

UDC 005.8:005.551(477.64)"364/366"

DOI <https://doi.org/10.26661/2414-0287-2024-1-61-17>**FORMATION OF THE PROJECT TEAM IN THE WAR AND POST-WAR PERIOD
AT PJSC ZAPORIZHVOGNETRYV****Cherep A.V., Fedorenchik M.O., Vasylieva O.V.***Zaporizhzhia National University**Ukraine, 69600, Zaporizhzhia, Zhukovsky str., 66*

maksfedorenchik@gmail.com, vasilevakristina838@gmail.com

ORCID: 0000-0001-5253-7481

Key words:project team, wartime period,
“Zaporizhvohnetriv” PJSC,
enterprise, project management,
team effectiveness

The article analyzes the intricacies of forming a project team during the wartime and post-war period at the enterprise “Zaporizhvohnetriv” PJSC. The justification for creating a project team during the Russian-Ukrainian war period lies in its unique challenges, including the stressful impact of military actions, environmental instability, resource shortages, and more. During the wartime and post-war period, establishing a project team transcends mere success; it becomes a critical factor for the survival of the enterprise. The conducted research has led to the development of recommendations for forming a project team during these challenging periods, aiming to enhance productivity and competitiveness. The flexibility and adaptability of the project team formation process during wartime have been emphasized. Challenges that emerge during these periods can be unpredictable, and it has been identified that employees may experience stress and anxiety. Therefore, fostering an atmosphere of support and trust within the team is crucial. Special attention is given to the necessity for a well-motivated team with shared goals. The importance of effective communication and collaboration within the team is highlighted. Recognizing the inevitability of changes during the wartime and post-war period, the team should be prepared for such adjustments. Forming a project team during these periods is a complex task demanding significant efforts from leaders and employees. Successfully accomplishing this task can provide the enterprise with a competitive edge and contribute to its rapid development.

**ФОРМУВАННЯ КОМАНДИ ПРОЄКТУ У ВОЄННИЙ ТА ПІСЛЯВОЄННИЙ ПЕРІОД
НА ПІДПРИЄМСТВІ ПРАТ «ЗАПОРІЖВОГНЕТРИВ»****Череп А.В., Федоренчик М.О., Васильєва О.В.***Запорізький національний університет**Україна, 69000, м. Запоріжжя, вул. Жуковського, 66***Ключові слова:**команда проєкту,
воєнний період, ПРАТ
«Запоріжвогнетрив»,
підприємство, управління
проєктами, ефективність
команди

Стаття присвячена аналізу особливостей здійснення формування команди проєкту у воєнний та післявоєнний період на базі підприємства ПРАТ «Запоріжвогнетрив». Обґрунтовано доцільність формування команди проєкту у період російсько-української війни, яка в цей період має свої особливості, які пов'язані зі стресовим впливом воєнних дій, нестабільністю зовнішнього середовища, нестачею ресурсів тощо. У воєнний та післявоєнний період формування команди є не просто питанням успіху, а питанням виживання підприємства. На основі проведеного дослідження розроблено рекомендації щодо формування команди проєкту у воєнний та післявоєнний період для підвищення продуктивності та конкурентоспроможності підприємства. Доведено, що у воєнний час формування команди проєкту має бути більш гнучким та адаптивним до змін. Виклики, що виникають у воєнний та післявоєнний період можуть бути непередбачуваними. Визначено, що працівники можуть відчувати стрес та тривогу, тому важливо створити в команді атмосферу підтримки та довіри. Особливу увагу приділено тому факту, що команда повинна бути добре мотивована та мати спільні цілі. Виявлено доцільність забезпечення ефективної комунікації та співпраці всередині команди. Розглянуто, що команда повинна бути готова

до змін, які можуть виникнути в воєнний та післявоєнний період. Формування команди проєкту в воєнний та післявоєнний період є складним завданням, яке вимагає від керівників та працівників значних зусиль. Однак, якщо це завдання буде виконане успішно, воно може забезпечити підприємству конкурентні переваги та сприяти його стрімкому розвитку.

Statement of the problem

During the wartime and post-war periods at “Zaporizhvohndetryv” PJSC, it is necessary to form project teams capable of working in challenging conditions. The effectiveness of the team is a key factor in the success of the project. Therefore, it is important to consider the peculiarities of team formation and the context of the time. However, forming a project team in the conditions of war and post-war recovery has its specific challenges, associated with the stressful impact of military actions, instability of the external environment, and resource shortages. These peculiarities must be taken into account in the formation of the project team to ensure its effectiveness and the success of the project.

Analysis of recent studies and publications

The principles of project team formation have been discussed by domestic and foreign researchers, namely: L.P. Batenko [1], O.A. Zahorodniuk [1], O.V. Yehorchenkov [2], N.Y. Yehorchenkova [2], Y.Y. Kataeva [2], Katzenbach D.R. [3], V.V. Lishchynska [1], V.O. Moskalenko [4], A.V. Olenich [5], Z.Y. Shatska [5], L. McClare [7].

In the research conducted by I.V. Shulzhenko and O.M. Pomaz, it was observed that the flexibility and ability of employees to execute all necessary tasks for the organization's success, driven by effective motivation, are fundamental elements of team management, thereby justifying the expediency of such management [6]. The comparative analysis of project teams, examining characteristics of both traditional and new types, is addressed in the works of A.V. Olenich and Z.Y. Shatska [5]. V.O. Moskalenko underscores the significance of meticulous adherence to stages in the formation of project teams [4].

After reviewing professional and scientific studies, especially the theoretical and methodological aspects of project team formation and organization, the analysis of managerial aspects that facilitate a higher level of effectiveness in team collaboration remains relevant during the wartime and post-war periods.

Objectives of the article

The objectives of this research are to develop recommendations for forming a project team during wartime and the post-war period to enhance the productivity and competitiveness of “Zaporizhvohndetryv” PJSC.

The main material of research

The team formation process is a strategic element of effective management. It is important to consider that the process of forming and developing a team

into a mature structure spans a certain period of time. Creating a positive atmosphere within the team, actively promoting collaboration during team work, and fostering interdependence and trust among its members are the foundations for its effective growth [8]. The formation of a project team involves addressing the following tasks:

- defining the tasks and goals of the team;
- assessing the team's needs.;
- searching for candidates;
- selecting candidates;
- forming the team.

Therefore, forming a project team is a complex and responsible process that requires careful planning and implementation of all the stages discussed above.

Teams, as defined by Salas, Beard, and Tannenbaum, consist of individuals with different skills and experiences that they use to achieve common goals [9]. Team members take responsibility for their tasks and assist each other in reaching shared objectives. They are also capable of performing various roles within the team to ensure the success of the assigned task. A team with the right competencies and skills is more likely to achieve success [10].

Team effectiveness is its ability to yield benefits that exceed the costs of its creation and maintenance. The assessment of effectiveness can be approached from:

- Management: how the team collaborates to achieve its goals.
- Profit: whether maintaining the team is rational.
- Evaluation criteria: the performance indicators defined for the team.
- Outcomes: the results produced by the team [11].

Therefore, an effective team is one that delivers more benefits than the costs incurred in maintaining it. Assessing team effectiveness allows determining whether it achieves its goals and whether it is cost-effective.

The military actions since the beginning of the full-scale invasion on February 24, 2022, have posed a significant challenge to Ukrainian businesses. Many companies were forced to suspend or even cease their operations entirely. PJSC “Zaporizhvohndetryv” is one of the leading producers of refractory materials in Ukraine. The enterprise is located in Zaporizhzhia, which was one of the first cities affected by Russian aggression. The company supported the production of goods essential for the country's defense needs and the reconstruction of infrastructure after the war. PJSC “Zaporizhvohndetryv” implemented a series of measures to ensure the safety of employees and production:

1. Implemented round-the-clock shifts at the enterprise.
2. Established protective shelters for employees.
3. Secured reserves of raw materials and supplies in case of supply disruptions.

Thanks to these measures, the enterprise was able to continue its operations without interruptions and did not suffer significant losses.

After the war, PJSC “Zaporizhvohndetryv” aims to restore production. The company plans to regain lost production capacity and expand manufacturing. To achieve this goal, the company is implementing a series of measures: a production recovery plan, procurement of new equipment and materials, recruitment, and training of additional personnel. The company also plans to diversify its product range and venture into the production of new types of products.

During the wartime and post-war periods, the company also faces the task of forming effective teams capable of successfully implementing the company's development strategy. The formation of teams during the wartime and post-war periods has its peculiarities. During this period, it is essential to consider factors such as:

- high levels of stress and uncertainty;
- unstable economic conditions;
- the necessity to adapt to new circumstances.

Based on the research, a set of recommendations has been developed, including a focus on people, creating an atmosphere of trust and support, ensuring clarity of goals and tasks, providing opportunities for growth and development, and motivating teamwork towards the ultimate outcome of both individual units and the entire enterprise.

Therefore, the formation of teams during wartime and the post-war period should be aimed at creating a comfortable and motivating environment for employees,

as well as ensuring their development and growth. PJSC “Zaporizhvohndetryv” has the potential to enhance the effectiveness of team formation by focusing not only on tasks and goals, but also on the development of business processes, technologies, material and non-material assets, as well as the personnel of the enterprise and the establishment of trusting relationships within teams.

Conclusions

During wartime and the post-war period, the formation of a project team must be particularly thorough and responsible. The enterprise should consider not only current needs but also future development prospects. In this context, cost-effectiveness is one of the most crucial factors. The enterprise needs to assemble a project team that will efficiently utilize available resources. Flexibility is also a significant requirement. The enterprise must be prepared for changes in the external environment and within the company. The project team should be capable of quickly adapting to new conditions and making effective decisions in complex situations. Preserving or enhancing the workforce's productivity is a key task for any enterprise, especially during wartime and the post-war period. The enterprise should form a project team consisting of highly qualified professionals with experience in wartime conditions, capable of effectively accomplishing assigned tasks. The implementation of these measures will enable the enterprise to form a project team capable of successfully accomplishing set tasks and ensuring the enterprise's successful operation during wartime and the post-war period.

References

1. Batienco L.P., Zagorodnikh O.A., Leshchinska V.V. (2003). “Project Management: A Tutorial”. Kyiv: Kyiv National Economic University, 231 p. [in Ukrainian].
2. Yegorchenkov O.V., Yegorchenkova N.Yu., Katayeva Ye.Yu. (2017). “The ABCs of Project Management. Planning: A Tutorial”. Kyiv: Taras Shevchenko National University of Kyiv, 117 p. [in Ukrainian].
3. Katzenbach J.R., Smith D.K. (1993). “The Wisdom of Teams: Creating the High-performance Organization”. Boston: Harvard Business School. Retrieved from <http://archive.tlt.psu.edu/suggestions/teams/about/definition.html> [in English].
4. Moskalenko V.O. (2014). “Modern Approaches to Forming a Project Team”. *Intellect XXI*, 5, 78–86 [in Ukrainian].
5. Olenich A.V., Shatska Z.Y. (2012). “Formation and Development of a Project Team in Modern Conditions”. *Actual Problems of Economics*, 10(136), 136–142 [in Ukrainian].
6. Shulzhenko I.V., Pomaz O.M. (2016). “Features of Creating an Effective Management Team in Modern Conditions”. *Scientific Bulletin of Poltava University of Economics and Trade*, 1, 23–28 [in Ukrainian].
7. Lewis-McClear K., Taylor M. (n.d.). “Psychological Contract Breach and the Employment Exchange: Perceptions from Employees and Employers”. Paper Presented to the Academy of Management, San Diego. Retrieved from <http://archive.tlt.psu.edu/suggestions/teams/about/definition.html> [in English].
8. Tuckman B.W. (1965). “Developmental Sequence in Small Groups”. *Psychological Bulletin*, 384–399 [in English].
9. Tannenbaum S., Beard R., Salas E. (1992). “Team Building and its Influence on Team Effectiveness: an Examination of Conceptual and Empirical Developments”. In: *Issues, Theory, and Research in Industrial Organizational Psychology*, K. Kelley (ed.), Elsevier Science Publishers, 38–39 [in English].
10. Bradley J.H., Frederic J.H. (1997). “The Effect of Personality Type on Team Performance”. *Journal of Management Development*, 16(5), 337–353 [in English].
11. Podryadov D.S., Fedosova A.O., Lagodienko V.V. (n.d.). “Problematic Aspects of Creating an Effective Project Team”. Retrieved from http://mdu.edu.ua/spaw2/uploads/files/15_11.pdf [in Ukrainian].