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THE ESSENCE AND CONTENT OF THE PROJECT APPROACH TO THE ECONOMIC SECURITY OF THE ORGANIZATION

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The article is devoted to the definition of the main characteristics of the project approach to the economic security of the organization, which is a purposeful method of forming a future economic system. The key determinants of economic security of the organization are highlighted, taking into account the levels of its provision: macro-, meso- and micro-levels. The composition of key determinants in the system of economic security of the organization is also determined. The article proposes to consider improving the level of economic security of the organization as a project, that is, to consider this category from the standpoint of the project approach.. The advantage of the project approach is the independence of employees and departments in making managerial decisions, concentration at work, a clear division of responsibility, minimal control and administration. It is noted that the project approach provides for the possibility of solving any problem with a sufficient amount of time and money. The content of the project will be the economic security of the organization, the target component of the project is to achieve a certain level of economic security of the organization, the limitations of the project are time and resources. Based on this, the main features of the project are highlighted. The main stages of work on the project are: determining the deviation of the actual indicator from the target, identifying threats to the economic security of the organization; calculation of scenario options for the ratio of time and financial resources; solving the problem of optimizing the distribution of time and financial resources of the organization; drawing up a plan of events (Gantt graphics); allocation of threats to economic security in accordance with the main determinants. A comparative description of the project approach with traditional approaches to organization management is given. It is noted that for different types of projects, depending on the goals and restrictions, it is advisable to develop an individual risk management system and a set of measures. A comparison of the main components of the economic security of the organization and the procedures of the project approach is given.

СУТНІСТЬ ТА ЗМІСТ ПРОЕКТНОГО ПІДХОДУ ДО ЕКОНОМІЧНОЇ БЕЗПЕКИ ОРГАНІЗАЦІЇ

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проектний підхід, економічна безпека, детермінанти

Стаття присвячена визначенню основних характеристик проектного підходу до економічної безпеки організації, який являє собою цілеспрямований метод формування майбутньої економічної системи. Виділено ключові детермінанти економічної безпеки організації із врахуванням рівней її забезпечення: макро-, мезо- и мікрорівні. Також визначено склад ключових детермінантів в системі економічній безпеки організації. У статті запропоновано розглядати підвищення рівня економічної безпеки організації, як проект, тобто розглядати дану категорію з позицій проектного підходу. Перевагою проектного підходу визначено самостійність співробітників та підрозділів у прийнятті управлінських рішень, концентрацію на роботі, чіткий розподіл відповідальності, мінімальний контроль та адміністрування. Зазначено, що проектний підхід передбачає можливість рішення будь-якої проблеми при достатній кількості часу та коштів. Змістом проекта буде економічна безпека організації, цільова складова

проекта – досягнення певного рівня економічної безпеки організації, обмеженнями проекту є час та ресурси. На основі цього виділено основні ознаки проекту. Основними етапами роботи над проектом визначено: визначення відхилення фактичного показника від цільового, виявлення загроз економічної безпеки організації; розрахунок сценарних варіантів співвідношення часових та фінансових ресурсів; рішення задачі оптимізації розподілу часових та фінансових ресурсів організації; складання плану заходів (графіка Ганта); виділення загроз економічної безпеки у відповідності із основними детермінантами. Наведено порівняльну характеристику проектного підходу із традиційними підходами управління організацією. Зазначено, що для різних типів проектів в залежності від цілей та обмежень доцільно розробити індивідуальну систему ризик-менеджмента та комплекс заходів. Наведено порівняння основних складових економічної безпеки організації та процедур проектного підходу.

Problem statement

The project approach to the economic security of the organization is a purposeful method of forming the future economic system. The economic security of an organization is a complex characteristic that takes into account the totality of financial, social, production, investment, innovation, resource, industrial, environmental and other potentials [1]. In the process of forming a plan to ensure the economic security of the organization, it is necessary to identify its key determinants and determine the appropriate indicators, which will assess the need for resources, time and opportunities to increase the level of economic security.

Analysis of recent researches and publications

The project approach to enterprise management is the subject of research by many domestic and foreign scientists. However, the application of the project approach to managing the economic security of the enterprise is almost not proved. Although some scientists, in particular Sultigova M.B., Rossoshanska O.V., Prodius O., Baranskaya A.N. consider this approach very promising, this issue, in particular, the conclusion of the essence of the project approach remains insufficiently worked out in the domestic literature.

Formulating of objectives

The purpose of the article is to study the essence of the «project approach to the economic security of the organization» concept, its peculiarities definition.

Presentation of the main research material

It is advisable to single out the key determinants of the economic security of the organization, taking into account the levels of its provision. To do this, we will distinguish macro-, meso- and micro-levels. The composition of the key determinants in the economic security system of the organization is given in tab. 1.

The advantages of this approach include the independence of employees and departments in making managerial decisions, concentration on work, a large distribution of responsibility, minimal control and administration [2].

At the same time, it is not without drawbacks, such as inefficient use of resources, due to tight end dates and «safe» assessments of tasks, including time reserves, the preservation of the risks of delaying the completion of tasks. So the hard finish dates of tasks, typical of any repetitive processes, require appropriate reserves of time, which leads to insufficiently efficient use of resources. At the same time, the risks of task delays remain [2]. These factors show the internal reserves of growth for the organization.

To date, in practical activities, there are trends in the transition from traditional theoretical approaches to the management of the organization (situational, structural and functional [3]) to relatively new (process and project) approaches. The need for the evolution of existing approaches is due to the shortcomings identified as a result of the analysis of the processes of financial and economic activities of organizations, based on the study of the tools

Table 1 – Key determinants of economic security of the organization

Level of economic security	Key determinants
Micro level	Financial
Meso-level	Industry
	Production territorial
	Informational
Macro level	Political
	Socio-economic
	Resource (personnel, raw materials)
	Sales
	Social
	Investment technology
	Industrial-ecological
	Managerial institutional

of each approach and the methodology for studying the category «economic security of the organization» (tab. 2).

The process approach is a natural evolution of the functional approach. Each business process is a logical series of interdependent actions, using the resources of the organization, aimed at obtaining in the foreseeable future the final result necessary for the organization and satisfying the interests of customers. In this case, the process is considered as a mode of operation, reflecting the change in the states of the system. Taking into account the fact that functions and processes cannot exist in isolation from each other, modern enterprises have to combine functional and process approaches. To do this, it is necessary to simultaneously design the organizational structure (functional areas) and the order of interactions within this structure (processes) [4]. Analysis of the influence of the external environment on the efficiency of production using the process approach showed the impossibility of obtaining a long-term competitive advantage due to the possibility of applying similar procedures by competitors. Therefore, only business models (processes) and complementary assets that are difficult to replicate by competitors give a competitive advantage [1].

In the conditions of an innovative economy, the effectiveness of the process approach in comparison with others has strengthened its position in operational management, but as a tool for implementing strategy and strategic changes in the organization, business structures prefer project management. Economic security is an important element of the strategic management system of the organization. In our opinion, it is advisable to consider increasing the level of economic security of the organization as a project, that is, to interpret this category from the standpoint of the project approach [3]. The project approach assumes the possibility of solving any technical problem with a sufficient amount of time and money. One or more resources are often scarce in practice, necessitating the development of tools for this approach. The essence of project management is expressed by the implementation of the project with the maximum possible efficiency with time constraints, financial and material resources, as well as high requirements for the quality of the final results of the project.

The content of the project will be the economic security of the organization, the target component of the project is the achievement of a certain level of economic security of the organization, in the role of classical constraints – time and resources. Based on the above, let highlight the main features of the project «Economic security of the organization»:

1. The goal of the project is to achieve a certain level of economic security of the organization.

2. The need to comply with the financial and time constraints of the project under the influence of external and internal threats.

3. The uniqueness of each project is determined by its target component (overcoming the crisis, increasing individual indicators, achieving the optimal level).

4. Purposeful transfer of the system from the existing state to some desired state [4].

Nowadays the project approach is now actively developing on the basis of such sciences as management, marketing, personnel management and others, and is being introduced in organizations of various industries. Reasonable use of project management tools is aimed at creating an integrated methodology for implementing this approach in the activities of the organization. The project approach as a purposeful method of forming future systems is a kind of continuation of the process approach, but it has a number of significant differences. The basis for the construction of the project structure is not the concept of functions or processes, but the project as the main production, innovative and competing business unit [4].

The main difference between a business process and a project is its repetition or reproduction over time. The project involves the creation of a unique product, through the implementation of complex activities and the provision of continuous integrating and coordinating influence with strict restrictions on time, costs and quality of work [4]. Obviously, management needs to clearly understand the results of the business. The business case for the need to implement a project management system for an organization requires its initial comparative assessment with traditional methods. The results of the comparative assessment are presented in tab. 3.

The introduction of professional methods of project management into the organization’s activities increases production efficiency, and allows achieving target results with minimal costs. According to some estimates [4], the effectiveness of the implementation of the project management system is confirmed by an increase in the value of the business by up to 20% due to the improvement of the quality of planning and the most efficient use of resources. At the same time, the implementation of the project approach is associated with certain difficulties and problems of an organizational and technical nature. The first problem is the interpretation of the category of «project».

A misunderstanding of the essence of the project structure can lead to complete organizational and managerial chaos. To date, depending on the conditions of operation, industry affiliation, market conditions and other factors in different organizations, different initiatives are understood as a project. As an independent field of knowledge, project management has existed for quite a long time, but the interpretation of the category «project» under the influence of trends occurring in the development of the theory and practice of project management continues to be clarified.

Table 2 – Disadvantages of traditional approaches to the management of the organization

Approach	The basis for building an organizational structure	Disadvantages
Situation	Adaptation to the environment	Inconsistency between departments
Structural	Hierarchical basis	Bureaucracy, inefficient methods, low motivation
Functional	Principle of functional areas	Lack of interest in the final product

Table 3 – Comparison of traditional methods and project management

Parameter	Traditional approaches	Project approach
Management methods	Bureaucratic administrative-command	Modern market relations
Methods of work and expense planning	Obsolete, inefficient use of material and human resources	Detailed planning, optimization of all costs and resources,
Motivation for the final result	No	Reasoned
Timing of work	Delayed deadlines for work	In the shortest possible time
Approach to the organization and selection of specialists	Departmental	Competitive basis
Interest in high quality of work	No	Focus on high quality
The ratio of time costs and quality of work	Excessive involvement of employees, loss of quality	Minimum necessary time expenditure for high quality
Work costs	Do not correspond to their real volume	For the amount of work performed

Despite the existing differences in the definition of the essence of the project, there are common features that allow us to identify it as an activity aimed at achieving a specific result in the foreseeable future with fixed deadlines and budget. It should be remembered that each project is inherently unique. Therefore, for different types of projects, depending on the goals and limitations, it is advisable to develop an individual risk management system with the appropriate depth and evaluation intervals, as well as a set of measures. Planning project activities, in contrast to the current one, is a more complex and responsible procedure, since the risks inherent in projects due to its uniqueness are much higher. There are industries for which the project structure is the only acceptable one. Initially, project management was the prerogative of engineering and construction organizations. The development of the theoretical basis of project management and the generalization of practical experience made it possible to apply this approach in each organization that needs specific systemic changes. The achievement of the set goals and effective results is ensured by the rational use of all resources in the process of developing its activities.

Thus, the management of the organization, when deciding on the transition to project management, should correlate its business idea with the main features of the project. The transition to the project «rails» for the sake of the transition itself will not allow you to get the expected benefits, but it will not save you from the complexities and costs of implementing and implementing this approach. «The second problem is the readiness to switch to the project system. The International Institute of Project Management has developed a special methodology for determining the readiness of an organization to implement project management [5]. The introduction of project management in an organization with a linear management structure is accompanied by a transformation into a matrix structure. In this case, each employee simultaneously reports to the heads of the structural unit and the project, which requires a clear prioritization of tasks, rational allocation of resources, detailed time planning and consistency of managers at various levels. «In practice, the following key stages of the transition to the project system are distinguished:

1. Creation of a unified procedure for project management, described in the relevant regulations.
2. Reorganization of the company.

3. Clear functional separation of employees and departments within the projects.

4. Coordination of projects.

5. Development and implementation of an information system as a tool for scheduling and control of project work.

Thus, in order to move to full-fledged project management, the organization must reach a certain level of maturity. The third obstacle on the way to the project system is the cost of setting up project management. The cost of implementing a project management system is determined by the size of the organization and the cost of the project management information subsystem responsible for project planning, budgeting, database of implemented projects, etc. There are the following main strategies for optimizing the cost of implementing project management:

1. Development of internal methods with the participation of competent employees involved in projects, and the involvement of specialists from a consulting firm. This method of transition to project management takes more time, but is cheaper.

2. The use of start-up consulting in key departments of the organization in order to move the setting of project management «from the dead point».

This method is relatively fast, but requires large financial investments. Obviously, the costs of implementing project management should not exceed the expected benefits from its use. The next organizational problem in the transition to project management is the issue of combining process and project activities. The introduction of project management involves reorganization and changes in the organizational structure.

The responsibility of a manager who applies a functional or process approach is to solve specific problems, form business processes and control personnel. With the implementation of the project approach, the control of process stages and their boundaries moves from functional managers to project managers. Thus, in order to ensure the sustainability and increase the efficiency of the organization's activities, it is necessary to define formal rules for the coexistence of process and project activities.

The next issue is the control of project costs. To solve it successfully, it will be necessary to review the applied planning methods and the level of control. It is advisable to plan the costs of the project in proportion to the cost of working time for the implementation of the project and coordinate with the management. Project costs should

be controlled on the basis of their compliance with the planned level on the basis of the distribution of personnel time and salary costs according to the relevant drivers [4].

At the same time, the control of project costs must comply with the principles of expediency and economy, otherwise bureaucratic administrative and command methods of control can lead to irreversible consequences for the «project team», violating the corresponding necessary level of trust. As a result, for a full-scale transition to project management, any organization will need not only to invest certain funds, but also to overcome some problems in its implementation within a certain time.

Despite the above difficulties and problems in the transition to project management, every year you can observe an increasing number of new business projects. However, with all the advantages that this method of management can give if it is properly applied, its implementation alone does not guarantee success. Successful completion of any project is possible with a comprehensive accounting of two components of project management:

1. The technical side of project management includes planning and cost assessment, project management and control, risk and quality management, as well as the preparation of project documentation and evaluation of results.

2. The managerial competence of project management is determined by the unity of the project team, the level of communication, the motivation system and the focus on the result.

It is the ability to form a team charged with obtaining the necessary «product» as a result of the project, in conditions of limited material and time resources, to instill in it the psychology of success, is often a key factor in leveling some inevitably arising technical inaccuracies due to the uniqueness of the project. Thus, project management methods can be applied to the operational activities of the organization, including ensuring economic security. The application of the project approach to the category of «economic security of the organization» is aimed at achieving a certain level of economic security, that is, a specific transition from one (current) state to another (target, optimal) by eliminating the factor of inefficient spending of time on tasks and reducing the risks that arise when tasks are not completed on time. «One of the key aspects that ensure the continuous uninterrupted functioning of all internal processes is its economic security. The financial and economic activities of the organization are exposed to a significant number of hazards, challenges and threats caused by external and internal factors. The factors affecting the main components of the organization's activities are heterogeneous and require constant monitoring, analysis and control.

Accounting, monitoring and analysis of these factors is a very laborious process that requires significant time and certain financial costs, which necessitates the allocation of a full-fledged system responsible for ensuring the economic security of the organization.

At the same time, it is impossible to ensure full monitoring and accounting of these factors in the absence of an appropriate system for ensuring the economic security of the organization. The system itself needs appropriate

theoretical, methodological and legal support. Theoretical aspects of economic security, such as threats, criteria, indicators and indicators in practice do not receive real application due to the lack of specific management decisions aimed at both «targeted» troubleshooting in the system (tactical measures) and promising strategic measures [4]. A project is understood as an enterprise that is largely characterized by the uniqueness of the conditions in their totality. From these positions, «Economic security-project» can be defined as an economic system exposed to the influence of disparate negative internal and external factors, requiring the adoption of certain management decisions to achieve a certain level of economic security [5].

Given the complexity and versatility of the concept, essence and structure of economic security, it is necessary to take into account a significant number of both economic and regulatory and legal features of the activities of a particular organization. In this regard, a project is a set of documents containing a fundamental or final decision that gives a complete picture of the object and subsequent data for the development of documentation. Thus, economic security as a project is defined as a set of management decisions of an organizational and economic nature that regulate the process of the organization's activities under the influence of various kinds of threats in the appropriate regulatory and legal form [4].

Thus, the economic security of the organization is a set of measures aimed at ensuring the economic interests of the organization, by increasing the indicators of threats in conditions of limited financial and time resources [4]. To date, the combination of two approaches – project and process – seems to be very effective. At the same time, the introduction and application of this methodology requires the development of an appropriate corporate standard for the unification of management procedures and uniform measures for the application of process or project approaches, depending on the activities carried out.

When introducing a project management system in an organization with a linear management structure, there is often a transition to matrix management, when each employee simultaneously reports to the managers of the structural unit and the project, which causes certain problems due to the lack of clear priorities in solving the tasks facing the staff [3]. Ensuring a harmonious combination of process and project activities in the organization involves the following stages:

1. Development of the structure of operational activities of the organization. At this stage, the project managers conduct a formal description of the organizational and functional structure of business processes, the allocation of all functions of the organization, the appointment of performers. Partial restructuring of business processes allows you to replace redundant and duplicate functions with missing ones.

2. Creation of mechanisms for the implementation of processes in the project form: (construction of alternative options for the implementation of processes; adaptation of the company's management system and transition to the implementation of projects; (formation of regulations for the interaction of process owners with project managers.

3. Creation of mechanisms for unified project implementation.

The processes required for project execution are grouped and described in the form of procedures [51]. Each procedure is assigned a manager who controls its effective implementation and further development, which ensures equality between projects and processes. A key factor in the success of project management is the availability of a well-defined pre-defined plan, minimization of risks and deviations from the plan, effective change management. The result of the project can be not only products, but also the solution of certain internal tasks to improve the quality of products and the efficiency of labor organization, optimization of financial flows [4].

In view of the above, economic security can be considered as the content of the project. Today, project management is an integral part of the organization's management system.

The modern theory of project management has received a very high-quality scientific justification and wide practical application. Currently, the main project management procedures are formed in accordance with the traditional methodology and methodologies such as IPMA,

PMI, PRINCE2. Next, we will adapt the main stages of work on the project to the PRINCE2 methodology. To do this, we will compare the main components of the economic security of the organization and the procedures of the project approach. The results obtained are presented in tab. 4 [4].

The final stage will be the formation of a plan reflecting the key determinants and indicators of the organization's economic security system, in order to determine the available resources, time and opportunities to improve the level of economic security of the organization.

Conclusions

The proposed methodology makes it possible to adapt the process of ensuring economic security, taking into account all its components according to the traditional methodology (threat identification, assessment, counteraction, monitoring) to the project approach (achieving the goal in conditions of limited resources), which allows using all the advantages of the latter for organizing this activity. The indicator system allows you to monitor threats and apply countermeasures based on the applied organizational structure.

Table 4 – Correlation of the main components of the economic security of the organization and the procedures of the project approach

No components of the EB system	Procedures consistent with the project approach	Contents of the project “Economic security of the organization”
1 Determining the level of Economic Security	Start a project	Determining the deviation of the actual level of economic security of the organization from the target
2 Threats of Economic Security		Identification of Economic Security threats
3 Criteria, indicators, indicators of Economic Security, threshold values of indicators	Project Planning	Calculation of scenario options for the ratio: a) high budget, short-term period; b) average budget, medium term; c) low budget, long-term period.
4 Measures to counter threats	Project management	Preparation of an action plan – Gantt schedule for three periods (short-term, medium-term, long-term)
5 Countermeasure mechanism	Stage Control. Stage boundary control. Production management.	Solving the problem of optimization of financial and time resources on the basis of the critical chain method
6 Monitoring	Project Completion.	Identify your organization's Economic Security threats according to key determinants

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