanban, and Agile. The scientists emphasize the implementation of adaptive strategies as a response to dynamic changes in the IT project environment. Along with this approach, it is worth highlighting the scientific works of Davenport T. H. and Harris J. G. [1, pp. 188–189], which focus on management decision-making processes in IT and the growing role of Big Data and data analytics as the basis for the development, use, and implementation of modern decision-making models at the enterprise and organizational levels.

Increasing attention is also being paid to automated project management systems, in particular Microsoft Project, Jira, Trello, and Asana, which are considered key tools for managing resources, deadlines, risks, and team interaction [9]. For example, Wysocki R. K. [8, p. 276] notes that the effective choice of a management tool depends on the depth of change, the specifics of the IT project, and the level of team preparedness.

In their scientific works, Ukrainian researchers Khrapkin O., Kindrat O., Chopey R. [14], Grabina K. and Shendryk V. [10, p. 21] reveal the problems of implementing IT tools in project management processes in an unstable external environment. In particular, the researchers emphasize the use of innovative tools [13, p. 67] for managing project activities in a rapidly changing business environment, including in the IT sector [4, p. 467; 5, p. 136; 11, p. 374]. Therefore, despite the significant amount of existing studies, the issue of improving the effectiveness of IT project management remains highly relevant and requires further research, especially given the trends of globalization, the challenges of the digital economy, and the growing need for organizational adaptability.

Purpose of the study is to develop and scientifically substantiate the theoretical and practical foundations of effective IT project management based on the using of innovative management approaches, contemporary tools, models, and methods of management decision-making in an environment of constant dynamics of internal and external drivers.

Statement of the task. To achieve the stated goal, the study aims to solve the following tasks: clarifying the content and key features of effective IT project management in the context of digital transformation; summarizing and classifying the tools, methods, and models used at different stages of the IT project life cycle; to study modern approaches to managerial decision-making in conditions of uncertainty, risk, and change; to determine the impact of innovative technologies, in particular artificial intelligence, machine learning, and blockchain solutions, on the effectiveness of managerial decisions; to develop practical recommendations for the implementation of adaptive change management models in order to increase the sustainability and effectiveness of IT project implementation. The following methods were used to solve the tasks: generalization, systematic approach, induction, analogy, synthesis, analysis.

Statements of the main material of the study. The modern management system of IT organizations requires the development and selection of tools that would influence the effectiveness of its activities using a project-based approach. Interruptions often occur due to limited material, human, and information resources, etc. An effective business process management system, first and foremost, allows organizations to identify and correctly assess their internal processes and optimally adjust the organization of their implementation. This will significantly improve the quality of the results of IT sector enterprises and optimally adjust processes and establish the order of tasks to be performed by enterprises.

Accordingly, the main purpose of the study is to identify the characteristics of models and tools for effective IT project management in the context of the dynamic transformation of the digital environment. The project management system, which is part of business process management, is identified as a separate area of knowledge in planning, organizing, and managing resources, as well as the process of monitoring and regulating changes in order to successfully achieve the goals and complete the tasks of an IT project. IT project management plays a key role in achieving success in the context of constant dynamics and changes in this sector. Due to the rapid development of technology and growing demand for innovation, IT projects are becoming increasingly complex and require high efficiency in their management from organizations. Most IT projects face significant challenges to effective management during the development and planning stages, due to the inability to use large amounts of data and the existence of different management models in different departments of companies. These information imbalances can lead to financial costs in the short and long term. Defining the life cycle of an IT project, developing management tools and models, and selecting specialized software are key to its successful implementation and subsequent management. Accordingly, effective IT project management should take into account the factors that determine its complexity and actively influence them by selecting appropriate management models and using specialized tools. The use of the best practical experiences ensures success and reduces project risks, increases efficiency, effectiveness, standardization, stability, and quality of task execution. This concept can be applied in various economic systems. However, it is important to note that successful project management requires not only knowledge and application of best practices, but also flexibility and adaptability to rapidly changing market conditions.

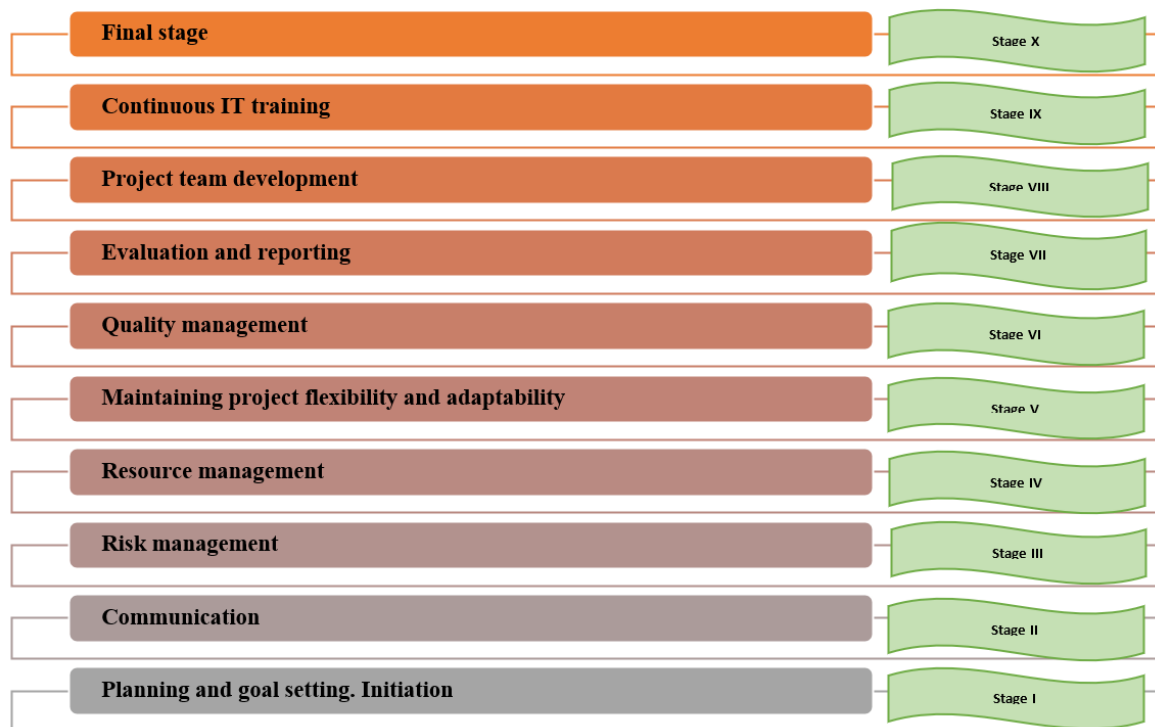


Figure 1. Stages of effective IT project management*

*Generated by the authors based on [12, p. 144].

Business process management in the IT sector includes identification, design, documentation, implementation, control, and improvement of processes [7, p. 58]. It allows organizations to define their processes, organize their implementation, improve the quality of results, and respond effectively to external and internal changes. Current changes, especially those related to digital transformation, affect all aspects of IT organizations' activities. They include identifying economic fluctuations, changing consumer needs, the state's influence on digital transformation processes, and developing effective measures to adapt to existing conditions. All this requires IT companies to be flexible, responsive, and innovative in their approach to project and business process management. IT project management primarily involves planning, coordinating, and controlling various initiatives in the IT sector to achieve specific goals and results, including resource management, strategy development and implementation, schedule and budget definition and monitoring, and interaction with all stakeholders [2]. Effective IT project management requires a combination of technical knowledge, effective teamwork, risk analysis, and adaptive methodologies [15, p. 169].

By using the right models and tools, organizations can navigate the complexities of these projects and achieve their goals. One of the key stages of successful IT project management (see Fig. 1) is open and effective communication, which creates a basis for project participants to understand their tasks, expectations, and schedule. Ensuring proper communication between all team members and stakeholders will help avoid misunderstandings and facilitate the smooth execution of project tasks and goals. Risk management in IT project management is a system for identifying, analyzing, and developing appropriate strategies to manage potential threats that may arise during project implementation, including technical problems, changes in scope, schedule delays, budget overruns, and more. By systematically managing risks, organizations can ensure that potential threats do not negatively impact the successful implementation of projects, thereby increasing the likelihood of achieving their goals and maintaining stability. Following the IT project management stages shown in Figure 1 will contribute to their effective implementation, avoiding or responding in a timely manner to existing and potential risks for organizations.

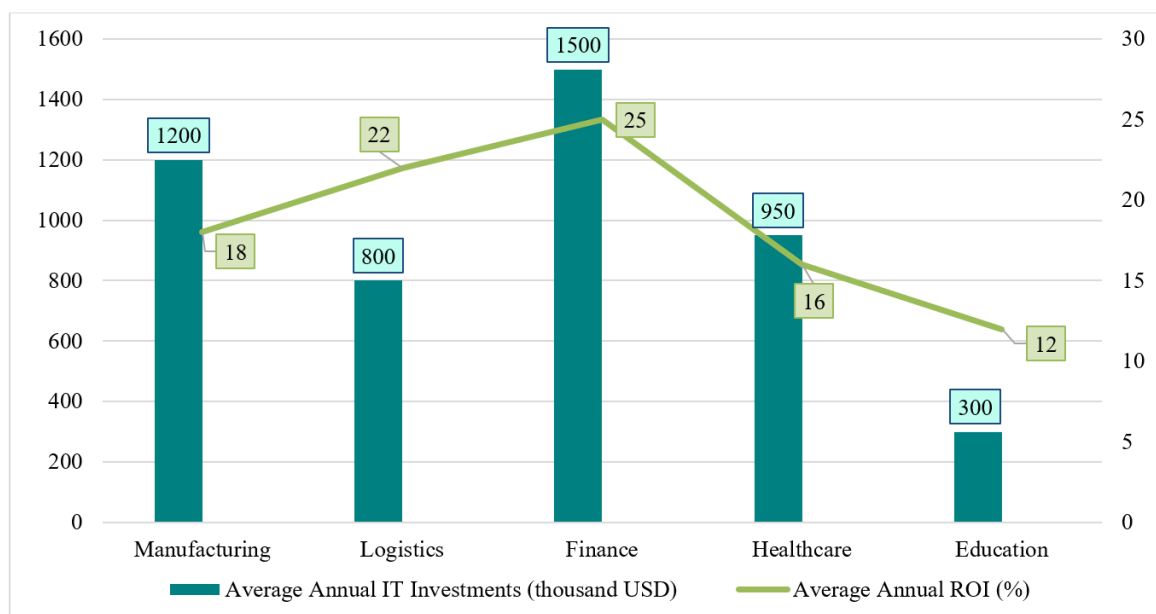


Figure 2. IT Investments and Return on Investment (ROI) by Sectors (average for 2020–2023) *

*Source: built by the authors based on [16].

Figure 2 presents a comparative analysis of investments in information technology and their respective return on investment (ROI) by economic sector, averaged over 2020-2023. Thus, the data indicate a clear correlation between the level of digital investment and economic return, which, at the same time, varies depending on the specifics of the sector. The highest ROI indicators are observed in sectors with a high level of digital maturity, where IT solutions are integrated into key business processes. In more traditional industries, however, IT investments have a more modest effect, which may be due to the inertia of organizational structures and the lower level of staff adaptation to digital changes.

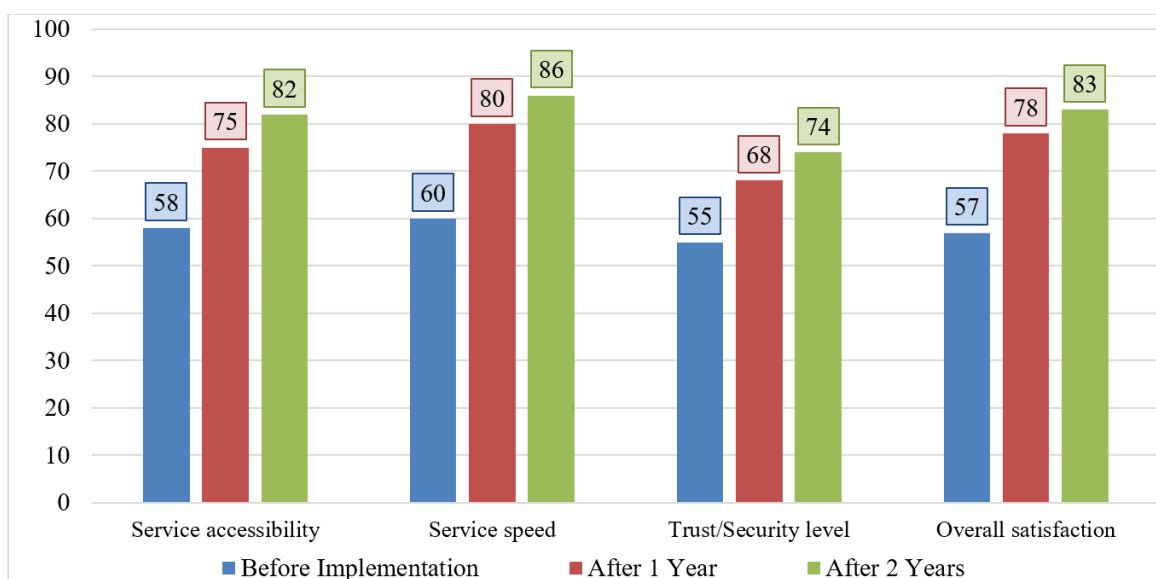


Figure 3. Customer Satisfaction and Service Accessibility (SMBs) after Digital Service Implementation (index 0-100)*

*Source: built by the authors based on [16].

Figure 3 illustrates the impact of digital service implementation on customer satisfaction and service availability in the small and medium-sized business (SMB) segment. The results are presented as an integral index ranging from 0 to 100. Analysis of the graph shows an overall positive trend in both indicators after the digital transformation of services. Thus, the growth in service availability correlates with an increase in customer satisfaction, confirming the effectiveness of digital interaction channels as a tool for improving user experience and increasing consumer loyalty.

In particular, an effective IT manager in the context of digitalization should possess the following key characteristics: systems thinking; the ability to work with analytics and AI; innovation-oriented leadership; cross-functional management. Management decisions should be based not only on data, but also on scenario modeling, customer behavior forecasting, and the use of predictive analytics and machine learning technologies. The implementation of big data technologies allows for the analysis of large amounts of information, helping companies make informed decisions and predict market trends. Artificial intelligence is used to automate routine tasks, personalize user experiences, and improve analytics. The Internet of Things connects devices and systems, allowing companies to control production processes, improve logistics efficiency, and reduce costs.

An in-depth analysis of the dynamics of digital project management tool usage in Ukrainian IT companies reveals two interrelated trends (fig. 4): the growing popularity of agile management methodologies and the active implementation of specialized digital platforms. The share of companies using Agile, Scrum, and hybrid approaches has grown from 45% in 2020 to 68% in 2024, while the use of digital project management platforms has increased even more dynamically – from 52% to 79%, respectively. Thus, the growth of the second indicator is 27 percentage points, which exceeds the dynamics of methodological changes.

The most intense growth occurred in 2022-2023, which can be explained by:

- the transition of most IT teams to remote and hybrid work formats;
- the increasing complexity of managing distributed project teams;
- the active implementation of cloud-based services for planning, monitoring, and controlling task execution.

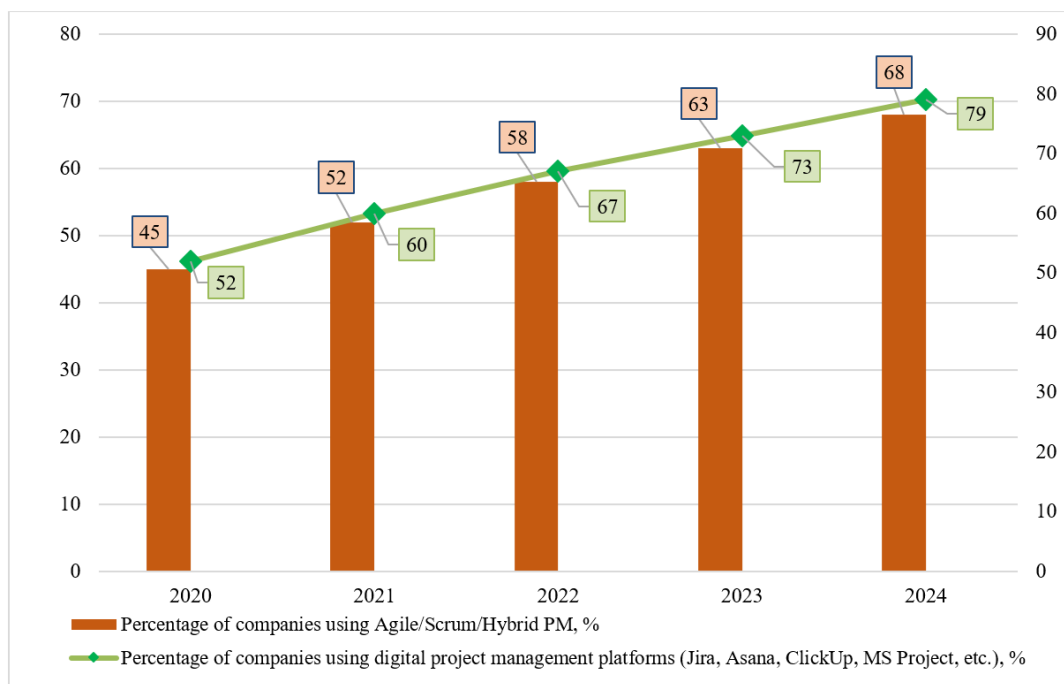


Figure 4. Dynamics of the use of digital methodologies and project management platforms in IT companies in Ukraine, 2020–2024, %*

*Source: built by the authors based on [17].

The results confirm the comprehensive nature of digital transformation, which covers not only methodological aspects of management but also the technological infrastructure of project activities. Continuous upskilling and reskilling are vital for the IT workforce. Corporate academies, for example, SoftServe IT Academy, EPAM University, GlobalLogic Education, support professional development through tailored programs that integrate digital platforms, mentorship, and practical simulations. Adult learning models in the IT sector emphasize flexibility, modular education, micro-credentials, and data-driven learning. Bootcamps, intensive programs, and hybrid learning environments allow professionals to rapidly acquire competencies in AI/ML, analytics, cybersecurity, cloud technologies, and IT project management. AI-driven learning analytics, LMS platforms, and adaptive learning technologies enhance personalization and increase the effectiveness of learning trajectories in both corporate and academic environments.

Conclusions. The application of strategic approaches to management decision-making in the implementation of IT projects is a prerequisite for the successful digital transformation of enterprises. The integration of methods, models, tools, and approaches to strategic management, project management, and digital technologies ensures the improvement of management decisions and the competitiveness of organizations. Strategic methods and models for management decision-making are a key factor in the effective development and execution of IT projects within the context of the digitalization of the economy. The effectiveness of such decisions depends on the ability of enterprises operating in the field of information technology to integrate strategic management, project management, and digital technologies into a single management system. The use of adaptive methodologies, digital analysis tools, and decision support systems allows the organizational structures of IT companies to increase management flexibility, reduce existing risks and the likelihood of potential risks, and ensure the achievement of long-term strategic development goals. Perspective areas for further scientific, theoretical, and practical research include the development of integrated models for management decision-making using artificial intelligence; analysis of the impact of the level of digital maturity of enterprises on the effectiveness of the development, implementation, and scaling of IT projects; and research on the role of human resources in approaches used in strategic IT business management in the digital economy.

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