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UNIQUENESS AS A BASIC DEFINITION IN THE PROJECT COMMUNICATION MANAGEMENT SYSTEM

УНІКАЛЬНІСТЬ ЯК ОСНОВНА ДЕФІНІЦІЯ В СИСТЕМІ УПРАВЛІННЯ КОМУНІКАЦІЄЮ ПРОЄКТУ

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The study and analysis of this issue in its symbiosis, i.e., the mutual consideration of communication management in the context of project management, is now not widespread in scientific circles and often has a specific practical description. That, in the author's opinion, also forms a certain potential in the relevance of such research. The purpose of the article is to study and analyze the features of communication in project management, as well as to determine the key methodological characteristics of this process. For successful implementation of communications in project management, as the author emphasizes, the following elements are highlighted: Communications planning – determining the information needs and expectations of participants, stakeholders. Distribution of information – timely provision of the necessary information that meets the requirements and expectations of the main participants of the project and stakeholders. Execution reporting. This information includes reports and monitoring on the current status, assessment of progress, and forecasting the progress of work on the project. Participant management – managing communications to meet the requirements and expectations of project participants and stakeholders for successful project completion. In project management, according to the author, we are dealing with a changed scheme of the process of evaluating the effectiveness of communication. At the same time, the changes do not concern the structural part, because the stages of functioning and development of the project itself can be flexible enough to respond to changes in the environment and thereby level out some of the structural elements. These changes relate specifically to the substantive part of this evaluation process. Thus, the author states that uniqueness is the main methodological component of the communication system in project management. This definition corresponds to the main content of project management and implements practically the content component of the whole communication process in project management. Along with the above, in the author's opinion, further research requires issues related to the risks and barriers of applying the elements of the uniqueness of communication activities in project management.

Keywords: project, project management, communication, uniqueness, isolation, uniqueness of communication, the uniqueness of the project, project communication system.

Вивчення та аналіз цієї проблематики у своєму симбіозі, тобто взаємному розгляді управління комунікаціями в контексті проєктного управління, нині не набуло широкого поширення в наукових колах і часто має конкретизований практичний характер опису. Що, на думку автора, також формує певний потенціал в актуальності таких досліджень. Метою статті є вивчення та аналіз особливостей процесу комунікації у проєктному управлінні, а також визначення ключової методологічної характеристики даного процесу. Для успішного здійснення комунікацій у проєктному менеджменті, як слушно наголошує, автор виділяють такі елементи: Планування комунікацій – визначення інформаційних потреб та очікувань учасників, стейкхолдерів. Розподіл інформації – своєчасне надання необхідної інформації, що відповідає вимогам та очікуванням основних учасників проєкту та стейкхолдерів. Звітність щодо виконання. Ця інформація включає звіти та моніторинг про поточний стан, оцінку прогресу та прогнозування ходу виконання робіт по проєкту. Управління учасниками проєкту – управління комунікаціями з метою задоволення вимог та очікувань учасників проєкту та стейкхолдерів для успішного завершення проєкту. У проєктному менеджменті, на думку автора, ми маємо

справу з дещо зміненою схемою процесу оцінки ефективності комунікації. У цьому зміні стосуються не структурної частини, оскільки етапи функціонування та розвитку самого проєкту можуть досить гнучко реагувати зміну довкілля і цим нівелювати деякі структурні елементи. Ці зміни стосуються саме змістовної частини даного процесу оцінки. Таким чином, автор констатує, що унікальність є основною методологічною складовою системи комунікацій у проєктному управлінні. Ця дефініція відповідає основному змісту проєктного управління та реалізує практично змістовну компоненту всього комунікаційного процесу у проєктному управлінні. Поруч із вищевикладеним, на думку автора, подальших досліджень потребують питання, пов'язані з ризиками та бар'єрами застосування елементів унікальності комунікаційної діяльності у проєктному управлінні.

Ключові слова: проєкт, управління проєктом, комунікація, унікальність, відокремленість, унікальність комунікації, унікальність проєкту, система комунікації проєкту.

Problem statement. Nowadays, in our opinion, the process of efficiency of management of any organization, regardless of what profile of activity is laid in its basis, depends less and less on the material provision of fixed assets or indicators of efficiency of morgue or average (absolute) profitability. Although, of course, the designated indicators are really important, just as well as human resource management or marketing management. However, the main essential definition of potential success in business today is the process of communication management. A correctly set up and effectively functioning communication system for an organization is the key to mutual understanding in both the external and internal environment. In this case, a balanced communication policy, which is inherent in constant development and improvement of methods of work, will increase the number of loyal subjects of business from the outside environment, and increase the percentage of loyal personnel inside. The communication process has always been quite dynamic and diverse. Forms and methods of communication policy are diverse and multidirectional. However, the general and main function of goal-setting for the whole communication policy has always been in priority over all others. And this, in our opinion, is a key feature of all communication activities. For the very processes of internal communication between team members, or the processes of business communication with external business partners, will ultimately depend on the mission that is at the head of the entire communication policy. In turn, such a primary goal will uniquely have different interpretations in different organizations, in enterprises of different profiles and scales, in institutions of different sectors of the state economy. That's why the special role of the communication in the adjustment of absolutely all processes inside the general company management has one more interesting refraction for the scientific consideration and analysis for today. It is a question of project management. It's not a secret

that management of projects as an independent element of modern business management has its own specific features which unequivocally has nothing in common with business processes in classical management of production system or management of the classical retail business. Moreover, in our opinion, project management because of its initial essential specificity has certain specificity of refraction in the management of the classical process of communications. This forms a special interest in the study of these processes.

Analysis of research and publications. In the modern scientific and business literature, there is a global variety of scientific publications on the subject of the communication management process.

The study of the communication process in the context of management has been carried out in scientific works: Pilkington A. [1] and Aquisição de consultoria informática para administração da plataforma de Customer Communication Management (BDOC), 2021 [2]. Structural aspects of communications of production enterprises have been investigated Tonchia S. [3]. The problems of using the communication resource for the adaptation of enterprises to changes in the external environment are reflected in the works [4]. The interaction of communication and organizational culture were considered [6]. Within the framework of communication management [5] studied various aspects of systemic communication management. The study of feedback within the enterprise are devoted to work [7]. Project management as a separate methodology of social management in business was analyzed in the works [8] and many others. A critical view of traditional project management is disclosed in the works [9] and others. Practical experience, methods, and tools of project management were considered in the works [10]. However, it should be noted that the study and analysis of this issue in its symbiosis, i.e., mutual consideration of communication management in the context of

project management, to date is not widespread in scientific circles and often has a specific practical description. That, in our opinion, also forms a certain potential in the relevance of this kind of research.

The purpose of this article is to study and analyze the specifics of the communication process in project management, as well as to determine the key methodological characteristic of this process.

Presentation of the basic material. So, when considering the methodological concepts declared by us, first of all, it is necessary to understand that these definitions have absolutely different essence denominations. That is, globally considering communication processes in project management, we consider a specific managerial process in the general segment of management. In other words, we have an initial rank division by goalsetting in which project management has a higher rank than the communication management process in the project itself.

And if with the first part – the process of communication management everything is quite simple for researchers, because both the term communication itself and the nature of management of this process are well and thoroughly studied, which entails a full understanding of the application of these or those communication technologies in practice. With the second subject area of our analysis, however, things are not so thorough. It is connected, first of all, with the fact that project management is a relatively young direction in management. And, naturally, today it passes a rapid stage of its formation and development both in theoretical and methodological, and practical terms.

Therefore, in the given context of our analysis (study of the interaction of two processes) the basic specification concerning what exactly the project represents and what its feature is necessary.

“Based on current national and international standards, under the project is understood: a temporary enterprise aimed at creating a unique product, service, or result; a set of interrelated activities aimed at creating a unique product or service under time and resource constraints, purposeful activity of a temporary nature designed to create a unique product or service, unique process consisting of a set of coordinated and manageable activities, having an initial and final execution date, undertaken to achieve the goal, complying with the established requirements, including time, cost and resource limitations” [6].

As variants of the definition of the project declared by us show, in all cases, we are talking about a such characteristics of the process, product, and service as uniqueness. That is, moving into the framework of project management, the manager must realize that all his procedural activity in the field of this management, which is realized in all operational actions, must meet the requirement of uniqueness.

“Uniqueness is a system characteristic that represents the uniqueness of the object of our attention by concept, structure, substrate or their relations” [4].

That is, considering managerial actions within the paradigm of project management, managers should be guided by the fact that they basically create and develop a system uniqueness in structure or concept definition, which in a material way, later can be refracted either into a product or into service.

In our opinion, this is the root of understanding project management. For we, as managers, understand that we create neither the “similar,” nor the “identical,” nor the “singular,” but precisely the “unique.” For the accuracy of our analysis, it should be noted that the concept of “uniqueness” must also be considered from the position of separateness. Thus, “uniqueness” without separateness is an abstract concept whose meaning is closer to the content of the concept of identity than to real uniqueness. The meaning of real uniqueness contains the presence of multitude as an opposite. Singularity without uniqueness is an abstract singularity, something that is necessarily singular but not unique. No comparison, no uniqueness [4].

Especially this comparison is actualized when considering specific actions or processes in the general paradigm of project management. In particular, analyzing communicative activity, we understand that managers are well aware of the methodology of creating, preparing, and retransmitting a message from the communicator to the recipient. But, knowing and understanding the general methodology, it is necessary to understand and implement this methodology in a “unique” way or in a unique format.

So, prioritizing the use of these or those channels of information transmission, in the communication campaign, managers must clearly imagine what manifests itself or how the uniqueness of a particular selected channel is realized. Moreover, the function of goal-setting designated by us at the beginning of the article, as a strategic function, sets guidelines for the future (potential, priority) outline of the project.

And it in its turn already possesses certain characteristics of uniqueness and is isolated by certain causal factors.

At the same time, we understand that different processes of project communication management may imply, the creation and development of certain links between the main participants of the subjects of the project. Therefore, for full-fledged transmission throughout the chain of communicative action, it is necessary to monitor the provision of sufficient and valid information. For successful implementation of communications in project management, the following elements are distinguished: Planning of communications – definition of information needs and expectations of participants, and stakeholders. Distribution of information – timely provision of the necessary information that meets the requirements and expectations of the main participants of the project and stakeholders. Performance reporting. This information includes reports and monitoring of the current status, progress assessment, and forecasting of the project's progress. Participant Management – Managing communications to meet the requirements and expectations of project participants and stakeholders for the successful completion of the project [2]. As can be seen from the above, the uniqueness of the communication aspect begins already at the stage of information distribution. For our requirements and expectations from the project, participants are unique because of their primary distribution and isolated because of the uniqueness of the future result of the project itself. However, in our opinion, we can speak about elements of uniqueness in the first stage latently. As the information necessary for the process of planning communications within the framework of project management can also

include elements of separable uniqueness. The detailed elements of planning can be depicted in the form of a scheme [2].

As we can see from the diagram, the input elements of the communication system are not just separated structurally. All the elements can and should include the characteristics of the process that is unique to this or that project.

“The whole totality of external environment factors can be differentiated into two groups: factors of direct influence (microenvironmental factors) and factors of indirect influence (macroenvironmental factors). Factors of direct influence directly and directly affect the pace and scale of development of the project and the effectiveness of its activities. The whole range of these factors is a kind of limitation system in project realization. Under the indirect influence environment, we understand the factors which may not have a direct and immediate influence on the project realization activity but nevertheless may have a negative influence in the long run. Here we are talking about the state of the economy as a whole, scientific and technological development, socio-cultural and political changes” [2].

Analyzing the factors of the external environment, the manager understands that certain characteristics in typical factors, which are in almost all similar projects, in this particular case are isolated by the project as unique connections. And these connections, in our opinion, are mainly concentrated in the factors of direct influence. Considering a spectrum of these factors as a system of restrictions, we are based on those factors, which constitute uniqueness.

“When developing a project communication system, all of the assets used to influence project success are grouped into two categories.

Entries	Tools and methods	Outputs
Factors of the external environment of the enterprise	Analysis of communication requirements	Communications Management Plan
Assets of organizational process	Means of communication	
Project content (subject area) description		
Project Management Plan		
Limitations		
Assumptions		

Figure 1. Scheme of management of the communication planning at the stage of the project development

The first is the organization's processes and procedures for conducting project work (standards, corporate rules, project management regulations, product and project life cycles, risk templates, communication requirements, etc.). The second is the corporate knowledge base for storing and retrieving information (content, cost, schedule and quality plans, risk registries, historical information, and knowledge base, etc.)" [2].

Considering the assets of the organizational process, the communicator initially allocates potential communication capital so that the members of the project team can fully create unique information for subsequent retransmission in certain channels and means of communication.

"The project's subject matter description is the documented basis for future project decisions and for communicating to all participants about the products and services of the project. The project management plan contains timelines and constraints that may affect communication planning" [2].

The project subject matter description and the project management plan from the communication management point of view meet the requirement of uniqueness a priori. Because, in fact, they are a part in which specific innovative and unique characteristics of the project itself, or its content are transferred to the structure of communication action, in which the uniqueness is reflected already through the application of certain communicative techniques.

When considering from the position of uniqueness the tools and methods of the communication process in project management, it is necessary to clearly understand what exactly is expected to be seen as a result. So, "the result of the communication requirements analysis is a summary of information needs and expectations of the project participants and its stakeholders. Information resources should be used to convey only that information that contributes to the success of the project or where a lack of communication may lead to negative consequences or even to the collapse of the project" [2].

The summary of the informative needs of the project as an information resource is a separate structure of the project itself, and the uniqueness of such a resource is in demand not only for the subject of the communicator (manager) but also for the subjects of stakeholders. Since the system of infocommunicative influence forms

in the latter a comprehensive vision of the uniqueness of the project.

Determining the means of communication, most often "the project management team can use a variety of methods of communication between project participants, from brief discussions to full meetings, from the usual written documents to materials available via the Internet. Factors influencing the choice of communication are the urgency of information, the availability of technology, and the duration of the project. The result of the communication planning process is a communication management plan" [5].

The uniqueness of the infocommunicative process, in this case, is implied in those or other specific communication tools, which the participants will choose. In this case, it is not even about the means of communication themselves, but about the conditions of application and isolation of the means itself to the potential result of the project. In other words, participants can use the network of organizational intracommunication by connecting external stakeholders to it, thereby modeling the uniqueness of both the communication process itself and the uniqueness of the potential outcome of the project.

As an example of the characteristic of communicative uniqueness in project management, we can take a specific case from the biography of the famous American businessman St. Jobs, who became interested in calligraphy while studying in college and worked long and hard on the appearance of fonts in his company "Apple". So, at a meeting, one employee dared to question Jobs' choice to "add beautiful fonts" to the Lisa computer, the forerunner of the Macintosh. Steve Jobs hired the font designer Susan Kare and convinced the rest of the Apple executives that fonts were a worthwhile way to spend their money and time [1]. Thus, it was an act of soft diplomacy, which was to apply in communication the unique characteristic of the project itself.

However, full-fledged analysis of the indicated by us problems provides for the consideration also of another important element in the structure of infocommunication in project management. We are talking about the evaluation of the effectiveness of communications. The problematic of the uniqueness of communicative activity and its isolation to the subject field of the project in which it is implemented is a necessary definition for the implementation of the project itself. The uniqueness of communications in the project is the key to the uniqueness of the

Table 1

Tasks of assessing the effectiveness of organizational communications

Object of evaluation	Assessment objective
Structure of the communication space	The effectiveness of the internal communications structure
Communication synergies	The presence of the effect of the interaction of different communication tools, arising when they are used together.
Quality of communications	Compliance of the set of parameters of the information and communication system with the requirements of the organization
Communication needs	The degree of satisfaction of information and communication needs in the organization, as well as the impact of dissatisfaction on the organization's development
Communication support	Level of provision of the organization with technical means of communication to implement communication functions
Communication culture	Degree of formation of a unified communicative space based on common cultural standards, traditions, and developed communicative competence
Feedback	Availability and productivity of internal and external feedback

Source: author's own development

project. So, the uniqueness of communications provides the desired effect of infocommunicative activity and ultimately leads to the effectiveness of the entire project.

From the table above, which identifies the main elements of the process of evaluating the effectiveness of organizational communications, we can see that for the classical communication systems in organizations is characterized by a logical sequence of processes to assess the effectiveness [3]. According to this logic, the evaluation comes from the structure of the communication space, passes through the main substantive stages, and ends with feedback. In project management, in our opinion, we are dealing with a somewhat modified scheme of the process of evaluating the effectiveness of communication. In this case, the changes do not relate to the structural part, because the stages of functioning and development of the project itself can respond flexibly enough to changes in the external environment and thereby negate some structural elements. These changes concern the content part of this evaluation process. In each of the proposed classical

stages of evaluation, in project management, it is necessary to distinguish one or another characteristic of uniqueness, which is the isolation of the project. Accordingly, the evaluation of the effectiveness of the communication process in the project will be based on the presence or absence of uniqueness parameters. And the more of these parameters will be found in the evaluation procedure, the more effective the communication passed and the more effective the communication procedure itself passed.

Conclusions and prospects for further research. Thus, we can state that uniqueness is the main methodological component of the communication system in project management. This definition meets the basic meaning of project management and implements in practice the content component of the whole communication process in project management. At the same time with the above, in our opinion, further research is required on the issues related to the risks and barriers of applying the elements of the uniqueness of communication activities in project management.

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