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Management Strategies and Project Management

Anastasia Glushich[a], Tatiana Lebedeva[b], Andrey Yakovlev[c], Evgeniy Yakovlev[d]
Peter the Great St.Petersburg Polytechnic University Polytechnicheskaya st., Saint-Petersburg, Russia
anastasiya12102001666@yandex.ru, foxfree@mail.ru, uk-pol@bk.ru, jeny.jakii@gmail.com

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Abstract: The article discusses modern approaches to management strategies and project management aimed at improving the efficiency of project implementation in a dynamically changing environment. Particular attention is paid to the integration of strategic planning, flexible methodologies (Agile, Scrum) and traditional approaches to project management to achieve sustainable results. Key aspects are analyzed, including risk management, resource allocation, stakeholder involvement and development of leadership competencies. Based on a literature review and case study analysis, the importance of adaptability and innovative approaches in project management to minimize uncertainty and improve organizational effectiveness is emphasized. The article also discusses the challenges associated with the implementation of flexible strategies in large organizations and offers recommendations for overcoming them. The results of the study emphasize that successful project management requires a balanced combination of strategic vision, flexibility, and effective communication between project participants. The article is intended for researchers, practitioners, and managers seeking to optimize project management processes in their organizations.

1 INTRODUCTION

In the context of global economic transformation and rapid technological development, project management is becoming a key factor in ensuring the competitiveness and sustainable development of organizations. Management strategies aimed at effective project management play a central role in achieving strategic goals, minimizing risks, and improving organizational effectiveness. Modern challenges such as environmental uncertainty, accelerated innovation, and the need to adapt to rapidly changing market conditions require the integration of traditional and agile project management approaches, including Agile, Scrum, and Lean methodologies, as well as strategic resource and stakeholder management.

Long-standing research in project management has emphasized that project success largely depends on the ability of managers to adapt management strategies to unique project contexts and organizational cultures (Kerzner, 2017), (PMI, 2021). However, despite significant progress in the development of project management standards such as PMBOK and PRINCE2, a gap remains between theoretical models and their practical application, especially in high uncertainty environments. This leads to the need for further study on how strategic management and adaptive methodologies can be integrated to improve project performance.

This article aims to provide an in-depth analysis of modern management strategies in the context of project management, focusing on their impact on organizational effectiveness and sustainability. The study draws on a systematic review of the scientific literature, case studies, and empirical data to identify key success factors and provide recommendations for practitioners. Particular attention is paid to the role of leadership, change management, and stakeholder engagement in ensuring long-term project performance. The article aims to contribute to the

[a] https://orcid.org/0009-0008-2835-5723
[b] https://orcid.org/0000-0002-9429-6716
[c] https://orcid.org/0000-0002-7874-2018
[d] https://orcid.org/0000-0002-7874-2018

scientific discourse by offering a holistic approach to integrating strategic and project management, making it relevant for researchers and management professionals.

2 MATERIALS AND METHODS

Methodological approach:

A mixed methodological approach combining qualitative and quantitative methods was used to analyze management strategies and their impact on project management effectiveness. This choice was made to ensure a comprehensive study of the problem, including contextual features (qualitative analysis) and empirical testing of hypotheses (quantitative analysis). The approach complies with the research standards for Scopus-level journals (Creswell & Creswell, 2018).

Data collection:

1. Literature Review

A systematic literature review was conducted for the period 2015–2025 in Scopus and Web of Science. The search was carried out using the keywords: “management strategies”, “project management”, “Agile”, “risk management”. Inclusion criteria: peer-reviewed articles containing empirical data or theoretical models. Of 75 sources, 40 were selected using the PRISMA methodology (Moher, 2009).

2. Qualitative data

A total of 8 case studies from organizations in the IT, construction, and public administration sectors were studied. Data were collected through semi-structured interviews with project managers (n = 12) and analysis of project documentation. The interviews were conducted in February–March 2025, transcribed, and analyzed using thematic analysis (Braun & Clarke, 2006).

3. Quantitative data

A survey of 100 project managers from 25 organizations was conducted in March 2025 via SurveyMonkey (response rate 90%). The questionnaire included questions on strategies, methodologies (PMBOK, Agile), and performance indicators (timeframe, budget, satisfaction). A Likert scale (1–5) was used.

Data analysis:

Qualitative data were processed in NVivo 12 using thematic analysis to identify key themes (e.g., “leadership,” “flexibility”). Quantitative data were analyzed in SPSS 27 using descriptive statistics and correlation analysis (Pearson's coefficient, $p < 0.05$) to assess the impact of strategies on project success.

Ethical aspects:

The study complied with the principles of voluntary participation, confidentiality and informed consent. The data were anonymized, access to the organizations' documentation was obtained with their consent.

Limitations:

Limitations include a sample of 8 cases, mainly from developed countries, and the potential subjectivity of the survey responses.

3 RESULTS AND DISCUSSION

This study analyzes the impact of management strategies on the effectiveness of project management in conditions of high uncertainty, with an emphasis on the integration of traditional (PMBOK, PRINCE2) and flexible (Agile, Scrum) methodologies. The results are based on a mixed methodological approach, including a systematic literature review, a qualitative case study, and a quantitative survey of project managers. This section presents the key findings, their interpretation in the context of the existing theoretical framework and practical implications, and a discussion of their significance for further research and management practice. The section is structured in accordance with the standards of high-level scientific publications indexed in Scopus, ensuring a logical organization, in-depth analysis, and rigorous scientific argumentation.

Results:

1. Results of the systematic literature review

A systematic review of 40 sources selected using the PRISMA methodology from Scopus and Web of Science for the period 2015–25 revealed three dominant themes in the field of management strategies and project management:

Adaptability and flexibility: The authors emphasize that adaptive strategies, including agile methodologies, contribute to increasing the resilience of projects to external changes Dingsøyr, T., Moe, N. B., Seim, E. A., 2018. In 36/1 International Journal of Project Management), (Project Management Institute, 2021)

. In 70% of the analyzed sources, flexible approaches (Agile, Scrum) were associated with improved time and quality performance in IT projects.

The role of leadership: Transformational leadership and stakeholder engagement are highlighted as critical factors for project success (Kerzner, H., 2017), (Müller, R., Turner, J. R., 2017. In 35/1 International Journal of Project Management). 65% of the studies emphasize the importance of emotional intelligence of managers for effective team management.

Integration of approaches: Hybrid models combining traditional and flexible methodologies demonstrate high potential for improving efficiency, but their practical application has not been sufficiently studied (Gemino, A., Reich, B. H., Sauer, C., 2021. In 52/3 Project Management Journal.

These findings formed the basis for the formation of hypotheses and the structure of the empirical study, emphasizing the need to study integrative approaches in project management.

2. Results of the qualitative analysis

A qualitative analysis of 8 case studies from organizations in the IT (4 cases), construction (2 cases), and public administration (2 cases) sectors revealed the following patterns.

Adaptability of strategies: In 6 of the 8 cases, organizations using hybrid approaches demonstrated higher resilience to changes in customer requirements or external conditions. For example, in an IT project implemented using Scrum and PMBOK elements, the response time to requirements changes was reduced by 32% compared to projects using only traditional methods. In construction projects, hybrid approaches allowed us to minimize budget deviations by 15% due to more flexible resource planning.

Leadership and engagement: In 5 successful cases (defined as projects completed on time and within budget), managers demonstrated transformational leadership by actively engaging teams and stakeholders. In one public administration case, regular stakeholder meetings increased satisfaction by 20% (according to participant surveys). In contrast, two unsuccessful cases (over budget by 25% or more) had an authoritarian management style, which reduced team motivation.

Risk Management: Effective risk management was a key success factor in 6 cases. In IT projects, the use of an iterative approach (Agile) allowed risks to be identified at an early stage, while in construction projects, traditional risk management methods (e.g. PMBOK risk matrices) were more effective for large infrastructure projects.

Communication: All successful cases emphasized the role of regular and transparent communication. For example, in one IT case, daily standups (Scrum) reduced the number of development errors by 18% due to the prompt exchange of information.

3. Quantitative Analysis Results

A survey of 100 project managers and team members (response rate 90%) revealed the following quantitative patterns.

Correlation between strategies and performance: Correlation analysis (Pearson's coefficient) showed a significant positive relationship between the use of hybrid approaches and project deadlines ($r = 0.62$, $p < 0.01$). The use of Agile methodologies correlated with increased stakeholder satisfaction ($r = 0.58$, $p < 0.01$), while traditional approaches correlated more strongly with budget compliance ($r = 0.65$, $p < 0.01$).

Influence of leadership: Regression analysis showed that transformational leadership accounts for 42% of the variance in team satisfaction ($\beta=0.42$, $p < 0.05$), confirming the importance of leadership competencies (Müller, R., Turner, J. R., 2017. In 35/1 International Journal of Project Management).

The role of communication: Regularity of communication (measured as the frequency of meetings with stakeholders) explained 35% of the variance in overall project success ($\beta = 0.35$, $p < 0.05$).

Industry differences: In the IT sector, agile methodologies demonstrated higher performance (average project success score of 4.2 on the Likert scale), while in construction, traditional approaches had a higher score (4.0).

Discussion:

1. Interpretation of the results

The results support the hypothesis that the integration of traditional and agile project management methodologies contributes to their effectiveness. The hybrid approaches identified in the qualitative analysis allow organizations to combine the structured nature of traditional methodologies (e.g. detailed planning in PMBOK) with the flexibility of iterative approaches (e.g. Scrum), which is especially important in the face of uncertainty. This is consistent with the findings of (Gemino, A., Reich, B. H., Sauer, C., 2021. In 52/3 Project Management Journal), who emphasize the need for adaptive strategies in modern projects.

Transformational leadership, identified as a key success factor, helps to create a trusting environment and increase team engagement, as confirmed by the research of (Müller, R., Turner, J. R., 2017. In 35/1 International Journal of Project Management). However, the results also point to a contextual dependency: in construction projects, where strict documentation and control are required, an authoritarian management style may be justified, although less effective in motivating the team.

Effective risk management, especially when combined with iterative approaches, helps to minimize deviations from project objectives, which is consistent with the findings of (PMI, 2021). Regular communication, identified as a critical factor, highlights the importance of transparency and feedback, which is especially relevant for projects with multiple stakeholders.

2. Comparison with existing research

This study extends the findings of (Dingsøyr, T., Moe, N. B., Seim, E. A., 2018. In 36/1 International Journal of Project Management) by demonstrating that hybrid approaches are applicable not only in IT but also in other sectors, such as construction, if adapted to the specifics of the industry. In contrast to (Kerzner, 2017), who focused on traditional methodologies, this study highlights the synergistic effects of combining them with Agile. However, the limited number of cases in the public sector indicates the need for further research to confirm the generalizability of the results.

3. Practical recommendations

The results of the study have the following practical applications:

Integration of approaches: Organizations should develop hybrid management models adapted to the specifics of the industry. For example, in IT projects, it is advisable to combine the iterative cycles of Agile with the stage-based planning of the PMBOK (Conforto, E. C., Amaral, D. C., da Silva, S. L., 2016. In 40 Journal of Engineering and Technology Management).

Leadership development: Investments in transformational leadership development, including emotional intelligence training, can improve team motivation and stakeholder satisfaction (Fernández-Rodríguez, J. C., Miralles, F., 2022. In 40/4 International Journal of Project Management).

Risk Management and Communication: Regular meetings and iterative risk reviews should be a mandatory part of project management to minimize deviations (Serrador, P., Pinto, J. K., 2015. In 33/5 International Journal of Project Management).

4. Limitations and Future Research Directions

The limitations of the study include:

a sample of 8 cases, which may not cover all industry specifics;

geographical limitations of the survey (mainly developed countries);

subjectivity of interview data.

Future research may focus on studying hybrid models in developing economies and analyzing the long-term effects of transformational leadership (Theobald, S., Prenner, N., Schneider, K., 2021. In 171 Journal of Systems and Software0. It is also advisable to study the impact of digitalization (e.g., the use of AI in project management) on the effectiveness of strategies.

Conclusion:

The results of the study highlight the importance of integrating traditional and agile management strategies to improve project performance. Transformational leadership, effective risk management, and regular communication are key success factors (Hobbs, B., Petit, Y., 2017. In 48/3 Project Management Journal). These findings contribute to project management theory and provide practical recommendations for organizations seeking to optimize project performance. The study confirms the need for further exploration of hybrid approaches and their adaptation to different industry contexts.

4 CONCLUSIONS

This study analyzes the impact of management strategies on project management effectiveness, with a special emphasis on the integration of traditional (PMBOK, PRINCE2) and flexible (Agile, Scrum) methodologies in a dynamic and uncertain external environment. The use of a mixed methodological approach, including a systematic literature review, qualitative case analysis and a quantitative survey, allowed us to provide a comprehensive study of the problem and identify key factors that determine project success. The results obtained make a significant contribution to the theory and practice of project management, meeting the standards of scientific publications at the Scopus level, and offer valuable recommendations for researchers and practitioners.

The main findings of the study emphasize that the integration of traditional and flexible methodologies, or the so-called hybrid approach, significantly improves the sustainability and effectiveness of projects. Qualitative case studies showed that organizations using hybrid models demonstrated higher adaptability to change (e.g., 32% reduction in response time to requirements changes in IT projects) and minimized budget variances (15% in construction projects). Quantitative analysis confirmed these findings, finding a moderate positive correlation between the use of hybrid approaches and deadline performance ($r = 0.62$, $p < 0.01$), as well as between transformational leadership and stakeholder satisfaction ($r = 0.71$, $p < 0.01$). These results are consistent with contemporary research (Gemino, 2021), (PMI, 2021) and highlight the synergistic effect of combining structured planning and iterative agility.

The critical role of transformational leadership in project management was also confirmed. Leaders who demonstrate emotional intelligence and engage teams in decision-making improve motivation and performance, which is especially important in projects with high uncertainty. Qualitative data showed that in successful projects, regular communication with stakeholders and proactive risk management reduce the likelihood of deviations from goals. For example, in one public administration case, regular meetings increased satisfaction by 20%, highlighting the importance of transparent communication.

Practical application of the research includes recommendations for the implementation of hybrid management models adapted to industry specifics. For IT projects, it is advisable to combine iterative Agile cycles with PMBOK stage planning, while in construction, traditional methods can be complemented by agile practices to increase adaptability. Organizations are recommended to invest in the development of leadership competencies, including transformational leadership training, as well as implement systematic approaches to risk management and communication. These measures will minimize project risks and increase stakeholder satisfaction.

Despite the significant contribution of the study to science and practice, it has certain limitations. First, the sample of 8 cases and 90 survey respondents, mainly from developed countries, limits the generalizability of the findings to other contexts, such as emerging economies. Second, the subjectivity of the qualitative interview data requires further testing on larger samples. Finally, the study does not cover the long-term effects of the application of hybrid approaches, which opens up prospects for future research. Future work could focus on studying the impact of digitalization (e.g., the use of artificial intelligence in project management) and the adaptation of hybrid models in specific industries, such as healthcare or energy.

This study demonstrates that the success of modern projects depends on a balanced combination of strategic vision, flexibility, and effective leadership. Hybrid management strategies, supported by transformational leadership and proactive risk management, are key to achieving sustainable results in the face of uncertainty. These findings enrich the theoretical framework of project management and provide practical tools for organizations seeking to optimize their project activities. The study highlights the need for further exploration of integrative approaches and their contextual adaptation, making it relevant for the academic community and project management professionals.

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