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THE STUDY OF CULTURAL AND BUSINESS CONTEXT OF THE P2M IMPLEMENTATION IN UKRAINE

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ABSTRACT

We devoted this research to studying relation between cultural and business context and implementation of project management methodology. It is truly recognized that project management methodology is not just a list of rules or the standard. It reflects way of vision, thinking and acting. But the understanding of this phenomenon is not enough. In this paper we searched how close context of the P2M methodology (which was created by Japanese for Japanese) to the context of Ukrainian culture and business. Relying on experts interviews and further statistical processing of their answers we concluded that properties needed to apply P2M methodology are not really natural for Ukrainians. From the prospective of the interaction between stakeholders in projects in Ukrainian environment we've got following conclusions: interaction is an object of managerial activity; to manage interaction means to moderate generating of common vision of the project and thus to provide their active support; it is expediently to consider interaction management as a separate managerial function with special competences.

General Terms

Project Management, Methodology, Cultural and Business Context.

Keywords

Project interaction, P2M, mentality, questioning, semantic analyses, expert's opinion, statistical parameters of comparison.

1. INTRODUCTION

Project management methodology quickly renovates in the conditions of knowledge economy. From one hand, it is a mortgage of its permanent and actual development. From other hand – this generates the task to adapt different project management methodologies for different cultural and business-environments. We will bring opinions of well-known researchers and practitioners on this point.

Leading researcher of corporate cultures of organizations in different countries of the world G. Hofstede [1, 2] asserts that "responsibility and duties we assume are based on domestic, educational, linguistic, family, social, regional, religious and ethic ground that influences on our behavior as personality in a collective and as a professional" [3]. Basing on results of 27 countries from 10 world regions research he succeeded to find out in the aspect of national and corporate cultures differences that they considerably differ not only between countries but also between organizations within one country. This conformity to law in project management is confirmed by S. Jessen's research [4], wo educed the features of project management efficiency in different countries during the project phases and on the whole basing on results of the study of 60 projects on three continents relying on the of G. Hofstede's model. This conclusion is also confirmed by authoritative opinion of one of leading experts in project management Rodney Turner. In the work "Guidance on the project-oriented management" he claimed: "Project management methodology is not simply a method, but also thinking principle» [5, 527]. "Results demonstrate that project management is typically the western approach to solve problems" [5, 526]. Being based on the results of by S. Jessen's researches and experience of projects implementation in the different countries all over the world, an author proved the ranked row of countries by the criterion of readiness to apply

project management methodology [5, 522]. Top (the best) part of range is occupied by European countries (at the head with Germany) and USA, middle are the Arabic, East-African and Scandinavian countries, and lower are countries that develop (does not include the country of former Union of Independent States). Such conclusions of author confirm, that effectiveness and efficiency of projects implementation are largely determined by the national cultural features of countries, in that they will be realized: "We consider sometimes, that project management is an area of knowledge with universal rules, that are identically used in the world. At such context project management is considered as science dealing with mechanic systems of universal application. In reality project management is a social science (sometimes an art) that must be used differently in different cultures" [5, 525].

From this point of view obviously, that leading project management methodologies represent national cultural features. Their application in projects that will be realized in Ukraine (and close cultures of Russia, Belarus) should take into consideration specific of national mentality (East Slavic). Otherwise it may lead to impossibility to get the same results in other countries in relation to countries, in that they were worked out.

Being based on own rich experience in the project management sphere, one of developers of PMI PMBOK B. Duncan is sure: "there are not standards in the sphere of Project Management for all cases of life. They can not be examined as a culinary book. Projects, including the identical, on different national and cultural soil, are unique events… Within the framework of any standard there is invariant part. In any country it is necessary to sterilize instrument before a surgical operation; cultural traditions can influence at the same time, for example, the intensity of distribution of infections and the same on realization of sanitary-hygenic projects. ...Project manager is under an obligation to take into account everything, including national influences on the project motion, and also related risks" [6].

Today methodology of P2M (Project and Program management, farther is Guidance) is actively inculcated in Ukraine [7]. It is confirmed by not only by plenty enough of publications devoted to this point but also practical steps of its application at the level of standard of public organ - Ministry of finance of Ukraine [8]. But the practice shows that implementing of well-known P2M system by Ukrainian project managers does not bring the same results as companies of Japan demonstrate [9]. In Guidance of P2M repeatedly claimed that it is created to solve problems of Japan companies and considers their culture. Thus P2M is based on worldview that reflects national cultural features of Japan nation and related business features of Japan companies. Intuitively researchers and practices feel and acknowledge that methodology must be adapted under realities of cultural and business-environment. However purposeful studies in this direction were not conducted yet.

2. METHODOLOGY OF THE STUDY

Study of perception features of P2M positions in Ukrainian cultural and business-environment conducted from positions of the project stakeholders' interaction. In [10] it is shown that any mechanism of the project and program management must envisage the components related to interaction. In the conditions of knowledge economy the role of interaction as swiftly rose as a success factor of projects. The analysis of base concepts and positions of P2M methodology from these positions testifies that it already distinguished interaction management contexty in a separate administrative function [11, 12]. Thus an object of management is not process of stakeholders' interaction, but environment of their interaction with the aim to form common vision of the project, id est an environment of interaction. It is examined as self-controlled object (system) in that stakeholders a priori sent to the fruitful dialogue, openness, respect, tolerance, and able to show centripetal activity despite possible difference in values, vision of the project. Id est if stakeholders demonstrate these properties, that match the requirements of the interaction environment platforms, the process of interaction is not examined as an object of management. From data of annual researches (for example [13-15]), swiftly rose also a problem of interaction and interaction management in projects. Principal reasons of problems with a project are: manager's ability to work with problems, diminishing risks; to be a strong leader able to negotiate with top management and justify expectation in resource management. Thus complication of manager's communications is related to the necessity to convince the customers of necessity to accept changes at the terms of bad connection and lack of clarity and trust, opposite policies and priorities. Id est one of principal reasons of problems with projects is ability of manager to interact and manage interaction of other stakeholders. For this reason the project manager became a key success factor of projects.

Absence in the P2M Guidance of the concept "interaction" explicit presentation defined the content of the research program that envisaged implementing of five stages with following aims:
• stage 1: to explicate "interaction" essence in the context of Guidance (in the context of national mental features of Japan);

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• stage 2: to formalize main claims which reflect requirements to the subjects of interaction in project from position of the Guidance methodology;

• stage 3: to establish the degree of accordance between claims and real state in the conditions of Ukrainian cultural and business-environments on the basis of opinions of practicing project managers;

• stage 4: to establish the degree of accordance between claims and actual position in different countries on the basis of opinions of experts from Ukraine, Belarus, Japan;

stage 5: to expose possible problems of the Guidance methodology application in the aspect of stakeholders' interaction in the conditions of Ukrainian cultural and business-environment.

3. MAIN FINDINGS

1.During the first stage questioning was conducted of 30 respondents - experts in project management, philosophy, projects, pedagogics - for which category "interaction" is one of base within their activity branch. Respondents who interface interaction as phenomenon of their vital functions were attracted also. In the process of research respondents studied text of 29 paragraphs from Guidance, in that term "interaction" was used and formalized, being based on their own world view, perception of the world, vital and professional experience, a context in that, on their opinion, a term was applied in a certain indention. Generalization of questioning results allowed to get explications of "interaction" in the context of every Guidance indention. This was a basis to extract signs of interaction (table 1).

Table 1. A context of the use of term "interaction" in the P2M Guidance

№	Page in P2M	Context
1	18	A process in intellectual space (community)
2	46	Reason of uncertainty appearance at a value creation management
3	48	Process due to which stakeholders devote to the project; by means of that active intellectual space is created
4	56	Time during that correcting actions will be realized
5	90	Process in that participation and fruitful dialogue of stakeholders takes place
6	96	Intercommunication of plural values of the program
7	98	Process in that projects are created
8	99	Process the context of that determines interpretations of general picture of the program
9	103	Process the rules of that determine realization of intercommunication between the program and projects, will liquidate bureaucratic difficulties and undocking between the program and projects
10	105	Process that influences on the change of understanding of the program stakeholders
11	108	Process for that principles of intercommunication with surroundings are set
12	109	Process in that the mutual relations of unit and its parts turn out
13	116	Process that provides connection between projects
14	116	Process that provides connection between projects
15	118	Process that helps to interpret values on the way to achieve the project mission
16	122	Connection between the components of the program
17	125	Process, in that values are interpreted for determination common in spheres, tasks, aims and facilities
18	128	Process in that knowledge is used at creation of values in competition surroundings
19	147	Process that gives sinergistical effect of creation fully new and creative values
20	147	Process by means of that the service model of value realization will be realized for a client
21	151	Process in that the real collaboration will be realized in virtual space
22	151	Process by means of that there is integration of different knowledge and cultures, common open work
23	152	Process by means of that administrative activity will be realized with surroundings
24	153	Process that has rules, language (terminology)
25	154	Process realization of that determines a program context
26	154	Process that has an interface between organization and members of program team
27	155	Process in that by means of minimum set of rules stakeholders support own professionalism
28	155	Process that takes place in the program's space
29	156	Process that has own methods

Semantic interpretation of statements that remove the context of the use of term "interaction" [16], allows making next intermediate conclusions:

- a term "process" comes forward as the nearest family term to interaction (in 26 out of 29 statements);
- most substantial specific features of interaction are following:

-realization in intellectual space (statements 1, 28) and simultaneously means of creation and activation of intellectual space of project (statements 3, 18);

-the aim at integration of program components in the whole unit (statements 6, 12, 13, 14, 16, 22); the aim at integration of stakeholders in whole unit, including forming of general vision of the program and harmonization of values (statements 5, 8, 15, 17, 19, 21, 25); reason and means of changes in a project (statements 2, 4, 7, 10, 20, 23); presence of the special rules and methods of realization (statements 9, 11, 24, 26, 27, 29).

Generalization of these signs gave an opportunity to set forth determination of interaction in the context of Guidance: *cooperation in projects is a process realization of that by means of the special methods and rules in intellectual space of project is: aimed at integration of the project components and stakeholders in whole unit due to forming common vision of project and harmonization of values; it is reason and means to accept and implement changes in project, to create and activate intellectual space of project.*

2. On the second stage semantic interpretation of Guidance text is conducted. Basing on essence and features of the project interactions, we distinguished descriptions of stakeholders needed for successful application of P2M methodology. As stakeholders we considered companies (organizations) and their project activity on the whole, and also individuals. We got 17 statements, 6 of them refers to companies (table 2), and 11 – to individuals (table 3).

Table 2. Descriptions of organizations and their project activity as a subject of interaction in the context of P2M Guidance

№	Description
1	The management of middle range is the core of organizational structure
2	In order to receipt the competitive edges organization displace accents, less focusing on industrialization, and anymore - on creation of the systems that unite unique knowledge for the generation of new values
3	Organizations are striving to collaborate with other organizations, communications between the differently directed businesses
4	Organizations will implement projects and programs, that are characterized an openness, transparency, accordance to the world standards
5	Projects and programs will be implemented by organizations for the achievement of welfare, profitability, social justice, prosperity
6	Participating in international projects and programs, organizations are ready to share their knowledge and give access to the corporate databases and knowledge bases

Table 3. Descriptions of personalities (representatives of stakeholders) and their activity in project as subjects of interaction in the context of P2M Guidance

№	Description
1	Aspiring to researches
2	Team work
3	Devoted to organization
4	Open communication and exchange of knowledge
5	Deep understanding of problems
6	Respect of cultural differences
7	Aspiring to the fruitful dialogue and participating in effective interaction
8	A mutual trust when implementing common tasks
9	Observance of social ethics norms
10	Orientation on a fruitful interaction and obligatoryness in-process
11	The employees of organizations are, as a rule, talented professionals, with deep analytical capacities and strategic vision, high intellectual potential, ability for correct professional communication

3.During realization of the third stage questioning of the 42 Ukrainian practicing project managers from five regions of Ukraine was conducted. All respondents had experience of practice no less than 7 years in project management in different industries. The basic fate of respondents had an experience in project management in development and building, education, IT, pharmaceutics. A question sheet contained the statements got on the second stage. Experts estimated degree of accordance between above-mentioned statements and real state of cultural and business-environments that reflect features of Ukrainian national mentality and comes forward as an indicator of likeness/difference of national

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mental features in relation to mentality of employees of the Japanese companies. For the exposure of degree of accordance respondents estimated a statement on a linguistic Likert scale built on the basis of 5-ball scale [17]: fully agree, anymore agree, 50/50, no longer agree, fully not agree. The results of questioning are driven to the table 4.

Table 4. Results of questioning of practicing project managers in Ukraine, %

№	Statement	Degree of consent					Statistic. ball estimation
		Fully agree	Anymore agree	50/50	No longer agree	Fully not agree	
		Ball estimations					
		1	2	3	4	5	
1	The management of middle range is the core of organizational structure	28,6	33,3	33,3	4,8	0	2
2	In order to receipt the competitive edges organization displace accents, less focusing on industrialization, and anymore - on creation of the systems that unite unique knowledge for the generation of new values	23,8	33,3	33,3	4,8	4,8	2
3	Organizations are striving to collaborate with other organizations, communications between the differently directed businesses	23,8	33,3	23,8	14,3	4,8	2
4	Organizations will implement projects and programs, that are characterized an openness, transparency, accordance to the world standards	4,8	4,8	28,6	58,3	9,5	4
5	Projects and programs will be implemented by organizations for the achievement of welfare, profitability, social justice, prosperity	14,3	47,5	28,6	4,8	4,8	2
6	Participating in international projects and programs, organizations are ready to share their knowledge and give access to the corporate databases and knowledge bases	4,8	14,3	28,6	28,5	23,8	4
	To the employees of organizations inherent following:						
7	Aspiring to researches	4,8	19,1	47,5	28,6	0	3
8	Team work	19,1	19,1	52,3	9,5	0	3
9	Devotion to organization	0	19,1	71,4	9,5	0	3
10	Open communication and exchange of knowledge	4,8	28,6	33,2	28,6	4,8	3
11	Deep understanding of problems	4,8	28,6	33,2	28,6	4,8	3
12	Respect of cultural differences	4,8	33,2	38,2	23,8	0	3
13	Aspiring to the fruitful dialogue and participating in effective interaction	19	23,8	28,6	28,6	0	3
14	A mutual trust when implementing common tasks	9,5	28,6	28,6	33,3	0	3
15	Observance of social ethics norms	4,8	38,1	38,1	9,5	9,5	3
16	Orientation on a fruitful interaction and obligatoryness in-process	14,3	28,6	33,3	23,8	0	3
17	The employees of organizations are, as a rule, talented professionals, with deep analytical capacities and strategic vision, high intellectual potential, ability for correct professional communication	9,5	4,8	42,8	28,6	14,3	3

Comparison of the expected meanings of average, median and mode for each statement (it is driven to the last column of table 4) gave an opportunity to educe the typical value of point (in terminology of work [18]). It sets the degree of accordance to statements of the real state during projects realization in the conditions of Ukrainian cultural and business-environments. From a table 4 is evidently that for organizational statements 4 out of 6 match a degree "anymore agree", and 2 – "no longer agree". For statements that touch personalities, all answers belong to the degree "50/50".

4.On the fourth stage recognized experts from Japan, Ukraine, Belarus were attracted to participating in questioning. Their opinions present the concentrated estimation of plenty of situations with they met in projects in their countries. Id est, they represent more generalized opinion in relation to the answers of practicing project managers. The results of questioning on this stage are driven to the table 5.

As one can see, their visual analysis shows a difference at least in the answers of the Japanese expert in relation to two other experts. A final conclusion will be got on the next stage.

Table 5. Collected results of experts questioning

№ statement	Degree of consent																			
	Fully agree				Anymore agree				50/50				No longer agree				Fully not agree			
	E1	E2	E3	E4	E1	E2	E3	E4	E1	E2	E3	E4	E1	E2	E3	E4	E1	E2	E3	E4
1	1					1	1					1								
2					1		1	1						1						
3	1			1			1							1						
4									1					1	1	1				
5	1						1					1		1						
6					1									1	1					1
7										1			1	1		1				
8	1									1	1			1						
9	1								1	1	1									
10	1									1				1		1				
11	1									1				1						1
12	1								1	1						1				
13	1								1	1						1				
14	1									1				1		1				
15	1								1	1	1									
16	1								1	1						1				
17					1					1	1			1						

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Implementation of the stage 5 envisages comparison of the results of questioning, got on the stages 3, 4. On Fig. 1 we brought results of calculation of difference of experts answers inter and experts and practicing project managers. The sign of difference (+ or -) depends on that, what expert was selected as base. As evidently from a table 6, this difference at separate answers arrives at 3-4th points.

Table 6. Parameters of comparison of respondents answers

Parameters of comparison	Variants of comparison					
	1	2	3	4	5	6
	2-1	3-1	4-1	3-2	4-2	4-3
Average difference	2,11	1,41	2	0,71	0,12	0,59
Statistical error	0,25	0,25	0,31	0,2	0,28	0,28
t- statisticians	8,47	5,65	6,45	3,53	0,42	2,10
t- value (tabular)	2,120	2,120	2,120	2,120	2,120	2,120
Coefficient of correlation	0,381	0,350	0,159	0,198	0,030	0,717

From total data, 24,5% of answers coincide; 34,3% has a difference in a 1 point, 27,5% - in 2 points, 12,7% - in 3 points, 1% - in 4 points. A most average difference is educed between answers of the Belarussian and Japanese experts (2,1 point) and between answers of the Ukrainian and Japanese expert (2 points) (table. 6). Practically a zero is difference between answers of the Ukrainian and Belarussian experts (0,12). Thus it should be noted that standard error for all considered variants of comparison of respondents' answers is unimportant, and is in a range 0,2 - 0,31.

For finding out of that, is there a value of difference between answers of respondents statistically meaningful, will use methodology of t- test for independent selections [18]. Comparing of the calculated value of t- statistics to tabular shows that for the variants of comparison, except variants 5 and 6, a mean value of difference between answers is statistically meaningful. Statistically insignificant is a mean value of difference between answers of the Ukrainian and Belarussian experts, and also between answers of the Ukrainian expert and practicing managers. Thus, a difference of answers between the Belarussian expert and practicing managers is statistically meaningful. The calculation of correlation coefficient between the answers of respondents proved that only between answers of the Ukrainian expert and practicing

managers exceeded 0,7. It grounds to assert about the presence of close connection between them (according to a Chedoke scale [19]), and in future to apply the mean value of points of their estimations on each of statements.
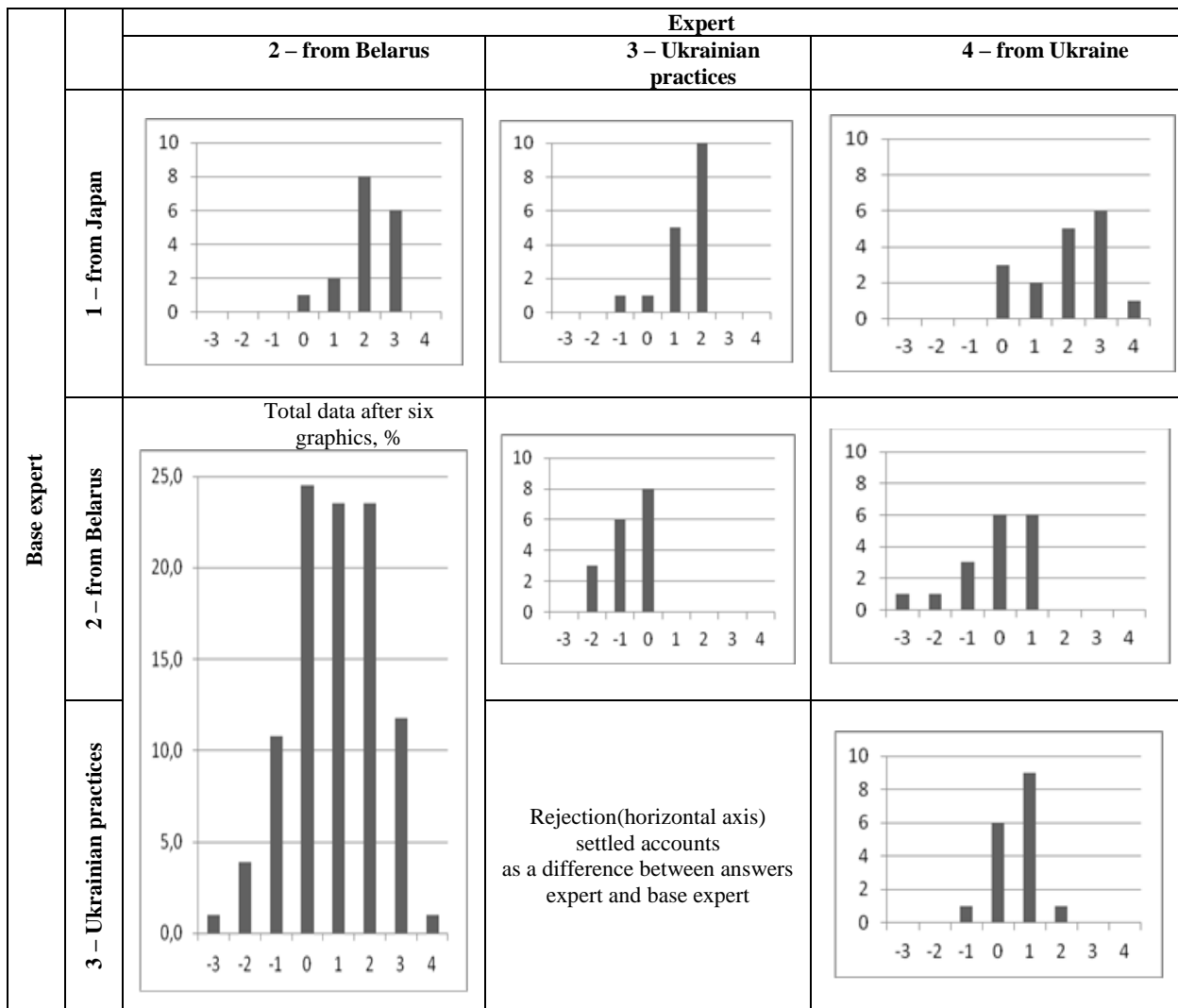

Fig 1: Comparison of respondents' answers

Comparing of the Japanese expert's answers to the average points of practicing managers and Ukrainian expert allowed to educe presence of 5 zones of statements, that differ in a difference between answers. In a zone with a weak error with a difference +-0,5 points got only two statements (2,4), and in a zone with a possible rejection – three (7,1,17) (table. 7). It covers 29% out of the general amount of statements. On that ground it is possible to assert that problem of application of the P2M knowledge system in Ukraine exposes in different degree of accordance to the requirements to the interaction subjects in projects from positions of P2M methodology. It is related to the national mental features.

Taking into account the small amount of respondents, the empiric results of questioning are additionally were confirmed by the results of analysis of sources, devoted to national mentality of Ukrainians. Unfortunately, such researches were traditionally conducted from positions of consideration of national mentality as a factor of transformation socio-economic, political changes [20-24], than in the context of interaction as itself. Nevertheless their results can be interpreted in such context. Results of this analysis are in comparing to the distinguished descriptions peculiar to Japanese national mentality, driven to the table 8.

Table 7. An estimation of difference of Ukrainian expert's answers and practicing project managers to answers of the Japanese expert

№	3+4	1	Delta	Statement	Zones
2	1,5	2	-0,5	In order to receipt the competitive edges organization displace accents, less focusing on industrialization, and anymore - on creation of the systems that unite unique knowledge for the generation of new values	statistical error
4	3,5	3	0,5	Organizations will implement projects and programs, that are characterized an openness, transparency, accordance to the world standards	
7	3,0	4	-1,0	Aspiring to researches	possible deviations
1	2,0	1	1,0	The management of middle range is the core of organizational structure	
17	3,0	2	1,0	The employees of organizations are, as a rule, talented professionals, with deep analytical capacities and strategic vision, high intellectual potential, ability for correct professional communication	
3	3,0	1	2,0	Organizations are striving to collaborate with other organizations, communications between the differently directed businesses	considerable deviations
8	3,0	1	2,0	Team work	
14	3,0	1	2,0	A mutual trust when implementing common tasks	
16	3,0	1	2,0	Orientation on a fruitful interaction and obligatoryness in-process	
6	4,0	2	2,0	Participating in international projects and programs, organizations are ready to share their knowledge and give access to the corporate databases and knowledge bases	
5	3,5	1	2,5	Projects and programs will be implemented by organizations for the achievement of welfare, profitability, social justice, prosperity	substantial fundamental deviations
9	3,5	1	2,5	Devotion to organization	
11	3,5	1	2,5	Deep understanding of problems	
12	3,5	1	2,5	Respect of cultural differences	
13	3,5	1	2,5	Aspiring to the fruitful dialogue and participating in effective interaction	
15	3,5	1	2,5	Observance of social ethics norms	
10	4,0	1	3,0	Open communication and exchange of knowledge	cardinal deviations

On the basis of comparison an important conclusion is got about opposite vectors of activity of stakeholders in interaction: centripetal for Japanese nation and centrifugal for Ukrainian. This substantial difference caused by the features of national mentality, orients in values, and can not be changed (diminished) immediately during the time of projects. In accordance with well-known researches in this branch [26], similar changes need the long period of time equal to life of a few generations, even in the conditions of knowledge economy, that faster processes of change and world view of new generations.

On the basis of the got results it is possible to generate following conclusions.

1.For Ukrainians an openness and conception of partnership are not natural inalienable component of corporate culture. Additionally this conclusion is confirmed on the basis of works [20, 22-26].

2. On condition of substantial difference in values (interests) they must be guided outwardly in the interaction processes. Thus, to provide effective interaction of stakeholders it is necessary cardinally to change the vector of approach of interaction management in projects in Ukrainian national cultural and business-environments. Essence of such approach must be following: *object of purposeful interaction management of stakeholders must be not an environment of interaction, as it is envisaged by P2M methodology, but directly processes of interaction. Taking into account stakeholders as creative, unique and free personalities in the knowledge economy, each of that has his own values, essence of interaction management in projects it is expedient to implement as valued-oriented moderation of communications aimed to generate common vision of the project, acceptable to all stakeholders, and due to this to provide their support of project. Moderation should be based thus on the maximally actual, reliable information about*

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the possible degree of achievement of values by all stakeholders about their attitude toward a project in certain situations and intentions in relation to support or counteractions to the project.

Table 8. Comparative description of the Ukrainian and Japanese national mentality features related to interaction

№	National mentality features related to interaction	
	Japanese	Ukrainian
1	2	3
1	Aspiring to researches	Conservatism, mistrust to the changes, aspiration not to find something new, but save what is already created, carefulness, sluggishness, slowness, does not like to risk, social fatalism, faith in the automaticity of historical process, living on principle "be somehow", long weighs all "after and against", long consults and makes halved decisions, even at presence of knowledge, erudition, experience, indecision reduces the "coefficient of utility" considerably [20, 25]
2	Team work	Supremacy of individualism above a collectivism, house holding [23, 24], aspiration to put everything in order [20, 22]
3	Devotion to organization	Mistrust of citizens to each other, mistrust to power, social local ties - friends, relatives, clans, isolations and ranging from external social surroundings - society on the whole [23]
4	Open communication and exchange of knowledge	Wishing neither to conflict nor cooperate with public agents, will not "tell a lie, and a true will not say", independence in judgements, "canny", distrust and suspiciousness [23]
5	Deep understanding of problems	Supremacy of emotionality above rationality, sense above an intellect, "heart is more important than head" [23]
6	Respect of cultural differences	Tolerance to neighbour and simply stranger, tolerance to other of nations, associations [23, 24]
7	Aspiring to the fruitful dialogue and participating in effective interaction	Duality of the inner world that combines itself an adventurously-cossack (active) psychological type and type of "secret existence" (passive), propensity to the conflicts [23], "where are two Ukrainians, there are three hetmen" [24]
8	A mutual trust when implementing common tasks	Playfulness, non-standard motions, asymmetrical answers, shrewdness, cunning, inconsistence, unreliability [20, 21]
9	Observance of social ethics norms	Inaccuracy in time, unpunctuality, not emulating technological discipline [23]
10	Talented professionals, with deep analytical capacities and strategic vision, high intellectual potential, ability for correct professional communication	Ability independently to settle problems, to protect himself [20, 21]

4. CONCLUSION AND FUTURE WORK

Features of cultural and business-environments of the Ukrainian companies are substantial factor of successful application of P2M Guidance in the project activity, in particular - for organization and implementation of effective interaction. Interaction of stakeholders in community environment should be managed. Essence of such management is to moderate processes of generating common vision of the project acceptable to all stakeholders, and on this basis to provide their active assistance to the project. Interaction management is expedient to distinguish in a separate administrative function which requires the special competences and related area of knowledge in the project management knowledge system. That makes perspective direction of further researches.

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