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*A. Arutiunian,
Legal Counsel, Legal Department, State Enterprise “Financing of Infrastructure
Projects”
ORCID ID: <https://orcid.org/0000-0001-7213-9616>*

PROJECT MANAGEMENT IN INTERNATIONAL FINANCIAL ORGANIZATIONS IN THE DIGITAL ERA

*А. А. Арутюнян,
юрист юридичного департаменту, Державне підприємство «Фінансування
інфраструктурних проектів»*

УПРАВЛІННЯ ПРОЄКТАМИ В МІЖНАРОДНИХ ФІНАНСОВИХ ОРГАНІЗАЦІЯХ У ЦИФРОВУ ЕПОХУ

The article presents a pioneering perspective on the transformative impact of digital technologies on project management within international financial organizations, balancing the promise of innovation and efficiency with the imperative to mitigate associated risks for ensuring project stability and effectiveness in the digital era.

Research findings underscore that embracing innovative project management methodologies significantly enhances project flexibility, responsiveness, and collaborative synergy. Leveraging dynamic risk management, empowered by real-time data analytics, proves pivotal in optimizing risk mitigation strategies. Moreover, transitioning towards matrix organizational structures and bottom-up planning methodologies fosters cross-functional collaboration, harnessing diverse team insights to bolster project realism and elevate success rates. The integration of predictive analytics and artificial intelligence emerges as a critical frontier, revolutionizing project forecasting and augmenting overall project outcomes.

These insights offer indispensable guidance for practitioners within international financial organizations, emphasizing the transformative impact of adopting agile methodologies, dynamic risk management strategies, and predictive analytics to elevate project management standards.

Future research directions should prioritize evaluating the enduring impacts of these innovative methodologies on project success rates across international financial organizations. Comparative studies contrasting agile methodologies with traditional approaches across diverse organizational contexts promise to deepen understanding and inform best practices. Additionally, exploring the seamless integration of AI and machine learning within predictive analytics frameworks is paramount for unlocking their full potential and addressing inherent limitations effectively.

Further investigation into how organizational culture and change management practices influence the adoption and efficacy of these transformative practices will guide tailored implementation strategies. Continuous monitoring of emerging risks and the efficacy of novel risk management tools remains indispensable for navigating the dynamic and evolving digital landscape effectively.

У статті представлено новаторський погляд на трансформаційний вплив цифрових технологій на управління проєктами в міжнародних фінансових організаціях, який гармонізує потенціал інноваційних рішень з необхідністю пом'якшення пов'язаних з ними ризиків для забезпечення стабільності та ефективності проєктів у цифрову епоху.

У дослідженні підкреслено, що використання інноваційної методології управління проєктами значно підвищує гнучкість, оперативність та синергію від взаємодії між різними акторами. Застосування динамічного управління ризиками, підсиленого аналізом даних у режимі реального часу, є ключовим елементом в оптимізації стратегій управління ризиками. Крім того, перехід до матричних організаційних структур і планування за принципом «знизу-вгору» сприяє налагодженню взаємодії між членами проєктних команд, використовуючи різноманітність їхніх знань і навичок для підвищення ефективності проєктів. Інтеграція предиктивної аналітики та штучного інтелекту є ключовою характеристикою нових підходів до прогнозування результативності та контролю за етапи імплементації проєктів.

Отримані в рамках статті висновки, зокрема підтвердження трансформаційного впливу впровадження гнучкої методології, динамічних стратегій управління ризиками та предиктивної аналітики для підвищення

стандартів управління проєктами, є корисними для фахівців-практиків у міжнародних фінансових організаціях

Пріоритетними напрямками майбутніх досліджень має стати оцінка довгострокового впливу інноваційних підходів на показники успішності проєктів міжнародних фінансових організацій. Компаративний аналіз гнучкої методології з традиційними підходами в різних організаційних контекстах, дозволять визначити найбільш ефективні практики або їх комбінації. Крім того, аналіз можливостей інтеграції штучного інтелекту та машинного навчання в рамках предиктивної аналітики має першорядне значення для розкриття їхнього повного потенціалу та ефективного подолання притаманних їм обмежень.

Подальше дослідження того, як організаційна культура й практика управління змінами впливають на прийняття й підвищення ефективності трансформацій методології управління проєктами в міжнародних фінансових організаціях дозволить розробити індивідуальні стратегії імплементації інновацій. Перспективним є також проведення постійного моніторингу нових ризиків та інструментів управління ними для розроблення рекомендацій для міжнародних фінансових організацій щодо їх адаптації до динамічного й мінливого цифрового середовища.

Keywords: agile methodologies, digital transformation, global finance, international financial organizations, project management.

Ключові слова: гнучкі методології, цифрова трансформація, глобальні фінанси, міжнародні фінансові організації, управління проєктами.

General statement of the problem and its connection with important scientific or practical tasks. The rapid advancement of digital technologies presents significant opportunities and challenges for project management in international financial organizations. This evolution involves a shift from traditional methodologies to innovative approaches aimed at enhancing project flexibility, integrating real-time data, and promoting collaborative strategies crucial for navigating the complexities of the digital age.

However, this transition also brings critical challenges that must be tackled to ensure successful project outcomes. Traditional project management methods, known for their systematic and structured nature, often lack the flexibility needed in dynamic

and intricate environments. The demand for adaptability and immediate responsiveness has thus become imperative, driving the adoption of more iterative and collaborative methodologies.

Investigating this dual transformation – leveraging technological advancements for innovation and efficiency while managing associated risks – is essential for ensuring the stability and effectiveness of project management in international financial organizations during the digital era. Addressing these challenges is pivotal for the sustainable development and success of projects within these institutions.

Analysis of recent studies and publications. The impact of digitalization on project management has been widely studied across various organizational contexts. For instance, Vukadinović and Fabac provide a comprehensive overview of multidisciplinary research supporting digital transformation development, emphasizing the impact of digital technologies on organizational performance. They explore various approaches to digital transformation, such as strategy-focused, process-oriented, structural, and project-based methods. A key focus is the role of Project Management Offices (PMOs), which have evolved into Digital PMOs by incorporating new digital competencies. Case studies from Croatian companies illustrate how PMOs contribute to successful digital transformation through hybrid project management methodologies [1, p. 323]. However, the findings are not sufficiently generalized to IFOs, which operate on different scales and face unique challenges such as cybersecurity and regulatory compliance.

Gonçalves et al. examine the relationship between project management (PM) and digital transformation (DT), highlighting the importance of aligning digital technologies with strategic business goals. Their study identifies four key factors – competencies, strategy, digital technologies, and portfolio management – that are crucial for successful DT [2, p. eRAMR230075]. Despite the emphasis on PM's adaptive capabilities, the research lacks depth in theoretical frameworks specific to financial organizations, limiting its applicability to IFOs undergoing digital transformation.

Auth, Jokisch, and Dürk discuss the potential of artificial intelligence (AI) to automate tasks in project management, drawing parallels with early automotive assistance systems. They highlight the technical feasibility of AI but point out

practical implementation challenges, particularly in financial environments where acceptance, reliability, and ethical considerations are paramount [3, p. 33-34]. The discussion on the ethical and legal implications of AI remains superficial, missing critical issues such as data privacy and fiduciary responsibilities unique to IFOs.

Sahadevan explores the benefits of integrating AI into project management, emphasizing its role in resource allocation, decision-making, risk management, and planning. The author argues that AI should complement human skills rather than replace them [4, p. 358]. However, the study does not adequately address the specific ethical and regulatory considerations crucial for AI adoption in IFOs, particularly concerning data security and privacy.

Abdi Khalife, Dunay, and Illés analyze the evolution of project management research using bibliometric analysis. They introduce a novel ranking indicator, ICCO, to assess keyword networks and identify future research areas [5, p. 78-79]. While the study provides valuable insights into emerging themes, it does not deeply explore the unique challenges faced by IFOs in the digital era, such as cybersecurity risks and regulatory compliance in global markets.

Droesse examines the organizational structures and funding mechanisms of various IFOs, highlighting the need for diversified funding sources and inclusive stakeholder engagement. However, the article does not delve deeply into the ethical, social, or regulatory implications of adopting new digital technologies within IFOs [6, p. 180-181]. The lack of specific examples or case studies limits the practical relevance of the analysis.

Gvozdej assesses Ukraine's cooperation with major IFOs, analyzing the benefits and drawbacks of such collaborations [7, p. 56-58]. While the study provides a detailed analysis of traditional financing and project management approaches, it lacks discussion on how IFOs manage digital risks and implement innovative financing models or digital solutions.

Klymenko, Pavliuk, and Savostianenko evaluate the implementation of infrastructure projects financed by IFOs, emphasizing the need for effective resource utilization [8, p. 56-57]. The article suggests adopting the World Bank's methodology for prioritizing projects but does not discuss innovative approaches such as smart infrastructure or digital tools for risk management. The role of stakeholder

engagement through digital platforms is also overlooked.

Bodnar and Herasymenko explore global practices in financing infrastructure projects, highlighting the importance of private investment [9, p. 29-30]. While the study mentions risk mitigation strategies, it does not explore how digital tools can be used to enhance these strategies. The focus on experiences from specific countries limits the applicability of the findings to a broader international context.

Nurgaliyeva, Ismailova, and Sarybayeva assess the future prospects of budgeting systems in international organizations, emphasizing the integration of advanced technologies to enhance management models [10, p. 49]. However, the study could benefit from practical insights and case examples to enhance its credibility and applicability. The conclusions on decentralization and motivational aspects lack specificity in relation to project management in IFOs.

Despite the insights provided by above mentioned pieces of research, there is a notable gap in the literature regarding the impact of digital transformation on project management within international financial organizations.

Formulation of the objectives of the article (task statement). The article aims at exploring the transformation of project management methodologies within international financial organizations in the digital era, focusing on the transition from conventional to innovative approaches.

Summary of the main research material. Table 1 illustrates the transition from conventional to modern project management methods in international financial organizations, emphasizing the importance of flexibility, real-time data integration, and collaborative strategies. These advancements are crucial for effectively navigating the intricate and ever-changing landscape of the digital age, enabling projects to be managed with greater efficiency and adaptability.

The waterfall model, as a traditional approach, follows a linear and sequential progression, which is methodical yet rigid. Each phase must be completed before the next begins, which can hinder flexibility and adaptability to evolving requirements. In contrast, agile methodology shifts towards iterative and incremental development, prioritizing flexibility and continuous enhancement. Agile fosters swift responses and effective problem-solving through frequent adjustments and customer collaboration, making it well-suited for the dynamic demands of the digital era.

Table 1. Potential evolution of project management practices in international financial organizations

Conventional methodology	Description	Innovative methodology	Description
Waterfall model	Sequential phases from requirements to deployment.	Agile methodology	Iterative development with flexible, incremental deliveries.
Gantt charts	Visual representation of project schedule and timelines.	Kanban boards	Visual workflow management system with task cards and columns.
Critical path method (CPM)	Identifies longest path of dependent tasks to determine project duration.	Scrum framework	Iterative process with short sprints and regular reviews.
Traditional risk management	Identifies, assesses, and mitigates risks using a static approach.	Dynamic risk management	Continuously monitors and adapts risk strategies based on real-time data.
Functional organizational Structure	Projects managed within specific functional departments.	Matrix organizational structure	Combines functional and project-based structures for flexibility.
Top-down planning	Management-driven project planning and decision-making.	Bottom-up planning	Involves team members in planning and decision-making processes.
Standardized reporting	Regular, formal reports on project progress and performance.	Real-time dashboards	Live updates on project status, metrics, and key performance indicators.
Linear task Assignment	Tasks assigned in a straightforward, sequential manner.	Cross-functional teams	Teams composed of members from various departments working together.
Predictive analysis	Forecasts project outcomes based on historical data.	Predictive analytics and AI	Uses advanced data analytics and AI to predict and improve project outcomes.
Fixed budgets	Strict adherence to pre-defined budget allocations.	Adaptive budgeting	Budgeting adjusts in response to project needs and external changes.

Source: elaborated by the author.

Gantt charts have historically served as fundamental tools in project management, offering a visual depiction of project timelines. They provide structured oversight but can be cumbersome when managing intricate projects. Kanban boards, an innovative alternative, offer a more dynamic approach by visually organizing tasks into cards and columns. This system enables real-time tracking of progress and workload distribution, enhancing team collaboration and operational efficiency.

The critical path method (CPM) focuses on identifying the longest sequence of dependent tasks to estimate project duration accurately. While effective for initial planning, CPM's sequential nature can limit adaptability to changing project

dynamics. In contrast, the scrum framework embraces an iterative approach with short cycles and regular reviews. This methodology facilitates continuous improvement and flexibility, crucial for responding promptly to evolving project requirements in the digital age.

Traditional risk management involves static identification, assessment, and mitigation of risks early in the project lifecycle. This approach may result in outdated risk strategies as project conditions evolve. Dynamic risk management, however, employs real-time data to continuously monitor and adjust risk strategies throughout the project. This proactive approach enhances risk mitigation effectiveness, enabling projects to swiftly address emerging threats and capitalize on opportunities.

Projects traditionally structured within functional organizational structures operate within departmental silos, potentially limiting cross-functional collaboration. In contrast, the matrix organizational structure integrates functional and project-based roles, fostering flexibility and resource sharing across departments. This collaborative model promotes interdisciplinary teamwork and optimizes resource utilization, aligning well with the complexities of modern project environments.

Top-down planning traditionally relies on management-driven decision-making and project planning, ensuring alignment with organizational objectives. However, this approach may overlook valuable insights and perspectives from team members actively involved in project execution. Bottom-up planning, conversely, engages team members in the planning process, encouraging ownership and leveraging diverse viewpoints. This collaborative approach enhances plan realism and achievability, thereby boosting team morale and project success rates.

Standardized reporting entails regular, formal reports on project progress, which, while detailed, may lag behind real-time project developments. In contrast, real-time dashboards provide live updates on project metrics and key performance indicators, offering immediate visibility into project health. This real-time data enables agile decision-making and prompt issue resolution, crucial for managing projects efficiently in today's fast-paced digital landscape.

In linear task assignment, tasks are traditionally allocated in a sequential manner, potentially leading to bottlenecks and limited adaptability to changing project requirements. Conversely, cross-functional teams comprise members from

various departments collaborating throughout the project lifecycle. This collaborative approach fosters innovation, problem-solving, and operational efficiency by harnessing diverse skill sets and perspectives.

Predictive analysis in traditional project management relies on historical data to forecast project outcomes, albeit constrained by data quality and relevance. In contrast, Predictive analytics and AI represent a transformative leap, leveraging advanced data analytics and machine learning to predict and enhance project outcomes. This technology-driven approach delivers precise insights for informed decision-making and proactive risk management, crucial in navigating complex project landscapes.

Traditional project management often adheres to fixed budgets, rigidly allocating resources based on predefined estimates. This approach can hinder flexibility in responding to unforeseen challenges or evolving project requirements. Adaptive budgeting, however, allows for real-time adjustments in budget allocations, ensuring resources are deployed efficiently and effectively aligned with evolving project needs and external factors.

Mitigating the various risks in project management within global financial organizations in the digital age demands employing advanced tools and proactive strategies (Table 2). These measures enable organizations to effectively navigate the complexities of the digital environment, ensuring projects are executed successfully and with long-term viability.

The increasing reliance on digital platforms heightens the risk of cybersecurity threats, which can significantly compromise sensitive information through data breaches and cyberattacks. Advanced encryption employs sophisticated algorithms to secure data integrity and confidentiality effectively. Multi-factor Authentication (MFA) enhances security by requiring multiple verification steps, thereby reducing unauthorized access risks.

Data privacy concerns are critical, especially under stringent regulations like GDPR, where non-compliance can result in severe penalties. Compliance audits are vital for regularly reviewing practices to ensure adherence to data protection laws. Data anonymization mitigates these risks by removing personally identifiable information from datasets while preserving data utility.

Table 2. Project risk management in international financial organizations in the digital era

Risk	Description	Mitigating tool	Description
Cybersecurity threats	The risk of data breaches and cyberattacks compromising sensitive information.	Advanced encryption	Uses complex algorithms to protect data integrity and confidentiality.
		Multi-factor authentication (MFA)	Requires multiple verification steps to enhance security.
Data privacy issues	The risk of non-compliance with data protection regulations leading to penalties.	Compliance audits	Regular reviews to ensure adherence to data protection laws and standards.
		Data anonymization	Process of removing personally identifiable information from datasets.
Technological disruptions	The risk of project delays or failures due to sudden technological changes.	Continuous monitoring	Regularly tracks technological trends to anticipate changes.
		Agile methodology	Promotes flexibility and adaptability in response to technological shifts.
Resource allocation problems	The risk of inefficient use of resources leading to project delays or cost overruns.	Resource management software	Tools that optimize the allocation and utilization of project resources.
		Adaptive budgeting	Allows for real-time adjustments in budget allocations based on project needs.
Regulatory compliance risks	The risk of failing to meet regulatory requirements resulting in legal issues.	Legal compliance software	Automates the monitoring and implementation of regulatory requirements.
		Regular training programs	Keeps staff updated on the latest regulations and compliance practices.
Stakeholder management issues	The risk of miscommunication or unmet expectations among stakeholders.	Stakeholder engagement platforms	Tools that facilitate effective communication and collaboration with stakeholders.
		Regular feedback sessions	Structured sessions to gather and address stakeholder feedback.
Scope creep	The risk of uncontrolled changes or continuous growth in project scope.	Scope management tools	Software that tracks scope changes and maintains project boundaries.
		Change control processes	Formal procedures to evaluate and approve changes to project scope.
Skill gaps	The risk of insufficient skills or expertise within the project team.	Training and development programs	Initiatives to enhance the skills and knowledge of the project team.
		Cross-training	Encourages team members to learn multiple roles and responsibilities.
Project integration risks	The risk of poor coordination between different project components.	Integrated project management software	Centralizes project information and facilitates coordination.
		Project integration management	Ensures all project components work together harmoniously.
Market volatility	The risk of market fluctuations affecting project outcomes and financial stability.	Financial hedging	Strategies to protect against market risks using financial instruments.
		Scenario planning	Analyzes potential future events to prepare for market changes.

Source: elaborated by the author.

The rapid pace of technological change poses challenges, potentially disrupting projects and causing delays or failures. Continuous monitoring of technological trends helps organizations anticipate and adapt to these changes swiftly. Agile

methodology enhances adaptability by promoting flexibility, enabling teams to respond quickly to new technological developments.

Inefficient resource allocation can lead to project delays and cost overruns. Resource management software optimizes project resource utilization, ensuring efficient allocation. Adaptive budgeting complements this by allowing real-time adjustments to budget allocations based on current project needs, thereby preventing financial mismanagement.

Failure to comply with regulatory requirements can result in legal issues and financial penalties. Legal compliance software automates monitoring and implementation of regulatory requirements to ensure ongoing compliance. Regular training programs educate staff on the latest regulations and best practices, reducing the risk of non-compliance.

Effective communication and stakeholder management are crucial for project success. Stakeholder engagement platforms facilitate collaboration and keep stakeholders informed and engaged. Regular feedback sessions provide structured opportunities to address stakeholder concerns, aligning project outcomes with stakeholder expectations.

Uncontrolled changes in project scope can disrupt projects. Scope management tools track changes and maintain project boundaries to prevent scope creep. Change control processes formalize procedures for evaluating and approving scope changes, ensuring modifications are justified and managed appropriately.

Skill gaps within project teams can hinder progress. Training and development programs enhance team skills and knowledge. Cross-training encourages team members to learn multiple roles, fostering versatility and reducing dependency on specific individuals.

Poor coordination between project components can lead to integration issues. Integrated project management software centralizes project information, improving coordination and communication across teams. Project integration management ensures harmonious collaboration among components for cohesive project execution.

Market fluctuations pose risks to project outcomes and financial stability. Financial hedging strategies use financial instruments to mitigate market risks and buffer against adverse movements. Scenario planning analyzes potential future

events, allowing organizations to prepare for and manage the impact of market changes effectively.

Conclusions and prospects for further research in this area. The shift from traditional to innovative project management approaches in international financial organizations emphasizes flexibility, real-time data integration, and collaborative strategies. While methods like the waterfall model and Gantt charts are structured, they often prove inadequate in dynamic environments. Agile methodologies, along with tools such as Kanban boards and real-time dashboards, mitigate these shortcomings by fostering adaptability, continuous improvement, and immediate project status visibility.

Dynamic risk management, utilizing real-time data, enhances risk mitigation strategies proactively, addressing emerging threats effectively. Transitioning to matrix organizational structures and bottom-up planning encourages cross-functional collaboration and harnesses diverse team insights, enhancing project realism and success rates. Similarly, the adoption of predictive analytics and AI represents a significant leap forward in forecasting and improving project outcomes, ensuring alignment with future needs and technological advancements.

Future research should investigate the long-term impacts of innovative methodologies on project success rates in international financial organizations. Comparative studies examining the efficiency, adaptability, and overall outcomes of agile versus traditional methodologies across various projects and organizational contexts will provide deeper insights. Additionally, exploring the integration of AI and machine learning in predictive analytics will clarify their potential and limitations in project management.

Further research avenues include studying how organizational culture and change management influence the adoption and success of innovative project management practices. Understanding the barriers and enablers in diverse cultural settings can inform tailored strategies for global implementation. Moreover, investigating the role of continuous training and development in enhancing team capabilities and closing skill gaps remains critical.

As digital transformation accelerates, ongoing research should focus on emerging risks and the effectiveness of new risk management tools and strategies.

Analyzing the interaction between technological advancements and project management practices will be crucial for international financial organizations to navigate future challenges and capitalize on opportunities in the digital era.

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