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PROJECT MANAGEMENT SYSTEM OF A COMPETITIVE ENTERPRISE: AN INTEGRATIVE APPROACH

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ABSTRACT

The study investigates the implementation of enterprise development strategies with the help of project management. Strategic development projects need to be managed with a focus on achieving the goal and, in addition, there is always a need to distribute limited resources among all available projects. The purpose of this study is to substantiate the need for using an integrative approach with the help of modern enterprise management systems. The methodological basis of the study was the most important modern works of researchers dealing with the current state of the management system of competitive enterprises. The problems of implementation and effective functioning of the project management integrative approach have been considered. The key factors influencing the effectiveness of the implementation and functioning of this approach have been identified. The method of making management decisions on the implementation of projects in modern corporate organisations was proposed. The study analysed modern approaches to the creation of management systems of an enterprise, which operates in the conditions of dynamic changes in the external economic environment. The paper shows that an important method for improving the efficiency and competitiveness of an enterprise is the use of an integrated management system and the transition from rigid vertical hierarchical structures to more flexible horizontal ones. A method for determining the parameters of a balanced scorecard was proposed. Based on the results of the study, the integrative approach of the project management system in competitive enterprises was characterised".

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INTRODUCTION

Project activity is involved in all spheres of economic functioning today. The most important components of the interpretation of any project are a clear focus on the effectiveness of measures, the need to achieve them in a certain period in conditions of limited resource provision. In this regard, the issues of improving the forms and methods of project management become

particularly relevant. Project management involves efficiently executing a project, taking into account the volume, quality, time, and financial constraints. Modern project management is characterised by a structured integrative approach to the management, planning, and control of the activities performed (Mardani and Senin, 2018). Integration refers to the merger of management entities to enhance the interaction of all elements of the

management system. With this approach, there are stronger connections between the individual subsystems of the enterprise structure (Shatska, 2021). Integration processes provide solid cooperation, alliance; interaction and interrelation between all components; concretisation of the connections between some subsystems, their integrity, which allows getting alarm information for changing the management structure.

The fundamental characteristics of this methodology are the concept of "full integration" with an emphasis on personal accountability and responsibility; the structured concept of the project in one, two or more areas; the use of hierarchical, multi-level approach, by combining planning and control; analysis based on the concepts of the adjusted budget, the use of modern computer programmes for project control, integrated with the project management systems into an integrated information system (Aadil *et al.*, 2020). The integrative approach involves the consistency of goals and the logical structure of the entire project; integration of planning with resources and costs in the context of results; integration of planning with the organisational structure of the project performer; integration of work planning and monitoring; integration and coordination of all project information systems into a single system and the connection of all components of the development and implementation of the project with the personnel management system. The integrative approach makes it possible to guarantee efficiency, productivity, and sustainable results throughout all stages of the project cycle.

The integration in the project is designed to avoid separation from each other about individual processes: programming, identification, formulation, financing, implementation, evaluation, and audit. In other words, the integration in the project should ensure the consistency of the product creation processes and the project management processes. The integration of project goals and logical structure. The problem, purpose, and objectives of the project planned to be implemented at the appropriate level of management (national, sectoral, regional, local) must be coordinated (integrated) with the strategic priorities of the relevant and higher levels of management.

The integration of the work plan with resources and costs in the context of results implies that work planning should be carried out in the context of expected results. Based on these works, the need for resources and costs

for their implementation should be determined, which will provide the basis for the development of the budget for the entire project (Kassem *et al.*, 2020). The integration of the work plan with the organisational structure of the project contractor consists in structuring the project work, that is, defining individual blocks of work, the implementation of which leads to a measurable intermediate result, and assigning responsible performers to each block of work from the organisation that performs this project. According to the requirements of the integrative approach, it is necessary to carry out actions aimed at maintaining a constant interest in the project on the part of all its participants, ensuring that the project is "intertwined" with the current actions of its performers, as well as with their strategic plans (Wahab and Yusoff, 2019). The integration of the work plan and monitoring provides a link between the planning and monitoring functions. At the planning stage, indicators are developed for the purposes, results, and activities defined on a time scale that can be objectively verified. These indicators are used to monitor project progress. Planning becomes part of monitoring.

In the calendar plan, all works have appropriate assigned resources, funds, and a specific start and end date for the work. This allows monitoring the project at any point in time by comparing the actual completion time, the relevant resources and costs used, and other indicators. Integration and coordination of all project information systems relate to the scope of work and its specifications, project performance evaluation, change monitoring system, project organisation, resource planning, deadlines, spending, information collection, performance analysis, material resource management, communication, quality control (Heavin *et al.*, 2020).

The overall integration with the HR management system covers all the previous components and human resources of the project. At the same time, the structure and systems of the project largely influence motivation, group work, conflicts; determine the distribution of responsibility and reporting, and provide feedback through the analysis and report of each performer and manager in their area of responsibility. Achieving success is the main goal of any rapidly developing competitive enterprise, moving from the current state to the necessary desired state. Achieving this status is a strategic goal of the company at the current stage of its development (Ebrahim *et al.*, 2020). Strategic goals can

be radically different. To achieve strategic goals, the company uses certain development strategies within the framework of the chosen strategy and undertakes certain projects, a strategic plan is formed.

The purpose of the study is to identify the interrelationships of the elements of modern management models of a competitive enterprise, to determine the level of their influence on the management system of this enterprise as a whole, and to develop a methodology for evaluating the effectiveness of the management system to ensure the competitiveness of the enterprise.

MATERIALS AND METHODS

The methodological basis of the study of the integrative approach of the project management system in competitive enterprises in this article were the work of domestic and foreign researchers, such as Dekker and Grafton (2021), Tangpong and Aron (2018), Wahab and Yusoff (2019), Laila and Azima (2020), Juhmani (2020), Mardani and Senin (2020) and others, on the research problem of the integration approach of project management systems in enterprises. Based on the analysis of scientific and methodological sources of information, the study describes the key concepts related to the research topic. The list of analysed concepts includes "project", "management system", "performance indicators", "strategy", "company development", "enterprise competitiveness", etc., the essence and specifics of all the above definitions were covered.

To effectively study the issue of the integrative approach of the project management system in a competitive enterprise, the following research methods were identified:

- theoretical methods of information collection (analysis of scientific and psychological-pedagogical material on the issues of the topic under study).
- empirical methods of data collection (diagnostic, modelling, the study of internal charters of enterprises; study of documentation);
- methods of interpretation and processing of the obtained data (quantitative and qualitative analysis of the obtained results).

1. The first phase of the study included the analysis of the literature on the research topic (analysis of scientific, psychological, sociological, methodological, and educational literature): definition of the object, purpose,

subject; statement of tasks and methods of research; analysis, generalisation, selection of material on the problem of value orientations in students at a pedagogical university.

The collection of relevant material on the topic "Project management system of a competitive enterprise: an integrative approach" was carried out, the possibility of solving the research problems was identified, the relevance and purpose of the study were reasoned, and the prospect for further studying of the integrative approach of the management system in modern enterprises was outlined. The analysis of the studied scientific literature was carried out, based on which the state of the issue under study was determined, the main known management methods of the management system in the tourism industry were analysed and generalised. A special type of analysis that was used in the study of this topic is logical analysis, it is a methodological approach to the results of the cognitive activity of enterprise management-knowledge in its various forms and types. Logical analysis means the discovery of structural elements (form, type, level) of knowledge, formed in a conditioned text and their relationship, clarification of the logical meaning of the truth or error of statements in the text, logical explication of the conceptual framework by which this knowledge is realised, establishment of the validity, proof of this knowledge.

2. In the second phase of the study, the rationale for the introduction and use of modern mechanisms for the application of the integrative approach in competitive enterprises was analysed. This method makes it possible to comprehend the specific aspects of the phenomenon and the object, to carry out a number of scientific abstractions. Further combination will lead to the comprehension of a more perfect essence of the whole. This method is used in the study of complex objects or phenomena (Kassem *et al.*, 2020).

3. In the third phase, the theoretical theses of this entire study on the topic "Project management system of a competitive enterprise: an integrative approach" were clarified, and their results were summed up. Processing, theoretical generalisation, and classification of the results of the conducted research, the design of the research materials into a single paper were carried out.

The validity and reasonableness of the results of the entire study on the topic "Project management systems of competitive enterprises using the integrative

approach" when implementing this approach at enterprises are provided by the methodological and theoretical rationality of all initial positions; the integrity of general scientific and specific research methods, adequate relevance and purpose, objectives and logic of the research; the combination of quantitative and qualitative analysis.

RESULTS

The establishment and development of a competitive company cannot be realised without a continuously operating monitoring system of the external and internal environment as an independent system that identifies potential shortcomings or the unfolding potential of the enterprise. Such a system monitors and evaluates the current situational characteristics of the internal and external environment and brings the presence of significant possible goals if the situation is appropriate, the start for the development cycle of the enterprise.

The purposes of the development of a competitive enterprise are the purposes of a socio-economic nature that provide a significant increase in competitiveness and stability in the external environment, providing its leading position in the industry of this activity to the maximum. And these are significant purposes that are achieved only with intensive strategic actions, and "intensive strategy" is a strategy for achieving new purposes that are unattainable in the current state of affairs, which necessarily includes the development of the company to the appropriate level, a strategy that ensures the achievement of a rapid leap in the development of the company, its movement to a new higher-quality level (Razak *et al.*, 2020) The development purposes of a competitive enterprise can be very diverse, the owner of the enterprise has the priority and the choice of setting them, for example, such general socio-economic purposes as a significant increase in output and income; significant increase in capitalisation; achieving superiority in one's segment of the market; access to international markets (Sarfranz *et al.*, 2021).

Evaluating the effectiveness of a competitive enterprise allows the manager to determine the limits of the ratio of the results achieved by the company and the necessary expenses for this. Based on this analysis, the optimal way to increase efficiency is selected. Evaluation of the effectiveness of a competitive enterprise is a procedure that is carried out to determine the price of a

business (enterprise) or its separate part. This action is resorted to in various situations, so the question of the need to assess the effectiveness of a competitive enterprise frequently arises for its managers. Performance assessment involves solving conditioned tasks (Dekker and Grafton, 2021):

1. The control block of shares in any competitive company is firstly evaluated. This task is the most popular, because with its help, it is possible to make a complete representation of the cost of economic activity objects.

2. An evaluation procedure of an uncontrolled block of shares is being performed. In this scenario, a minority share is evaluated.

3. The evaluation of the shares of a competitive enterprise recognised in the market is conducted. A thorough analysis is carried out for quotation, as well as the state of discount rates and the market. It is worth noting that such a task is rarely implemented in practice.

4. The evaluation procedure is performed, which involves all the property of the enterprise. It is about all the assets of the enterprise, which are represented by land property, equipment of the enterprise, vehicles, all kinds of structures, buildings, networks, communications, and so on. This procedure is aimed at analysing the financial flows of a competitive enterprise.

The expediency of doing business in a world where the investment of finance disappears if the income from its existence is comparatively less and lower in comparison with the initial investment that was needed to open a business. As a result, the performance assessment calculates the use of data on the true price of the future profit that the depositor will potentially earn, and which is the market value. Since modern enterprises are large systems that can be presented on the market as an independent unit, a whole complex, or a subsystem, the goods of the enterprise are elements of economic activity, not a complete set (Ab Wahab *et al.*, 2019). The necessity of existence and profitability of a competitive enterprise is based on a variety of continuously modifying processes that are rapidly and actively changing. They are inherent both for the internal and external environment of a competitive enterprise, for example, a small constancy of economical processes, which can develop into a significant basis for an unstable position in a competitive market. If the business is characterised as unstable, in the future this will lead to instability at some level in a particular market sector

(Mardani and Senin, 2018). Based on this, the provided tool must be under continuous verification, which is regulated based on the data of evaluating the performance of a competitive enterprise.

Project management within a competitive enterprise is a special branch of management, applying which one gets considerable "harvest". Professionals working in this field are highly appreciated (in America this is the third specialisation of the average payment after lawyers and doctors), the project management methodology became the de facto pattern of government in many diverse enterprises, and finds application in varying degrees in almost all major companies and enterprises (Laila and Azima, 2020). Project management has significant consequences for all sectors of life activities, and the increased popularity of this technology is also explained. For the leaders of information departments, it plays the role of technology, which is useful to introduce for a productive work in their companies, and as an instrument of control to their projects, which classifies software development and implementation of certain information systems and other changes which are unique and temporary in nature (Mohd Nor and Salmat, 2020).

A project is a series of activities aimed at producing unique products or provide various types of services. "Temporary" means that each project has its own beginning and the end of the project is necessarily present, when the purposes are achieved or when there is an understanding that these purposes will not lead to the expected result. A "unique" project means that the products produced or the services provided are very different from similar services and products provided. The uniqueness of the products or services of a given project determines the need for gradual specification of their properties as the project progresses. An example of projects can be mentioned, such as the construction, development of any products or services for carrying out works related to repairs, the introduction of new information systems in the company, conducting an election campaign, planning the shooting of a movie, and so on, which will correspond to the above definition.

Project management is the use of knowledge, skills, experience, methods, and means to implement the idea to meet the requirements that are imposed on the project (Mahmuda and Malik, 2019). To meet these requirements and expectations, it is necessary to find the best combination between deadlines, costs, quality,

and other project characteristics. Project management follows a clear logic that combines various areas of knowledge and project management processes. The predominant thing is that all projects inevitably have their own specific problems that need to be dealt with during the process. The project objectives should simply not only the final results of all the work performed, but also the preferred ways to achieve these results (for example, the technological methods of the management system used in the course of the work).

The achievement of the project purposes can be implemented by all possible methods. Frequently, significant criteria for evaluating different variations of project implementation include time and cost for achieving results. In this case, the intended goals and quality are usually significant limitations in the analysis and evaluation of a variety of options. Of course, other criteria can be applied, in particular resource criteria (Mardani and Senin, 2018). Project management requires leverage. It is possible to influence the positive stages of the project results, their purposes, quality, timing, and price of work performance by choosing the technologies used, characteristics, and purpose of resources for performing a particular type of activity. Therefore, the used technological resources of the project should be considered as the core levers of control over the projects. In addition, there are auxiliary tools that are designed to manage the main ones. Such supplementary levers include, for example, agreements that allow attracting the necessary resources within the required terms. On the other hand, such resource management makes it necessary to provide an efficient work organisation. It is about the structure of project regulation, the organisation of information interaction between project participants and human resource management.

Each project, in the process of its implementation, undergoes various stages, which are called the project life cycle. The implementation of all regulatory functions on a project requires impacts, which are hereinafter referred to as project regulatory processes (Hlushchenko and Sahaidak, 2021). The project management system is an integrated process. The actions of relatively the same area usually affect other areas as well. Such a relationship forces to find a balance between all the tasks of the project, for example, improvement in one area can only be achieved at the expense of worsening in another. For the best

understanding of the integrative approach of project management, it is worth considering it through processes, since all projects consist of processes. The development of a project is a combination of all actions that gives a positive or negative result. Project processes are usually carried out by personnel and include the following critical groups: project management processes – related to the enterprise and the description of the project work; product-oriented processes – related to the specification and production of the product. These processes are conditioned by the current cycle of the entire project, and depend on the scope of their application.

Regulatory processes can consist of several main groups, each of them implements its functional responsibilities (Janor and Abdul Hamid, 2018): the initiation process – a decision on the beginning of the project; the process of planning – defining goals and success criteria, as well as the development of implementation schemes; the process of implementing – coordinating the preparation of the product; the process of analysis – the establishment of compliance of a plan and implementation of a project with goals and success criteria, decision-making on the need for corrective actions; management process – identification of necessary corrective influences, their coordination, ratification, and application; the process of ending – the formalisation of project execution and summarising it to a positive ending. On the other hand, the guiding elements on projects are linked by their results, where the result of executing one is made the starting point of accurate information for the other. And, finally, the interrelationships of process groups of various stages of the project are traced. For example, the closure of one stage may be the entrance to the initiation of the next stage (the end of the design stage requires the approval of the project documentation by the customer, which is necessary for the start of implementation).

One of the most important characteristics of any enterprise is its competitiveness in the market. Thirty years ago, the market was competition-oriented, which was created by leading experts in the field of management strategies. Now, competitiveness is a property of products, services provided, the ability and opportunity of a company to show itself in the market along with similar goods, services, and competing subjects of market relations. Today the concept of competitiveness is more complex and relates not only to

the product but to the entire business system of the enterprise. We live in a world that is constantly transforming. Dynamic, unpredictable changes in the macroeconomic environment are more often revolutionary in nature and have a wide variety of spheres of influence: new technologies, structural geopolitical and economic changes, and the like. As a reaction to these changes, a large number of scientific theories and new paradigms appear, the purpose of which is to provide certain recipes for survival in modern market conditions, to increase the competitiveness of socio-economic subjects of the modern market at both macro and micro levels (Juhmani, 2020).

DISCUSSION

In the modern theory and practice of management, there are many scientific papers concerning the methods of building effective management systems for a concrete enterprise. This has especially become relevant since the 90s of the last century and until now. These scientific sources include works by such authors as Rahman and Muda (2018), Dekker and Grafton (2021), Tangpong and Aron (2018), Wahab and Yusoff (2019), Laila and Azima (2020), Juhmani (2020), Mardani and Senin (2020), Sarfraz, Naseer and Sadiq (2021) and others, the above-named authors consider the system of enterprise management from the perspective of ensuring the overall quality of enterprise management system – Total Quality Management. Based on this approach, the so-called integrated management systems of a competitive enterprise have been developed, which are designed using such management models as the balanced enterprise management system "BSC", the model of the McKinsey consulting group "7S", the synthetic model of organisational design Yusoff, etc. Let us focus on the rationale and definition of the essence of integrated enterprise management systems and methods of their creation based on the definition of management objects and the synthesis of control elements in order to achieve such performance indicators that provide a competitive enterprise with long-term competitive advantages in the market environment. To this end, let us try to clarify the conceptual framework in relation to the definition of the competitiveness of an enterprise as a socio-economic system and the term "integrated management system". Since the market conditions are in the process of constant changes, the level of competitiveness of the

enterprise changes over time. The situation largely depends on the availability of certain competitive advantages over other competitive enterprises. That is why agreeing with the above definition of Wahab (2019), it would be advisable to clarify it as follows: the competitiveness of an enterprise is its ability to perform in the market, forming and using competitive differences that create advantages over competing entities.

The competitiveness of the organisation should ensure the optimal use of all types of economic resources: financial, material and energy, technological, labour, and so on. But effective financial management and investment in physical assets cannot guarantee a significant competitive difference nowadays. More significant competitive advantages of the enterprise are formed at the expense of non-material assets, such as adaptive strategic management; efficiency of business processes, the company's capital embodied in the knowledge and skills of employees, the organisation's ability to retain and attract new customers (Asipi and Duraković, 2020); a high corporate culture that encourages innovation and organisational change, investment in information technology (Lebedynets and Zhurakivska, 2021). The so-called integrated enterprise management systems allow effectively managing these factors and combining them into flexible, reformattable structures depending on the requirements of the external dynamic environment (Rahman and Muda, 2018).

The term "integrated management system" is quite often used by modern management theorists and practitioners, meaning not quite identical definitions. Let us try to understand what meaning is put into this term. It is known that the term "integration" in the general sense means unification, interpenetration. The integration of any elements (shares) into a whole, the process of mutual convergence, and the creation of relations is the main concept of integration. The term "integrated management system" was first used in economics when implementing international quality management system standards as part of a general management system that meets the requirements of two or more ISO international standards for the management system and functions as a single mechanism (Furqan and Parwati, 2019).

For an enterprise, implementing international ISO standards means applying a process and role model based on the principles of Total Quality Management

(TQM): leadership, employee engagement, process approach, systematic approach, continuous improvement, fact-based decision-making, and mutually beneficial relationships with suppliers. The advantages of using the integrated management system model are that such a model allows, without destroying the existing hierarchical management structure, creating a new structure of relationships in the organisation and shifting the focus from hierarchical distribution, which is a very important element for control and self-control systems based on standards and formalised processes.

Therefore, for the implementation of TQM, it is necessary to establish and distribute the three main elements of system management: a) responsibility; b) authority; c) interaction. This should be reflected in the relevant standards describing the company's quality management system. The disadvantages of the integrated management system model include the following. Firstly, this model cannot be identified as the general management system of the enterprise, which combines all aspects of the organisation's activities, because it does not apply to financial management, personnel management, innovation management, risk management, stock management, and the like. Secondly, this model is based on standards and does not take into account the influence of group dynamics, informal relationships (the so-called "communication constellations"). That is, despite its progressiveness in the use of human resources compared to the hierarchical structure, such a model remains quite mechanical, which means that it is not flexible enough to respond quickly to the dynamic changes in the internal economic environment (Mohamad and Thurasamy, 2019).

The similar term "integrated enterprise management system" is used in the development of enterprise automated management systems, such as: ERP (Enterprise Resource Planning), SCM (Supply Chain Management), CSR (Customer Synchronised Resource Planning). These automated systems implement the latest enterprise management information systems. The integrated enterprise management system allows managing an enterprise in real time based on relevant information, that is, to make decisions based on facts. The integrated enterprise management system provides the ability to manage all the resources of the enterprise and is also the standard of an enterprise. The integrated enterprise management system allows managing an extended production chain, that is, not only internal

resources of an enterprise but also external (for example, customers of customers, suppliers of suppliers). The purpose of designing an integrated enterprise management system is to manage the full cycle of product release from design to warranty and after-sale service.

Today, there is considerable interest on the part of industrial enterprises to use the integrated enterprise management system. Let us define the disadvantages of this system (Krdžalić and Hodžić, 2019; Mykytyuk, 2021). Firstly, there is a need for highly qualified personnel, of which there is a shortage in domestic enterprises. This leads to an insufficient understanding of the essence of methodological approaches to management. Experience has shown, there are often cases when an integrated enterprise management system is not completed, therefore does not ensure efficiency, and sometimes disorganises the management of production and procurement and marketing activities. Secondly, it is necessary to note the very high cost of the integrative approach, which for the enterprise means high risks of costs that can pay off. Thirdly, like the model of an integrated management system, this system cannot respond quickly to unexpected changes in the external economic environment since it is also more mechanical than adaptive, built on direct control and standards (Tangpong and Aron, 2018).

Thus, the conclusion can be made that the term "integrated management system" is not only a definition of the type of management system but it also shows the level of flexibility of the management system, the ability of the elements of this system to reform depending on changes in the external and internal environment in order to quickly respond to these changes and obtain certain competitive advantages. In the authors' opinion, an integrated management system is a system that can not only quickly adapt to changes in the external environment but also integrate in such a way as to obtain a synergistic effect. The models of integrated control systems. The most common conceptual model of an integrated enterprise management system is the Balanced Scorecard (BSC). Developed in the early 90s, the concept of enterprise management remains relevant both for theoretical research and practical use. The BSC balanced scorecard is essentially a tool for implementing the company's strategy, transforming the strategy into actions, and highlighting the results obtained in the reporting system (Razak *et al.*, 2020). When using

conventional management systems, methods for assessing the efficiency of an enterprise and its competitiveness were usually reduced to financial indicators – turnover, profit, increase in the cost of capital, and so on. Norton *et al.*, introduced new indicators: a) development of customer relations; b) targeted training and staff development; c) effective construction of business processes; d) increasing investor confidence. A balanced scorecard allows the company to orient and concentrate the company's management, business units, personnel, financial resources, and information technologies to achieve strategic goals. The BSC enterprise management model is based on three components (Sarfranz *et al.*, 2021).

1. Strategy – in conditions where every employee of the enterprise understands his necessity and effectiveness.
2. Guidelines – clearly defined business processes that determine the most optimal way to achieve strategic goals.
3. Organisation – logic and architecture of relations between business structures, departments, and employees.

Each company defines its own approach to solving its strategic tasks, but Kaplan identified some common trends that are called "the five principles of a strategically oriented organisation". In practice, there are many forms of using a balanced scorecard to transform an enterprise's strategy into particular actions. But with all the differences, they can be combined into a common structure, the elements of which have the following properties (Aadhil *et al.*, 2018):

1. Formulation of the main strategic goal.
2. Formulation of subgoals, as clarifications of the main goal, which are created based on the strategic guidelines aimed at customers, internal business processes, personnel development, finance, and controlling.
3. Defining indicators as measurement parameters, achieving the main goal and subgoals. Focusing the company's resources on achieving strategic goals. Determining the actions necessary to achieve the goals, developing a plan of measures, organising work.
4. An integration of enterprise performance indicators into a single reporting system. Thus, a balanced scorecard is not just a set of financial and non-financial indicators but also a logical and comprehensive way to determine the company's strategy, a reliable basis for developing a management system to build an organisation focused on achieving strategic goals.

Experience has shown that a balanced scorecard is a real, permanent tool based on the consistent principle of "goal - action - indicator". The system requires the company to develop such flexible elements as competencies, skills, management styles, and corporate culture (Isakova, 2021; Burnell *et al.*, 2021). These elements of the system help to change the rigid vertical hierarchical structures of the organisation and create flexible horizontal organic structures (Furqan and Parwati, 2019). In the authors' opinion, enterprises in an unstable external environment should not abandon the use of a balanced scorecard as an effective tool to improve the efficiency of the enterprise and increase its competitiveness.

To assess the contribution of each department to the overall result and to develop an effective incentive system for personnel, it is necessary to establish standard values of indicators. It is recommended to develop the value of indicators taking into account market indicators, research of competitors' indicators, and the company's capabilities based on SWOT analysis. There are different points of view on the structure of the indicators. It is worth distinguishing between options that, on the one hand, measure the results achieved, and on the other - reflect the processes that allow getting these results. Both categories of indicators should be linked to each other since to achieve the first (for example, the level of productivity), one needs to implement the other (for example, to achieve a certain capacity utilisation of machines and equipment). The enterprise should define a register of indicators, a kind of reference list, from which the indicators that are key to the implementation of the chosen strategy and reflect the processes of the enterprise are selected (Razak *et al.*, 2020).

When determining key indicators, the following methodology is proposed: - the number and types of indicators for each component of the balanced scorecard system can be unlimited and are determined by the enterprise independently, or with the help of advisers; - the number of levels of indicators is also determined by the enterprise independently or with the help of advisers; - indicators must be converted to a generalising indicator because they have a different nature from the cost physical values of measurement; - indicators are determined in a given range of values; - when determining the value of the indicator, a weight coefficient is applied.

CONCLUSION

Project management automation systems are software systems that allow automating one or more components of project management. Project management automation systems contain tools for calendar and network planning, tools for solving individual tasks, and tools for organising communications between project performers. All systems can be divided into those aimed at professional project managers and those aimed at a wide range of users. In planning the implementation of project management systems, the following mistakes are often made: the goals and expected results are not defined in advance or are not fully defined; the company plans to put all the functions of the system into operation at once; the company plans to transfer the entire organisation to a new system at once.

As a result of the analysis of existing enterprise management systems, it is shown that due to the introduction of integrated management systems for a competitive enterprise, which is aimed not only at material and financial resources but also at non-material resources (personnel qualifications, customer requirements, corporate culture, etc.), which allows moving from rigid vertical hierarchical management structures to more flexible horizontal structures, it is possible to achieve a significant increase in the competitiveness of the enterprise and the efficiency of its work in the conditions of constant changes in the external economic environment. To improve the efficiency of the project management system of a competitive enterprise, it is necessary to carry out a number of measures on the principles and methods of management aimed at adapting and integrating the components of a balanced system of indicators of the enterprise: strategy, finance, customers, business processes, and personnel which are the basis of integrated management systems.

The management of a competitive enterprise receives a tool for evaluating the performance of both the entire enterprise as a whole and its individual units based on the indicators that characterise each executive group separately.

Based on the conducted research, the authors concluded that the main performance indicators of a competitive enterprise are analysed and should be used in integrated management systems. The definition of criteria for the effectiveness of a competitive enterprise was proposed based on a logic and factor analysis of the perception

and effectiveness of its work in the conditions of constant changes in the external economic environment. To improve the efficiency of a competitive enterprise management system functioning, it is necessary to carry out a number of measures on the principles and methods of management aimed at adapting and integrating the components of a balanced system of enterprise's performance indicators: strategy, finance, customers, business processes, and personnel, which are the basis of integrated management systems. The integrated approach of the competitive enterprise's management system is based on the consistent principle of "goal – action – indicator". This research covers such management functions as "planning" and "control" of the management system and reflects the essence of the terms "integrative approach" and "enterprise management".

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