

### References:

1. Gandrita, Daniel Mandel. (2023) Improving Strategic Planning: The Crucial Role of Enhancing Relationships between Management Levels. *Administrative Sciences* 13: 211. <https://doi.org/10.3390/admisci13100211> [Electronic resource] URL: [Improving Strategic Planning: The Crucial Role of - ProQuest](#) (Date of access: 01.10.2025)
2. Kerzner, H. (2022). Project Management: A Systems Approach to Planning, Scheduling, and Controlling. Wiley. 1122 p.
3. Project Management Institute. (2021). *Pulse of the Profession: Beyond Agility* [Electronic resource] URL: [pmi\\_pulse\\_2021.pdf](#) Date of access 30.09.2025.

**Mamrenko V.V.,**  
student,

*Research Supervisor: Roienko L. V.,*  
*Senior teacher, the Department of Philology and Translation,*  
*Kyiv National University of Technology and Design, Kyiv, Ukraine*

## THE MAIN ASPECTS OF TEAMWORK IN A PROJECT MANAGEMENT ENVIRONMENT

In today's context of rapid change and digital transformation, teamwork has become one of the key factors in the successful implementation of projects. The project environment is characterized by high dynamics, the need to adapt quickly to new customer requirements, and effective interaction with various stakeholders. In this regard, the role of the team is decisive, since collective interaction allows the achievement of set goals within deadlines and budget.

Teamwork in project management is not limited to task execution. It also includes planning, analysis, problem-solving, and even the formation of corporate culture. A project team becomes a micro-model of the organization, where it is important to balance the individual interests of participants with the global goals of the project.

### **Interdisciplinarity as a basis for efficiency**

A distinctive feature of teamwork in project management is interdisciplinarity. A project team consists of specialists from different fields — designers, marketers, analysts, engineers, financiers, and others. This approach allows integrating diverse perspectives and experiences, thus generating innovative solutions. For example, when developing an IT product, the collaboration of programmers, designers, and business analysts makes it possible to consider technical, commercial, and aesthetic aspects simultaneously. At the same time, diversity may become a challenge. It requires the manager to coordinate different thinking styles, levels of competence, and approaches to work. If these differences are not addressed, conflicts may arise within the team, reducing its effectiveness. Therefore, the key task is to create conditions where diverse professional views complement rather than compete with each other.

### **Role and responsibility distribution**

A clear definition of roles within the team ensures process transparency and helps avoid confusion. In modern management, the RACI model (Responsible, Accountable, Consulted, Informed) is widely used to allocate responsibilities. It ensures that every participant understands their duties and scope of influence. For example, in a cultural event project: coordinators may be Responsible for logistics, the project manager is Accountable, technical experts act as Consulted, and partners or sponsors are Informed. Such distribution increases productivity and reduces conflict levels, as every participant understands exactly what is expected from them.

### **Communication as the key to results**

Teamwork in projects is impossible without effective communication. It includes both formal channels (reporting, planning, regular meetings) and informal ones (daily interactions, messenger discussions). Research in project management shows that poor communication is one of the main reasons for project failure. Effective communication involves not only information exchange but also the ability to listen, ask clarifying questions, and provide timely feedback. A manager must

create an open information space where every team member has access to relevant data and can express their opinion without fear of criticism. Modern digital platforms such as Trello, Jira, Slack, and Microsoft Teams are valuable tools for ensuring transparency and task control [2, p.324].

### **Motivation and team spirit**

Another essential aspect is motivation. In a project environment, employees often face heavy workloads and strict deadlines. If the team does not feel supported or engaged in the results, its effectiveness rapidly declines. Motivational tools may include both material (bonuses, rewards) and non-material factors (recognition, career development, flexible schedules, participation in interesting projects). Experience shows that non-material incentives are often decisive: people value not only financial rewards but also the sense of importance of their contribution. It is also vital to strengthen team spirit by organizing informal meetings, team-building activities, and joint discussions of achievements. This helps build trust and increase team cohesion [3, p. 121].

### **Agile methodologies in teamwork**

The development of agile methodologies (Agile, Scrum, Kanban) has significantly transformed teamwork in projects. These approaches involve active participation of all team members in decision-making, regular meetings to discuss progress, and quick responses to change. For instance, Scrum introduces short daily meetings (daily stand-ups) where each team member reports on completed tasks and challenges. This supports process transparency and allows for quick problem-solving. In Kanban, the emphasis is placed on visualizing workflows through task boards, helping prevent overloading of team members. Agile methodologies encourage greater responsibility from each participant while increasing the adaptability of the team to external changes.

Thus, teamwork in a project environment has several specific features: interdisciplinarity, clear role distribution, the importance of communication, motivation, and the use of agile management methodologies. The effectiveness of the

team is a decisive factor in project success; therefore, the manager's role is to create favorable conditions for cooperation, ensure high-quality communication, and maximize each participant's potential. A successful project team is not just a group of professionals performing their duties but an integrated mechanism where every detail matters. The effectiveness of this mechanism directly determines the overall success of the project.

### **References:**

1. PMI (2021). What is Project Management? [Електронний ресурс]. URL: <https://www.pmi.org/about/learn-about-pmi/what-is-project-management>. Date of access 03.10.2025.
2. Larson, E., & Gray, C. (2021). Project Management: The Managerial Process. 8th ed. New York: McGraw-Hill Education. 704 p.
3. Katzenbach, J., & Smith, D. (2005). The Wisdom of Teams: Creating the High-Performance Organization. New York: HarperBusiness. 320 p.

*Samoilenko A.V.,  
student,*

*Research Supervisor: Roienko L.V.,  
Senior teacher, the Department of Philology and Translation,  
Kyiv National University of Technology and Design, Kyiv, Ukraine*

## **KEY COMPETENCES OF A PROJECT MANAGER IN CONDITIONS OF CONSTANT CHANGE**

In modern world, changes occur rapidly and constantly, so it is important for a project manager to be flexible and ready to adapt to new circumstances, risks and requirements. It is also necessary to have a clear purpose and vision of the company's strategic goals and direct the team to achieve them.

In conditions of constant rapid changes and transformations, the task for the project manager becomes the determination and coordination of the requirements of the project participants, from which the initial data for making management decisions