

1.11. ORGANIZATIONAL CHANGE MANAGEMENT PROCESSES BASED ON THE PROJECT APPROACH METHODOLOGY

The need to introduce new or improved technology requires a revision of the many processes that must be undertaken as part of a change in the enterprise. Such processes are manufacturing. Most often they are the key to change. Management processes must be changed as a result of changes in production processes. In practice, the organization of improvement of both production and management processes should be carried out simultaneously. Successful implementation of change in processes requires, first of all, a thorough analysis of all the processes that will undergo change. After this analysis, the processes are determined, which should be completely excluded from the activity of the enterprise, ie the reengineering procedure is implemented. In case of introduction of fundamentally new processes, a detailed description is made, including the necessary inputs and outputs, resources and control mechanisms. In case of modification of existing processes, a detailed description is also elaborated, with specific changes regarding inputs, outputs, resources and control mechanisms. Thus, as a result of organizing changes in processes at the enterprise, there are three groups of processes: the first group - those that need to be eliminated, the second - those that need to be improved or modified, and the third - new processes that need to be implemented at the enterprise. If the company is certified by a quality system, such as ISO 9001, then the organization of process changes is much easier, because to obtain this certificate, the company has to regulate business processes that significantly affect the quality of products, and develop documentation of the quality management system. Thus, after the certification procedure, the enterprise has already formed a list of critical processes that affect the quality of products, and therefore any changes that are planned at the enterprise will affect these processes. The organization of change processes is a starting point for other internal areas of enterprise activities that need of change.

The organizational change management paradigm currently lacks a common methodology for implementing them, and we hypothesize that project approach is one of the possible. It provides for the management of a set of works combined with a common purpose, limited resources, time, and risks according to predefined quality parameters¹²³⁴⁵⁶.

A similar approach is considered in the work of A. G. Baldyniuk⁷, where the author emphasizes that “the organizational structure of change implementation should be formed from a permanent structure and include representatives of top-management and flexible structure of the change project team”.

¹Bushuev, S. D., Bushueva, N. S. (2010). *Upravlenie proektami : osnovy prof. znaniy i sistema ocenki kompetentnosti proekt. menedzherov*. [Project management: the basics of prof. knowledge and project competency assessment system. managers]. (National Competence Baseline, NCB UA Version 3.1). 2nd ed. IRIDIUM. Kiev. Ukraine.

²Bushuyev, S. D. (2001). *Slovnny`k-dovidny`k z py`tan` upravlinnya proektamy`*. [Vocabulary list with food project management]. VD «Dilova Ukrayina». Kiev. Ukraine.

³Dmy`triyev, I. A. Dedilova, G. V., Ky`rchata, I. M. (2013). *Upravlinnya proektamy` : navch. posibny`k*. [Project Management: Nav. posibnik]. XNADU. Kharkiv. Ukraine.

⁴Dovgan`, L. Ye. (2017). «Upravlinnya proektamy`»: navchal`ny`j posibny`k do vy`vchennya dy`scy`pliny` dlya magistriv galuzi znan` 07 «Upravlinnya ta administruvannya» special`nosti 073 «Menedzhment» specializaciyi: «Menedzhment i biznes-administruvannya», «Menedzhment mizhnarodny`x proektiv», «Menedzhment innovacij», «Logisty`ka». [“Project Management”: the first introduction to the discipline for the master of knowledge 07 “Management and administration” specialties 073 “Management” specialization: “Management and business”, “Management”, “international”]. Uklad.: Dovgan`, L. Ye., Moxon`ko, G. A., Maly`k, I. P. KPI im. Igorya Sikors`kogo. Kiev. Ukraine.

⁵Kerivny`chtvo z py`tan` proektnogo menedzhmentu. (2000). [Kerivnitstvo z pitan project management]. Translated from eng. in Bushuyeva, S. D. (ed.); 2nd ed. Vy`davny`chij dim «Delovaya Ukray`na». Kiev. Ukraine.

⁶Kerivny`chtvo z upravlinnya innovacijny`my` proektamy` ta programamy` R2M. (2009). [Kerivnitstvo with the management of innovative projects and P2M programs]. In Bushuyeva, S. D. (ed.). Translated from eng. Naukovy`j svit. Kiev. Ukraine.

⁷Baldy`nyuk, A. G. (2017). *Strategiya upravlinnya zminamy` v organizaciyi*. [Strategy for managing change in the organization]. *Ekonomika i suspil`stvo. – Economics and Society*. Issue 2017. no. 10. pp. 155–158.

The role of project management has also been suggested by Y. Duchnich¹ within the "triangle of change" along with change management, leadership and sponsorship. The researcher emphasizes that project management should act as an organizational structure or project team that will allow using its methods and tools for planning, organizing and implementing changes project.

At present, the project approach is sometimes regarded as managing change constantly. From our point of view, project management should be considered as the most appropriate methodology at the stage of the change management implementation function within the change management process, which can integrate all existing organizational change management tools that include principles, methods, criteria, goals, which in turn has a specific set of tools that allow to achieve goals with a lower amount of resources expended (about 25% lower) than other management methodologies.

The purpose of the study is to develop the main components of organizational change work in accordance with the methodology of the project approach.

The type of scale change causes similar changes in each area. But, as has been proved, the profile of change² is formed under the influence of both internal and external factors, and may involve different scales of changes in the organizational structure. The improvement of the organizational structure depends on changes in production and management processes planned at the enterprise in addition to modifications within the profile of changes identified at the planning stage. All processes are carried out within the existing units and their functions. Therefore, it can be argued that direct changes in the organizational structure and hierarchy depend both on the analysis of the influence of external and internal factors that determine the scale of change, and on changes in the above processes. That is, if two priority scales of organizational structure change are identified as a result of analyzing the impact of factors within the change profile, process changes may require other scale changes within the structure and hierarchy. This mainly applies to smaller scale changes in impact. So, if the planning phase prioritizes changes to the structure is to eliminate inefficient positions and improve hierarchical connections, this will include looking at the functions of existing units that are relevant to the processes included in the change program, and creating new units or departments, if the number new processes are significant and cannot be implemented within existing ones. The analysis of the relevance of the existing organizational structure to the future vision of the enterprise as a result of the changes should be undertaken by the change project team and directly by the team leader. After determining the processes that should be excluded from the activities of the enterprise, the units that are directly involved in the implementation of these processes are analyzed. If the functions related to these processes are more than 50% of the total work of the respective units, then they must be reorganized. Otherwise, the functions are revised and a new subdivision provision is developed. The relationships between them are determined and adjustments made to the existing hierarchy of positions after defining a new number of business units, clarification and improvement of their function.

Another area of change is the key competencies of staff. Staff must have certain knowledge, skills and competences that must be formed in the process of training, advanced training, retraining and development In order to implement updated processes or fundamentally new ones. In addition, specific competencies must be acquired by executives involved in change management to implement the updated management functions. The staff development program is formed after the changes in processes and organizational structure have been identified.

The last area is organizational culture and communication. The values, norms, traditions, beliefs, expectations, patterns of communication, forms of communication, symbols should be

¹Duhnich, Ju. Prakticheski orientirovannye modeli upravleniya izmenenijami. [Practically oriented models of change management]. statti [Proekt «Smart education». [articles [Smart education project]. Available at: http://www.cfin.ru/management/strategy/change/change_models.shtml]

²Stepanenko, S. V. (2017). Obg`runtuvannya profilyu zdijsnennya organizacijny`x zmin na pidpry`emstvi. [Substantiation of the profile of implementation of organizational changes in the enterprise]. Visny`k Sxidnoukrayins`kogo nacional`nogo univerty`tetu imeni Volody`my`ra Dalja. – Bulletin of the East Ukrainian National University named after Vladimir Dahl. no. 6 (236). pp. 202–207.

improved or introduced fundamentally new along with the organizational structures and hierarchies changes, that is the introduction of a new philosophy or ideology or change of existing. These components were obtained on the basis of works¹²³⁴.

The main purpose of these changes is to support changes in competences, processes and structure. To implement these changes, it is first necessary to create an "organizational culture passport", which will detail all of the above components. Accordingly, changes in the organizational culture components are described, depending on changes in staff processes and competencies. Particular attention should be paid to the organization of communications, because it depends on them the effectiveness of making changes and preventing resistance.

After determining what changes are to be made directly at the enterprise, the next question is their implementation. Here, an important role is played by the organizational function of implementing organizational changes and motivating staff to perceive them. The organizational aspect involves determining the most appropriate approach for conducting or implementing organizational change at the enterprise. And the function of motivation concerns the most complex and controversial issue in their implementation, which concerns the issues of involving staff in their implementation, perception and not counteracting it. In the scientific literature, this area of change management is regarded as resistance management. From our point of view, the functions of the organization and the motivation for managing change should be considered in close relationship and interdependence, which can ensure a high level of effectiveness of their implementation.

The question arises of the implementation of specific measures or actions needed to achieve the goal after assessing the internal state of the enterprise and the impact of external factors, determining the type of changes required in the respective areas of activity of the enterprise. These actions involve moving the enterprise in terms of its internal spheres of activity (in our study, we emphasize the organizational structure and hierarchy, processes, key competencies of staff and organizational culture) to a new state, characterized by a different from the previous set of qualitative parameters or other quantitative value for already existing quality ones. To achieve this goal, a set of measures must be implemented.

Consider the subjects of change management. We have identified the management of the company and the team implementation of changes. This team is fully in line with the traditional understanding of the project team that manages the project implementation.

Traditionally, the three main roles of participants in the restructuring process are distinguished: they are the sponsor of change – the person or group who owns the authority in the organization to approve the transformation, the executor - the agent of change - the person or group responsible for the implementation of the adopted decisions change object is often a group of people who, as a result of transformations, have to acquire new knowledge, skills, competencies or demonstrate new behavior and attitudes⁵. These participants include the change agent along with the team and the change leader (sponsor). The project manager should act as a change agent for the team. The work⁶ provides a detailed description of the characteristics of a leader, agent, and team of change in terms of their types, technology, work, tasks, skills, and qualities. A key factor in the success of these entities, in our view, is a clear separation of functions between the leader and the

¹Malinin, E. D. (2004). Organizacionnaja kul'tura i jeffektivnost' biznesa: Ucheb. Posobie [Organizational culture and business efficiency: Textbook. manual]. Izdatel'stvo Moskovskogo psihologo-social'nogo instituta. Izdatel'stvo NPO «MODEK». Voronezh. Moscow. Russia.

²Radugin, A. A. (2006). Organizacijna kul'tura [Organizational culture]. Organizacionnoe povedenie. Hrestomatija. [Organizational behavior]. Redaktor-sostavitel' Rajgorodskij, D.Ja.: Izd. dom «Bahrah-M». pp. 50-727. Samara. Russia.

³Xayet, G. L., Yes'kov, O. L. Xayet, L. G. (2003). Korporatyvna kul'tura: Navch. posib [Corporate Culture: Educ. tool.]. In Xayeta, G. L. (ed.). Ky'yiv: Centr navchal'noy literatury`. Kiev. Ukraine.

⁴Shejn, Je. (2006). Organizacionnaja kul'tura i liderstvo [Organizational culture and leadership]. Translated from eng. and in Spivaka, V. A. (ed.). Piter. St. Petersburg. Russia.

⁵Bayeva, O. V., Noval's'ka, N. I., Zgalat-Lozy'ns'ka, L. O. (2007). Osnovy` menedzhmentu: prakty`kum : navch. posib. [Fundamentals of management: workshop: Nav. pos_b.]. 2nd part. Centr uchbovoyi literatury`. Kiev. Ukraine.

⁶Doroshuk, G. A., Savchenko, G. O. (2014). Kadrove zabezpechennya upravlinnya zminamy` [Personnel support for change management]. Ekonomika: realiyi chasu. – Economics: the realities of time. no. 3. pp. 50-56.

agent of change. If the change leader is a representative of the organization, then he or she should be clear about the root cause and the need for change, the future desirable state that the organization should come to as a result of the change and, most importantly, an understanding of what personnel should be involved in the process of making those changes. That is why we agree that the function of forming a change team should be implemented by him. In general, the implementation requires constant interaction between the leader and the agent of change. The change agent, who is often a third-party organization, is tasked with clarifying staff on the need for change, engaging, transferring knowledge, skills training, and translating enterprise strategic goals and values¹. In practice, to ensure the successful implementation of change requires the support and understanding of all management, including senior and middle management. This function should be implemented by the change leader along with the agent if he is an employee of the organization. Generally speaking, it is critical in the early stages of implementation to ensure that the entire management is supported. At the same stage, the effectiveness of change implementation is analyzed, which involves considering possible implementation alternatives, assessing the potential benefits and costs needed to achieve them. Regardless of the scale of organizational change, it is important to set aside for the leader, agent and change team the working time required to carry out their functions within the project².

The formation of the organizational change implementation team is in fact the creation of an appropriate organizational structure for their implementation. It is important to distinguish the organizational structure of the project from the organizational structure of the company, which is one of the areas affected by these changes. It is important to create an appropriate organizational space for the success of team formation, emphasized by researchers C. M. Christensen, M. Overdorf³.

Its purpose is to provide the emergence of new processes and values that can create new opportunities. Creating such a space is possible by implementing different options: creating a new organizational structure within the enterprise to develop new processes, creating an independent organization from an existing one, or acquiring another organization whose processes and values are close to new needs. In fact, these changes are more characteristic of changes directly in the organizational structure of the enterprise.

When the requirements of new capabilities are closely linked to organizational processes and values, team formation should involve the creation of a temporary functional group from positions that operate within the organization. In this case, working on a change project is seen as an additional task to the current functional responsibilities of team members. In a similar situation, but with little regard to organizational processes, it is advisable to create a "difficult" team by diverting people from units within a new project, but from an existing organization. In the opposite situation, when there is a strong correlation of the requirements of new capabilities with organizational processes, but a weak link with the values, it is advisable to create a "difficult" team, but implementation will necessarily require the separation of new units outside the company. In the most difficult case, with poor communication with both processes and values, a difficult development team must function in a pre-segregated unit.

After clarifying the role of the subject of change management, we will consider in detail the organizational aspects of their implementation.

There are a number of methodologies in project management. All of these standards consider the project as part of its life cycle (initiation, planning, execution, control and closure) by relevant knowledge areas, such as integration, content, time, cost, quality, human resources,

¹Doroshuk, G. A., Savchenko, G. O. (2014). Kadrove zabezpechennya upravlinnya zminamy` [Personnel support for change management]. *Ekonomika: realiyi chasu. – Economics: the realities of time.* no. 3. pp. 50-56.

²Najpak, D. V. (2011). *Upravlinnya organizacijny`my` zminamy` v zabezpechenni rozvy`tku pidpry`emstva* [Management of organizational changes in ensuring the development of the enterprise]. Abstract of Ph.D. Thesis: 08.00.04; Xark. nacz. ekonom. un-t. Kharkiv. Ukraine.

³Christensen, C. M., Overdorf, M. (2000). Meeting the Challenge of Disruptive Change. *Harvard Business Review* 78 (2 March-April). 2000. pp. 66-78.

communications, risks and procurement management despite the differences in understanding of project management features. In the context of communications management, stakeholders are at one time identified. Thus, project management is a set of processes, each of which relates to a specific knowledge area at a particular stage in the life cycle. Let's take a closer look at the essence of each industry in managing change.

Integration management involves the development of a project plan for implementation of changes, project charter, and content description, definition of monitoring and control and closure processes. The project charter is a basic document that includes a brief description of it, the products of the project, key milestones that track the success of the project, team composition and a list of potential risks. The most time-consuming is the development of a project management plan¹, which includes a set of documents for each of these knowledge areas, which allows to capture all key aspects regarding the implementation of changes. Within the framework of integration management, at the stage of project initiation, the organizational structure of its implementation is determined with the formation of the project team.

The next area is content management. It includes defining the list of work to be done to implement the planned changes. Despite the uniqueness of each change that is introduced at the enterprise, we propose a structural decomposition of works, which is fundamental for the implementation of changes in the scope of their proposed areas implementation: processes, staff and competencies, organizational culture and organizational structure and hierarchy. At this stage, the goals of the project changes that are specified as project products - the desired results and the criteria for evaluating the success of the project are determined.

After determining the list of works, the resources needed for their implementation are evaluated: first of all labor, material and financial. The estimated duration of the work is estimated given the availability of resources. Resources must be assigned to each work. Most often such types of resources are distinguished: labor (human), logistical and material, costs of maintenance and operation, subcontracts, deductions for social events, information, intellectual, communication, administrative, financial and management costs and other general production²³. A more detailed distribution is possible, but this grouping allows us to determine the features of managing them. Let's look at the most typical changes for the enterprise. Workforce is assessed for availability, and in the case of lack, a plan is drawn up to attract additional resources or from other projects (units of the enterprise which are not affected by changes) or by hiring employees. Material resource planning is associated with the need for bidding and scheduling depending on conditions. Material resource planning is associated with the need for bidding and scheduling depending on conditions. Financial resources, unlike the previous ones, are more flexible, but in case they are insufficient or insufficient to cover labor and material resources for changes, a cash flow plan is developed and the need for lending is substantiated. The cost of the project is determined based on the estimate of the amount of required resources and their cost, which serves as the basis for calculating the budget.

A specific feature of each project is recognition of the inverse relationship between duration and available resources. Understanding this trait in implementing changes by senior management and allocating sufficient resources to their implementation is a key prerequisite for successful

¹Dovgan, L. Ye. (2017). «Upravlinnya proektamy»: navchal'nyj posibnyk do vy'vchennya dy'scy'plyny' dlya magistriv galuzi znan' 07 «Upravlinnya ta administruvannya» special'nosti 073 «Menedzhment» specializaciji: «Menedzhment i biznes-administruvannya», «Menedzhment mizhnarodny'x proektiv», «Menedzhment innovacij», «Logisty'ka». [“Project Management”: the first introduction to the discipline for the master of knowledge 07 “Management and administration” specialties 073 “Management” specialization: “Management and business”, “Management”, “international”]. Uklad.: Dovgan, L. Ye., Moxon'ko, G. A., Maly'k, I. P. KPI im. Igorya Sikors'kogo. Kiev. Ukraine.

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³Faerman, M. I. (2007). Kompleksnyj social'no-psihologicheskij podhod k preduprezhdeniju soprotivlenij novovvedenijam personala (na primere organizacij malogo i srednego biznesa) [An integrated socio-psychological approach to the prevention of resistance to innovations of personnel (for example, organizations of small and medium-sized businesses)]. Abstract of Ph.D. Thesis. Jaroslavl'. Russia.

implementation. Therefore, if the enterprise is to achieve change as quickly as possible, significant resources must be allocated to implement it. In a situation of scarce resources, especially staffing, it should be understood that implementing change will take a long time. After determining the duration of the works, a network model is formed; this is a finite connected graph that displays all logical relationships and results of the project¹. This allows you to determine the duration of the entire project, that is, the period of time it takes to implement the planned changes to the enterprise. Allocation of resources by network model allows determining whether there are conflicts of resources - that is, the need for simultaneous use of the same resources over their available quantity is exceeded. Traditionally, resource conflicts are resolved by a method of calibration - that is, the movement of jobs that are not on a critical path within the network model using time reserves.

If the previous processes for integration, content, timing and cost of the change project are consistent, risk and quality management are in place from the start of the project. Quality management refers to the processes required to meet the needs of a change project. Traditionally, these include quality policy, tasks and responsibilities, which are combined into three key processes: quality planning, quality control and improvement within the assurance system².

Quality assurance involves both processes: product-oriented and project-oriented. This indicates that when a project concept is formulating for each of the areas that will be undergone by transformation (processes, culture, competences and structure), indicators should be identified by which the quality of the project products will be evaluated and the desired values of these should be determined. Such tools are called «metrics» or operational definitions or quality.

For the project implementation process, the quality assurance changes are subject to adherence to the deadline, budget, adherence to authority, prevention of stakeholder conflicts and resistance to change. The success of a change project at the quality planning stage requires the development of a cause and effect diagram (Ishikawa diagram) that will identify the most important factors that contribute to or constrain the change and define quality metrics. It is important to identify authorized persons who influence the quality of the change project, are responsible for quality assurance and are recorded in the quality program. It is also mandatory to develop a checklist that includes elements for inspection - a list of questions or statements that must be answered in order to determine whether an appropriate quality level has been reached. It consists in the quality planning process and is used in the control process. In general, it is worth noting that if the company does not have a well-established quality management system, then before implementing any changes, it is necessary to develop a vision of this system for the whole enterprise. If it exists and is functioning effectively, it is sufficient for the change project to clarify its position regarding the implementation of organizational changes and to develop all the above tools in accordance with the overall quality management concept adopted by the enterprise.

An important area of organizational change project management is risk management. Risk means the danger of unforeseen loss of expected profit or property, cash due to accidental changes in economic conditions, unfavorable, including force majeure circumstances, which is measured by the frequency and probability of occurrence³. Risk involves three components: uncertainty is the very fact of what can happen; the probability of this fact occurring and the impact of this fact on the project. Thus, risk management means the influence on effects that a risk may have on a project, or the probability of it occurring, or both these items simultaneously.

The project's human resources management integrates organizational planning, staffing, and teamwork. Processes such as organizational planning, team recruitment, development and project team management are identified within this knowledge area. It is advisable to consider team building in the context of defining the organizational structure for implementing change within the

¹Bushuyev, S. D. (2001). Slovnýk-dovidnýk z py`tan` upravlinnya proektamy` [Vocabulary list with food project management]. VD «Dilova Ukrayina». Kiev. Ukraine. C. 273.

²Kerivny`chtvo z py`tan` proektnogo menedzhmentu. (2000) [Kerivnitstvo zpitan project management]. Translated from eng. in Bushuyeva, S. D. (ed.); 2nd ed. Vy`davny`chij dim «Delovaya Ukray`na». Kiev. Ukraine. C. 93.

³Bushuyev, S. D. (2001). Slovnýk-dovidnýk z py`tan` upravlinnya proektamy` [Vocabulary list with food project management]. VD «Dilova Ukrayina». Kiev. Ukraine. C. 366.

knowledge area of “integration management” as part of the organizational change management project. Instead, special attention should be paid to organizational planning, which includes defining, documenting, allocating duties and responsibilities, and the most importantly, defining project reporting. Organizational planning is closely linked to planning for information communication and stakeholder engagement with the change project. Initial data for organizational planning are project links, including organizational, interpersonal and technical, staffing requirements and restrictions. Methods and tools of organizational planning are template implementation, management practices, organizational planning theory, and stakeholder needs analysis¹.

As a result of organizational planning, a management plan, an organizational schedule, supporting details and a responsibility matrix are obtained. One of the critical documents is the development of a responsibility matrix required in implementing a change project. Its purpose is to establish the correspondence between the changes made during the structural decomposition of the work and the team members in terms of specific functions, which include planning, control, coordination, information gathering, and execution. If the implementation of the change project involves co-executors or other stakeholders performing advisory functions, the functions may be extended to the following: customer, approval, agreement, and supervisory board.

Stakeholder management and project communications are its two separate knowledge areas. As part of a change management project, it is advisable to bring them together into one common industry because they are closely interconnected. Communications management refers to the field of project management that integrates the processes required to ensure the correct collection and dissemination of project information, which includes communications planning, information sharing, reporting and administrative closure².

Thus, using the methodology of the project approach, key provisions of organizational change management have been developed, the basis of which are the processes of forming a project product that reflects the purpose of organizational change, and the project management processes aimed at the effective implementation of the organizational change project. The main branches in the structural decomposition of the organizational change project work are the relevant knowledge areas, which include integration and content management, time and budget management, quality management, project personnel management, procurement management, risk management, communications management and stakeholders.

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