

M. GRINCHENKO, O. PONOMARYOV, O. LOBACH, A. KHARCHENKO

HERMENEUTIC ASPECTS OF PROJECT MANAGEMENT

The **subject** of the article is to determine the hermeneutic aspects in the management of the project team. The hermeneutic aspects of project management should enrich project management technologies and at the same time help relevant specialists to improve the applied methods of project activities. The **goal** of the article is to determine the tasks of hermeneutics in the general system of project management philosophy, to consider issues of understanding the essence, meaning of the project itself and the nature of the relationship between the customer and the contractors. The **objective** of the work is to study the hermeneutic aspects of project management, determine the value and place in the general system of behavioral competencies of the project manager, justify the need for a hermeneutic approach in project management and analyze hermeneutic situations in project management practice. Research **methods** include the principles of the hermeneutic circle, which are the basis of the philosophy of hermeneutics, the application of the hermeneutic approach when using project management technology, approaches to the formation of high socio-psychological competence and understanding of the essence of teamwork, its features and advantages using innovative pedagogical technologies. Methods for solving hermeneutic situations in project management using system analysis technology. **Results.** At the present stage of social development, design and development of a project management philosophy in general and in its hermeneutic aspects is of great importance. Therefore, in the system of behavioral competencies of the leader, a deep role should be played by his deep understanding of project management technology and the people with whom he has to collaborate. A special role is played by the staging of teaching a behavioral competency course, primarily the clear practical orientation of lectures and an understanding of the degree of conflict and responsibility of potential team members. **Conclusions.** The spread of project management technology and the constant complication of the content and nature of project tasks put forward new, increased requirements for the quality of their implementation. In turn, this requires a deep understanding by the performers of both the essence of their production functions and tasks, as well as the requirements and expectations of the customer. The systematic application of the hermeneutic approach will allow the leader as a real leader to understand people both in the formation of the team and in the process of team management.

Keywords: project management; aspects; understanding; hermeneutics; project team; team formation; team activities.

Introduction

Continuous expansion of areas and branches of application of project management technology and its sufficiently high efficiency necessitate a deep philosophical understanding of the meaning, essence, origins and capabilities of this technology. The relevant project management philosophy should be a holistic system of principles, norms and provisions, clearly aimed at ensuring this understanding and defining the main directions for further development of the very basics and methodology of using project management technology and tools used in it. First of all, it seems appropriate to try to understand the nature and features, meaning and essence of this management.

In the general structure of an extensive system of philosophical disciplines, the problem of an extremely interesting and rather complex and even somewhat mysterious phenomenon of understanding and interpretation is investigated by hermeneutics. It helps not only to get to the heart of a concept or object or phenomenon characterized by it, but also to identify appropriate ways and means of their possible use in the practice of human activity, which would provide the desired level of efficiency and compliance with expectations.

This fully applies to the activities of the project team, each of its members and the management activities of the project manager. Indeed, each participant in the joint activities of the project needs not only knowledge but also a deep understanding of the content and purpose of their functions and their place and role in the overall structure of the project. The importance of this understanding makes high demands on the system of professional

training of project management specialists. It is first of all about ensuring a high level of their professional and social competence.

The connection of the problem with important theoretical and applied issues

The problem of understanding the very phenomenon of understanding is quite complex. It is not limited to knowledge and is not limited to knowledge of the object of study. Although understanding, like knowledge, is also a specific result of cognitive activity, but these results differ from each other. As evidenced by life practice, in the life of every person there are situations when he knows something, although he does not understand the essence and deep patterns of a phenomenon. Regarding the use of project management technology, the predominance of a pragmatic approach should be emphasized. It fully corresponds to the realities and trends of the market economy, but somewhat inhibits the development of its theory and logical and methodological principles. Thus, the study of hermeneutic aspects of project management should enrich the theory of this important and extremely effective way of human activity and at the same time help relevant professionals to significantly improve the methods and techniques used in project activities and its management. This is actively facilitated by a deep understanding of the essence of project management technology and its patterns, understanding of the logical and methodological principles of its rational organization and implementation.

Analysis of the state of research on the problem shows that project management as a truly innovative and

highly effective management technology has emerged long ago and has a history. V.V. Riznyk analyzes its origin in detail as a separate branch of management. According to him, "given the growing role of project management, it is necessary to more thoroughly approach the study of the history of project management as an independent science, consider foreign experience in project management and reveal the evolution of project management techniques" [1]. However, neither he nor other authors seek to develop extremely important and interesting problems of the philosophy of project management, including its hermeneutic aspects. Therefore, the system of training specialists in project management limits its tasks to the formation of a certain set of their technical and behavioral competencies, each of which contains a system of knowledge and skills. There is almost no question of understanding the deep content of competencies, as it is believed that knowledge and understanding are synonymous.

In general, the theory of project management is characterized by clear pragmatics. Project management founder Henry Gant proposed special diagrams as an effective project management toolkit. Henri Fayol identified five management functions that became the basis of the theory of project and program management. Both researchers were followers of Frederick W. Taylor's theory of scientific management, including his work on the decomposition of works and the allocation of resources. In turn, Gant and Fayol made a significant contribution to the development of modern project management tools with their works.

Such researchers as A. Alyoshin, V. Babayev [2], L. Batenko, S. Bushuyev [3], V. Voropaev, K. Gray, R. Jimpel, O. Zagorodnykh, I Kononenko [4], A. Orr, V. Rach [5], V. Trofimov and others should be mentioned among modern researchers of project management problems.

Domestic textbooks and textbooks on project management are also appearing. As an example, we can name the work of L.Ye. Dovgan, G.A. Mokhonko, I.P. Malik [6], V.M. Priymak, N.O. Petrenko and others. Educational and methodical literature on certain issues of project management technology is also being developed. Thus, V. Morozov prepared a textbook on the formation, management and development of the project team [7]. O. Ponomarev published a textbook on behavioral competencies in project management [8].

At the same time, unfortunately, this extremely interesting field of human activity does not attract the proper attention of philosophers, psychologists and sociologists. Although there are works on the philosophy of management prepared by V. Alyokhin, V. Burega, S. Povazhny, etc., V. Kremen with co-authors [9], L. Tovazhnyansky with co-authors and others.

Today, the world practice of performing both extremely complex sets of works and projects, as well as the usual tasks has led to the conclusion that project management is not just a specific branch of management, but also acts as a highly effective management technology. The methodology of its use is accepted by the

majority of the enterprises in the leading technologically developed countries.

Its capabilities attract significant attention from both practitioners and researchers of theoretical and applied management problems.

For example, expert of the Productivity Solutions Management Co Ronald M. Jimpel and Executive Director of Berren Group Limited Barbara L. Gray, justifying the need for a project management methodology, write that "most organizations whose management is competent in production technology face general problems when planning and implementing projects to improve production activities. In any case, first of all it is necessary to determine the areas of activity within the project in contrast to the traditional daily production activities. The authors provide the criteria used to distinguish between these two activities, and the functions within the competence of the project manager [10].

A deep understanding by the project manager and members of the project team of the essence and goals of the project helps to select or even develop effective technologies for managing projects and programs, realizing the creative abilities of participants in joint activities. The work of a well-known team led by S.D. Bushuyev is devoted to these problems [11].

It is no coincidence that the editor of the International Journal of Project Management, Rodney Turner, confidently states that in the 21st century, project management will take the place of traditional functional management. And this situation requires a deep philosophical understanding of the essence and features of this technology and their understanding.

Insufficiently solved aspects of the problem are directly related to the poorly developed general issues of the project management philosophy, including issues of understanding its essence, the meaning of the project itself and the nature of the relationship between the customer and the contractor. Interesting philosophical, organizational and managerial and socio-psychological problems of the culture of interpersonal relationships and mutual understanding in the project team and their impact on the professional and personal development of participants in joint project activities also require more detailed research. Thus, the hermeneutic aspects of project management in general remain a kind of white spot, which to some extent slows down the development of this technology.

The essence of hermeneutics and its role in human activity

Hermeneutics is an interesting branch of philosophical knowledge, the object of research is understanding, interpretation, interpretation. It is believed that hermeneutics got its name from the name of the ancient Greek God Hermes, whose circle of functions was to mediate between gods and people. He conveyed to people and interpreted to them the will of the gods and

conveyed to the gods on Olympus the needs and interests of people, their intentions, aspirations and wishes.

At the same time, understanding is one of those phenomena that seem to be quite intuitive, but instead it is far from easy to understand its deep meaning. Hermeneutics also deals with similar complex problems. The main category of hermeneutics is the text. In fact, it arose with the emergence of so-called hermeneutic situations, or cases that required proper interpretation and understanding of a particular text. Today, however, the text can be considered anything, and therefore the importance of hermeneutics for understanding any situations, objects or processes inherent in human activity is constantly growing.

This is due to the constant complication of the goals, content and nature of activities, increasing potentially dangerous industries and increasing the "price" of possible losses arising from employees' lack of understanding of the dangers caused by their erroneous and irresponsible actions or inaction. By the way, these factors are not excluded when using project management technology. Moreover, the implementation of projects can often be associated with such potentially dangerous objects or technologies. Understanding their nature and the nature of their danger helps to find ways to avoid fatal manifestations or, at least, significantly reduce the likelihood of their occurrence.

Modern philosophy and some other social sciences and humanities consider hermeneutics a specialized scientific field in which, as D.V. Mayboroda writes, "understanding is seen as a condition for understanding social life". And any government is one of the integral existentials of social life. At the same time, paying tribute to tradition, the author adds that hermeneutics "in a narrow sense – a set of rules and techniques for interpreting the text in a number of fields of knowledge - philology, law, theology, etc." [12, p. 239]. In philosophical hermeneutics, the process of understanding is considered infinite, which is embodied in the principle of the hermeneutic circle proposed by F. Schleiermacher. It means that to understand a part requires a certain knowledge of the whole, while to understand the whole requires knowledge of the parts. Thus, in the continuous process of cognition, there is a gradual deepening of understanding of the object of this cognition.

By the way, in the practice of project management technology, there are often situations that require the use of the principle of hermeneutic circle. For example, at the stage of project development, the general meaning and goals of the project first become clear. Based on them, certain details are considered, the understanding of which allows to clarify the understanding of the meaning of the project. It then analyzes the possible ways and means of project implementation and the necessary tasks, implementation of certain functions and operations. After that, the general technology of the project implementation becomes clear, which allows a deeper understanding of the project as a whole and, perhaps, on the basis of this understanding to make certain adjustments.

We believe it is necessary to highlight two fundamental points. First, as liked to repeat one of the

famous philosophers of the second half of the last century Merab Mamardashvili, to understand means to make what is meant, its own possibility, the possibility of their own opinions. In other words, understanding significantly expands the possibilities of man in the first place, enhances both cognitive and practical capabilities. Second, we must recognize that even with the continuous nature of cognition, objectively, there are limits to understanding. There is something that philosophers and theologians believe the incomprehensible. And an understanding of the limits of understanding is not less important because they not just limit the possibilities of man, and tells her on the need to choose other ways and means to meet those and other needs, or the impossibility of meeting them at all.

For example, we cannot go back in time and correct some of our erroneous decisions and actions. We also, in principle, cannot know for sure, much less understand what may happen in the future. After all, the existing and significantly widespread assumption about the linearity and unambiguity of causal relationships is also the result of limited our cognitive abilities, the ability to understand. We often cannot understand what the results and consequences of some of our actions may be, especially those that took place in conditions of information uncertainty. This should be well mastered by people, especially those who have to perform managerial functions.

One of the most common applications hermeneutical approaches stands psycholinguistics. It be usually considered to be primarily the result of the semantic perception of any verbal communication and comprehension of its underlying meaning [13]. The philosophy often emphasizes the dual sense of understanding. First, it is interpreted as the search for and discovery of meaning, and secondly, as the attribution of a particular meaning because it appears to be the object of understanding. The hermeneutics has long overcome their theoretical limitations. She is interested in applied problems of modern social life, including those associated with innovative processes. Among the latter occupies a prominent place and technology project management. Researchers are also interested in hermeneutics and the problem of education, since understanding is increasingly perceived as one of the critical tasks of education innovation day.

The complexity of the phenomenon of understanding is largely due to the peculiarities of human psychology. Thus, the degree of complexity of this phenomenon is determined by the level of intellectual development of man, his education and general culture. for hermeneutics proceeds from the fact that understanding is in fact a penetration into the deep essence of an object or phenomenon and therefore requires objectivity. The perception of this object or phenomenon by each individual person is necessarily subjective, colored by his individuality. It is no coincidence that in almost all developed languages there is a saying that there are no companions for color and taste.

Philosophical hermeneutics considers the process of understanding as continuous and infinite, embodied in the

principle of the hermeneutic circle. It consists in the fact that the understanding of the whole presupposes a certain understanding of its parts, which enriches and deepens it. Understanding the whole, in turn, enriches and deepens the understanding of its parts.

Hermeneutics in its historical development has come a long way with changing the subject of research and areas of application of its methods. As O.S. Ponomarev clearly points out, "modern hermeneutics not only consolidated the ontological status of understanding as its central concept, but also separated understanding as the search for meaning as a subject from understanding as a procedure for attributing values, insisting on the original "hermeneutics" of human existence. inherent in him "intelligibility", which precedes any procedure for assigning values"[8, p. 107].

For the philosophy of human activity in general and for its hermeneutics is characterized by a tendency to shift the emphasis from the analysis of the meaning of the activity and its understanding of linguistic practices-discourses that describe this activity as the main subject of direct analysis. It seems obvious that such a shift is inappropriate for project management, as this technology is purely applied, and the task of hermeneutics here is to analyze and understand the meanings of itself and its components, rather than linguistic analysis of its categories and definitions.

The need for a hermeneutic approach in project management

Project management is a specific type of human activity that determines the modern technology of organization and implementation of complex sets of works. In this case, the project is usually understood as a unique measure, for the implementation of which clearly defines the time of its beginning and end and the budget allocated for its implementation. Project management technology provides high efficiency of complex works due to their clear organization and high level of interaction and mutual understanding between all participants in the implementation of project tasks and representatives of other stakeholders. However, as in any other joint activity, in project management it is possible different (at least in some nuances) understanding of the performers of certain goals, provisions or features [14]. It is also possible that they have a different understanding of the feasibility of using certain methods and technologies to perform project tasks. And even a small failure or a certain deviation from pre-agreed conditions can seriously impede the effective implementation of the project. And such deviations or failures are quite possible due to insufficient clear understanding of the essence of their tasks and functions and their place and role in the overall structure of the project by at least one of the executors.

In addition, as Alan D. Orr writes, "It is strange enough, but after the decision to develop a project of increased complexity, the first steps can be difficult. The number of people involved in the project is growing rapidly, and as a result the project is becoming increasingly difficult" [15, p. 13]. It seems clear that the

more people are involved in joint activities, the greater is the diversity of understanding of each of them on a particular issue and the higher the probability of distortion of information transmitted from one performer to another.

Characteristic features of the use of project management technology are, first of all, a noticeable predominance of team methods and a significant dependence of the end result on the performance of their tasks and functions by each team member. This dependence necessitates a deep understanding of not only the essence, content and purpose of its functions, but also their place in the overall structure of the work provided by the project. This understanding makes it possible to adequately respond to possible deviations and thus ensure the achievement of expected results in a timely and high-quality manner without wasting time on situation analysis, coordination and decision-making.

At the same time, we should also take into account the fact that today the world science and practice of project management have developed effective systems of necessary knowledge and tools for the successful implementation of fairly complex projects and programs and continue to develop. This development requires not only the development and targeted use of innovative project management technologies, but also the mandatory consideration of the need for a consistent hermeneutical approach. On the one hand, it allows you to avoid many annoying mistakes that can lead to significant material and moral losses. On the other hand, the purposeful use of the hermeneutical approach allows us to consciously determine really appropriate and effective ways and directions for the development of project management technology, to deeply understand, consciously, fruitfully and effectively use their advantages [16].

There is also such an interesting and extremely important aspect of hermeneutics, which relates to human life and society. It is related to the need to understand other people and the conditions for achieving mutual understanding with them. The very nature of man as a biological and social being determines the possibility of its normal existence only if it is to some extent active participation in joint activities with other people. An example is the activities of the project team.

The importance of mutual understanding in project management is clearly illustrated by the well-known biblical legend of the construction of the Tower of Babel, which apparently serves as one of the first known examples of project management. God did not like the builders' intention to erect this tower to heaven, and He mixed up their tongues so that they no longer understood each other. Lack of understanding hindered their coordinated activities, and they could not realize their plan.

Finally, the importance of a hermeneutic approach in the application of project management technology is due to the desire of each executor to understand not only the goals of the customer, but also the social significance of the project, at least when the customer proceeds from the principle of its provision. It is the employee's deep understanding of the social significance of the project that awakens in him a sense of pride for his participation in its

implementation. And this feeling becomes another factor in the desire to ensure the proper quality of its work and production functions provided by the project.

Hermeneutic situations in project management practice

Project management technology is characterized by specific situations, usually related to the need for a deep understanding of the interests and aspirations of the various parties involved in the project. The analysis of such situations is often complicated by the fact that their true aspirations and interests can be hidden, while external manifestations and demands and wishes expressed by the parties do not immediately reveal the deep meaning of these aspirations, interests and expectations.

Alan D. Orr notes in this regard that "the requirements are the organization's requests for the project, the implementation of which will satisfy the parties involved in the project". He emphasizes that "unfortunately, the list of requirements for projects of increased complexity is quite wide, which can significantly complicate the process of their acquisition and coordination" [15, p. 66].

Hermeneutic situations, typical for the systematic application of project management technology, are far from being limited to the sphere of relationships and mutual understanding between project participants and other stakeholders. Even the ability to identify and understand the overt and covert manifestations of their goals, aspirations and desires does not exhaust the full range of hermeneutic situations. After all, they are characterized by an extremely complex intertwining of not only ontological, epistemological and hermeneutic aspects, but also psychological, primarily personal and even ambitious factors. Conflicts of interest may lead to the promotion of certain proposals for methods and technologies, based on the interests of a particular party, despite their shortcomings and the real advantages of other options and alternative ways of possible project tasks.

The need for hermeneutic analysis of complex situations in the practice of project management arises from the very first contacts of the customer with a representative of the contractor or directly with the project manager. If the parties do not achieve a full understanding of the objectives and content of the project, in the future this can lead to serious complications. In particular, it is extremely important that both parties clearly understand, firstly, the expected results of the project and the quality of work that ensures this quality. Second, that the parties understand the validity of the agreed project budget. Third, it is also extremely important to understand the deadlines set by the project and the duration of the work performed.

However, the parties should understand that the project implementation process, especially complex, is almost inevitably faced with various unforeseen circumstances that require the availability of appropriate reserve funds in its budget, as well as the ability to mutually change the project completion date and even the

content of its individual works. Understanding the inevitability of a difference, often quite significant, of a coherent project and the results of its practical implementation is also a typical hermeneutic situation.

In addition, hermeneutic should also be considered purely production situations related to the understanding and interpretation of individual performers of their tasks and functions and their place and role in the overall system of work provided for in this project. The reasons for such situations can be both the inertia of thinking of employees, and the fundamental novelty for them of those works that have not occurred before and which they have to perform for the first time. After all, for this they usually need to master new technologies, new methods, tools and technologies of project management.

According to S.D. Bushuyev and N.S. Bushuyeva, the current stage of development of methods and tools of project management in the world is characterized by a general formula "from trust to understanding and active use". The development of modern information systems and technologies, the results of research in the field of "soft components of project management" (project leadership and building effective teams of managers) are defined as the main areas of research" [11, p. 4]. We argue that today, in addition to their traditional functions, leaders and managers must also help employees understand the goals, meaning and essence of the tasks and functions.

But for this, project leaders and managers must have the appropriate level of professional and social competence, a high general and professional culture [17]. As we have already written, "although project management technology is mainly concerned with the practical aspects of team management, its successful application requires the manager to know its essence and content, characteristics and appropriate conditions of use, appropriate style of communication with people and their own behavior" [8, p. 14]. Today we consider it appropriate to emphasize that in addition to proper knowledge of these issues, the leader must also deeply understand their nature and causes.

Indeed, only an understanding of them can help him successfully resolve those complex situations, including conflicts and crises, that arise from time to time in the project team in the process of its implementation of the relevant work and project management. First of all, the project manager must have a good understanding of each of its employees, understand their competence, education and upbringing.

It's about their personal traits as well as their abilities and capabilities. He should understand their real attitude to their tasks and functions, to the team and to the leader himself. However, he must actively promote the personal and professional development of his project team members and understand the ability of each of them to learn and self-learn. This understanding allows to rationally organize their training and retraining and to ensure both their readiness for successful implementation of fundamentally new projects, and activity in finding effective innovative solutions in the process of this implementation [18].

Paradoxically, a separate group of situations, the solution of which requires a hermeneutic approach, consists of those related to innovation and creative solutions. Objectively aimed at improving the quality and efficiency of design work, the possibility of reducing the time of their implementation and saving resources, these factors and proposals based on them can often cause distrust, especially on the part of the customer. Therefore, the manager's deep understanding of the real possibilities of the proposals coming from the employees provides proper argumentation when trying to convince the project customer and representatives of other stakeholders in the feasibility of acceptance and consistent use of these proposals.

At the same time, one of the typical hermeneutic situations in the practice of project management should be considered the discussion of work plans, ways and means of their implementation with the involvement of project team members. If, for example, brainstorming technologies are used, proposals are put forward at the first stage and criticism is prohibited. The next steps are to select the best alternatives, and their authors must have a deep enough understanding of the nature and benefits of their proposals to argue for them. At the same time, they must understand the nature, advantages and disadvantages of alternatives proposed by other participants to prove the feasibility of accepting their own version.

It seems that in the future the complexity of projects will only increase, and therefore the number of situations that will require a hermeneutic approach to their effective solution will increase. This circumstance also requires a certain revision of the goals, content and nature of professional training of project management specialists in order to teach them an understanding of the nature, essence and manifestations of objects and phenomena that will accompany their future activities.

Hermeneutic aspects of training project management specialists are an extremely important element in the formation of their worldviews, logical and methodological provisions, moral principles and beliefs. In other words, they make it possible to significantly increase the level of their professional and social competence, to ensure comprehensive professional and personal development. Indeed, the very attempt of this specialist to get acquainted with the project and its main goals, objectives and features is an important prerequisite for their proper understanding. Together with a deep understanding of the goals, interests and expectations of the customer, this effort is an important prerequisite for the successful implementation of project tasks.

In this regard, the educational process of professional training of these specialists should focus not on the traditional acquisition of knowledge for the tasks of higher education, but on a deep understanding of the educational material. This is all the more relevant as the rate of increase in scientific and technical information, including in the field of project management, is constantly increasing, and its life cycle is constantly shrinking, as there is a constant improvement of technology and other products and used for their production technologies. This

fully applies to technology and management. It is therefore extremely important tasks of the system of professional training in project management appear, firstly, to instill in students the desire to deeply understand the essence, meaning and nature of the project, the process of analysis and implementation. Secondly, it is very important to be able to combine theoretical knowledge in the field of project management and a deep understanding of this sector with a clear applied focus of their future professional activity. Thirdly, the educational process of training specialists in project management must be riddled with logical and methodological principles for the effective use of this technology and the formation in them of the principles of logic activities that provide an understanding of how to act in conditions of uncertainty and risk.

In addition, the development of information and communication technologies creates almost every person a real opportunity to access endless information resources, which puts a strain on the brain and memorize certain information. It is much more valuable to understand both what the specialist works with and where and how he can get the necessary information. Thus, it becomes possible to successfully perform tasks for the development and implementation of creative abilities and creative potential of the specialist.

Teaching students to understand something is not easy. For this purpose, it is necessary to constantly apply the dialogic mode of communication of the teacher with each of them and original diagnosing of results of educational and cognitive activity of each student and its quality. At the same time, it seems expedient to use special pedagogical technologies aimed at training intelligence and deepening the process of understanding the very essence of project management.

However, the situation is somewhat complicated by the predominance of the technocratic type of thinking of a large number of teachers and their lack of proper psychological and pedagogical, philosophical and logical and methodological training. In addition, they themselves studied in the knowledge paradigm of education. Therefore, they are not always ready to change it to a paradigm of understanding. As evidenced by our own experience of many years of teaching in higher education, including the training of project management professionals, often the students themselves are not ready to study in a paradigm of understanding. At the same time, the proper selection of educational material, techniques and methods of its presentation, combined with the opportunity to interest students, can help them overcome the usual stereotypes and willingly participate in the process of understanding this material.

However, this task is not as simple as it may seem at first glance. The fact is that the phenomenon of understanding is quite complex and even somewhat mysterious, associated with knowledge, and intuition, and sudden enlightenment (insight). That is why, acting as one of the important elements in the system of categories of pedagogy, the understanding has not received a clear interpretation and an unambiguous comprehensive definition. Many researchers mean a specific mental state,

which is the correct perception or interpretation of a certain event, phenomenon, fact or object, accepted in a community. Therefore, it is obvious that in the process of project management, understanding is extremely important, because it is associated with many objects and is always accompanied by a variety of events, phenomena and facts, including often quite unexpected and unusual.

An extremely important component of the process of professional training of project management specialists is the formation of high socio-psychological competence and understanding of the essence of teamwork, its features and benefits. As an integral part.

Used pedagogical technologies

The organization and implementation of the educational process of professional training of project management professionals should be based on the fact that our knowledge and understanding cannot be complete. This inevitably leads to wrong actions and decisions. However, errors should be considered as one of the effective ways of learning and in-depth understanding of the objects and phenomena being studied, their properties and patterns of their existence and evolution. Therefore, in the process of studying each new topic of the discipline, students should pay attention to those complex contradictory points that can lead to wrong decisions. At the same time, they need to be taught effective ways and means to avoid and at least eliminate mistakes quickly. It is appropriate to draw students' attention to the fact that only a deep understanding not only of what the customer wants, but also what can actually be done within available resources and technologies, can ensure successful project tasks in a timely manner and within the budget.

For this, in addition to the mentioned technology of dialogue learning, it is extremely important to pre-model the process of project implementation. It is possible to compare different options and analyze the possible results and consequences of using each of these alternatives. In the in-depth study of individual disciplines and in the course and thesis work, it is advisable to use the theory of fuzzy sets, in particular methods of ranking and determining the non-dominant alternative.

The technology of system analysis of specific situations is no less effective. It is important that students understand the essence of the situation, that they learn to pay attention to those factors or circumstances that at first glance seem insignificant.

It is important to acquaint students with the techniques of team building, i.e. team building, and with the methods of recruiting employees, which are quite useful for understanding the meaning of the concept of project team and team activities. It should be noted that these methods and technologies can play a crucial role in the project implementation, and hence in ensuring the image of the project team, personal and business authority of the project manager.

Ways and means of developing people's understanding of the leader in the formation of the project team

One of the most important and responsible task of hermeneutics in the General system of the philosophy of project management is the understanding of the head of other people. Because of the depth and adequacy of understanding of the goals and intentions of the participants of the project, from understanding the sincerity of their statements depends on the attitude to the project, and therefore the nature of participation and the tasks and functions foreseen by the project. The understanding involved in the project people difficult a number of circumstances. First, there are different categories of these people: the customer and its representatives; members of the project team; employees of subcontractors; suppliers; representatives of other interested parties. In varying degrees, the project manager has to communicate also with the representatives of state authorities and local self-government.

Secondly, a characteristic feature of many people is that they do not always express their real goals and intentions, plans and interests. In addition, it is possible that people with their statements may deliberately hide these goals and intentions, especially when they are at least somewhat different from the goals of the project. And the understanding of another person is mainly in the process of communication and with its help. It is no coincidence that the language is given to a diplomat in order to hide his thoughts and intentions. But to one degree or another, we all turn out to be diplomats under certain circumstances.

Third, there are many people, even quite sincere ones, who, due to insufficiently developed communicative ability, find it difficult to express their opinion and reveal themselves to their interlocutor. Interestingly, often such people are deep, erudite, make appropriate proposals that are far from easy to justify. The leader's knowledge of this feature helps to ensure a proper understanding of both the person and his proposals.

Understanding other people in general should be an integral part of a leader. This property is especially important in the process of forming its project team. At the same time, he must take into account not only the level of professional qualification and competence of the candidate, but also his personal qualities: sociability, tolerance, responsibility. Extremely important characteristics are a person's conflict and his willingness to accept and understand the norms of relationships and interactions adopted in the team and the willingness to strictly adhere to them.

The choice of approaches to team building is an extremely responsible element of the personnel policy of the leader, because it really depends on the further success, prestige and authority of the team. Therefore, the leader must be able to understand people well, their abilities and purely professional capabilities, their life values and moral principles, psychological characteristics and ability to work in a team. It is extremely important to understand the degree of principle, conflict and responsibility of potential team members.

The development of students as potential leaders in understanding other people should become one of the defining tasks in the process of mastering the discipline of behavioral competencies. In particular, practical classes include not only the demonstration of students' understanding of the relevant educational material, but also the analysis of problem situations, the purpose of which is to further develop their communication skills. This implies, in particular, the need to teach them to understand the meaning of other students' statements.

In the future professional activity of project management specialists, first of all leaders, it is necessary to face difficult situations caused by violations of the structure and logic of communication by individual employees. Attempts to manipulate the leader will not be ruled out. Insufficient understanding by a certain employee of the goals and meaning of certain tasks and functions, their misperception requires from the leader-leader the ability to develop the ability to persuade such people.

Therefore, the leader urgently needs to constantly increase the level of communicative and psychological competence. He needs to learn to attract people, to master the principles and techniques of attraction, so that they are revealed as much as possible. During the interview, he needs to show his friendliness, positive attitude towards the interlocutor and interest in him as a specialist and a person. These qualities should be consistently and purposefully developed in potential leaders in the educational process of professional training of project management specialists.

References

1. Riznyk, V. V. (2011), "Historical aspects of the emergence and formation of project management as a separate branch of management", *Economic Bulletin of the University*, Vol. 17 (2), P. 147–151.
2. Babaev, V., Sukhonos, M., Starostina, A., Beletsky, I. (2016), "Improving the processes of cost management in the construction and energy projects", *Eastern-European Journal of Enterprise Technologies*, No. 4/3 (82), P. 10–17. DOI: 10.15587/1729-4061.2016.75515
3. Bushuyev, S., Voitushenko, A. (2019), "Development of Project Managers' Creative Potential: Determination of Components and Results of Research", *International Conference on Computer Science and Information Technology CCSIT 2019: Advances in Intelligent Systems and Computing IV*, P. 283–292. DOI: https://doi.org/10.1007/978-3-030-33695-0_20
4. Kononenko, I. V., Korchakova, A. S. (2020), "The Method of Solving the Non-Markov's Problem of the Projects Portfolio Optimization for the Planned Period", *Journal of Engineering Science and Technology Review*, No. 13 (2), P. 17–21. DOI: 10.25103/jestr.132.03
5. Rach, V., Rossoshanska, O., Medvedieva, O., Yevdokymova, A. (2019), "System Modeling of Development of Innovative Project-Oriented Enterprises", *Marketing and Management of Innovations*, No. 1, P. 105–131. DOI: <http://doi.org/10.21272/mmi.2019.1-09>
6. Dovgan, L. E., Mokhonko, G. A., Malik, I. P. (2017), *Project management [Upravlinnya proyektamy]*: textbook, Kyiv, KPI. Igor Sikorsky, 420 p.
7. Morozov, V. V., Cherednichenko, A. M., Shpylyova, T. I. (2009), Formation, management and development of the management team (behavioral competencies) [Formuvannya, upravlinnya ta rozvytok komandy upravlinnya (povedinkovi kompetentsiyi)]: textbook, ed. by V. V. Morozov, University of Economics and Law "KROK", Kyiv, Takson, 464 p.
8. Ponomarev, O. S. (2016), *Behavioral competencies in project management [Povedinkovi kompetentsiyi v upravlinni proyektamy]*: teaching method. manual, Kharkiv, Textbook of NTU "KhPI", 216 p.
9. Kremen, V. G., Pazinich, S. M., Ponomarev, O. S. (2008), *Philosophy of Management [Filosofiya upravlinnya]*: a textbook, 2nd edition, Kharkiv, NTU "KhPI", 524 p.
10. Babayev, V. M., Ponomarev, O. S., Pazinich, S. M. (2015), *Social cognition and logic of management [Sotsial'ne piznannya i lohika upravlinnya]*: monograph, Kharkiv, KhNUMG them. O. M. Beketova, 182 p.
11. Bushuev, S. D., Bushueva, N. S., Babaeva, I. A. et al. (2010), *Creative Technologies for Project and Program Management [Kreativnyye tekhnologii upravleniya proyektami i programmami]*: monograph, Kyiv, Summit Book, 768 p.

Conclusions

This material is based on the practical experience of the authors in training specialists in project management and allows to draw the following conclusions.

First, in the practice of project management from time to time there are situations of misunderstanding between project participants and other stakeholders, which can negatively affect not only their relationship, but also the process and results of the tasks provided by the project. This circumstance requires strengthening the hermeneutic aspects of the content of professional training of project management specialists and their worldviews.

Secondly, one of the sources of misunderstanding in the project team itself may be the different views of its participants on the purpose and essence of the project or its individual tasks and the choice of rational approaches to their effective implementation. Therefore, it is extremely important to develop a team spirit and a culture of mutual understanding.

Third, the introduction of the paradigm of understanding in the practice of training project management professionals allows to significantly increase the level of their professional and social competence, their general and professional culture. As a result, the effectiveness of project management technology increases.

Fourth, the systematic application of the hermeneutic approach requires the leader as a true leader to constantly work on the ability to understand people both in the formation of a team and in the process of joint activities with them. At the same time, he should be concerned about raising their understanding of their tasks.

12. Mayboroda, D. V. (2003), "Hermeneutics" ["Germenevtika"], *The Newest Philosophical Dictionary*, 3rd edition, Minsk, Book House, P. 239–240.
13. Patrick Heelan (1998), "The scope of hermeneutics in natural science", *Studies in History and Philosophy of Science Part A*, Vol. 29, Issue 2, P. 273–298. DOI: [https://doi.org/10.1016/S0039-3681\(98\)00002-8](https://doi.org/10.1016/S0039-3681(98)00002-8)
14. Sean Hansen, Julie Rennecker (2010), "Getting on the same page: Collective hermeneutics in a systems development team", *Information and Organization*, V. 20, Issue 1, P. 44–63. DOI: <https://doi.org/10.1016/j.infoandorg.2010.01.001>
15. Alan Orr (2007), *Advanced Project Management: A Complete Guide to the Key Processes, Models and Techniques*, Kogan Page, 242 p.
16. Bradley Rolfe (2013), "Doing Project Management Ironically", *26th IPMA World Congress, Crete, Greece, 2012, Social and Behavioral Sciences*, No. 74, P. 264–273. DOI: <https://doi.org/10.1016/j.sbspro.2013.03.022>
17. Grynchenko, M., Ponomayov, O., Lobach, O. (2018), "Leadership as a factor for building a project team", *Innovative Technologies and Scientific Solutions for Industries*, No. 1 (3), P. 13–21. DOI: <https://doi.org/10.30837/2522-9818.2018.3.013>
18. Гринченко М. А., Пономарьов О. С., Лобач О. В. (2018), "Leadership in the contest system of the project management behavioral competences", *Bulletin of the National Technical University "KhPI", Series: Strategic management, portfolio, program and project management*, No. 2 (1278), P. 77–83. DOI: <https://doi.org/10.20998/2413-3000.2018.1278.12>

Received 27.04.2020

Відомості про авторів / Сведения об авторах / About the Authors

Гринченко Марина Анатоліївна – кандидат технічних наук, доцент, Національний технічний університет "Харківський політехнічний інститут", завідувачка кафедри стратегічного управління, Харків, Україна; email: marinagrunchenko@gmail.com, ORCID: <https://orcid.org/0000-0002-8383-2675>.

Гринченко Марина Анатольевна – кандидат технических наук, доцент, Национальный технический университет "Харьковский политехнический институт", заведующая кафедры стратегического управления, Харьков, Украина.

Grinchenko Marina – PhD (Engineering Sciences), Associate Professor, National Technical University "Kharkiv Polytechnic Institute", Head of the Department of Strategic Management, Kharkiv, Ukraine.

Пономарьов Олександр Семенович – кандидат технічних наук, професор, Національний технічний університет "Харківський політехнічний інститут", професор кафедри педагогіки і психології управління соціальними системами, Харків, Україна; email: palex37@ukr.net; ORCID: <https://orcid.org/0000-0003-4698-2620>.

Пономарев Александр Семенович – кандидат технических наук, профессор, Национальный технический университет "Харьковский политехнический институт", профессор кафедры педагогики и психологии управления социальными системами, Харьков, Украина.

Ponomayov Olexandr – PhD (Engineering Sciences), Professor, National Technical University "Kharkiv Polytechnic Institute", Professor of the Department of Pedagogic & Psychology of the Management of the Social Systems, Kharkiv, Ukraine.

Лобач Олена Володимирівна – кандидат технічних наук, доцент, Національний технічний університет "Харківський політехнічний інститут", доцент кафедри стратегічного управління, Харків, Україна; email: e.v.lobach@gmail.com, ORCID: <https://orcid.org/0000-0001-7494-9997>.

Лобач Елена Владимировна – кандидат технических наук, доцент, Национальный технический университет "Харьковский политехнический институт", доцент кафедры стратегического управления, Харьков, Украина.

Lobach Olena – PhD (Engineering Sciences), Associate Professor, National Technical University "Kharkiv Polytechnic Institute", Associate Professor of the Department of Strategic Management, Kharkiv, Ukraine.

Харченко Алла Олександрівна – кандидат економічних наук, доцент, Національний технічний університет "Харківський політехнічний інститут", доцент кафедри економічної кібернетики та маркетингового менеджменту, Харків, Україна; email: alex2995@ukr.net, ORCID: <https://orcid.org/0000-0002-8536-2857>.

Харченко Алла Александровна – кандидат экономических наук, доцент, Национальный технический университет "Харьковский политехнический институт", доцент кафедры экономической кибернетики и маркетингового менеджмента, Харьков, Украина.

Kharchenko Alla – PhD (Economics Sciences), Associate Professor, National Technical University "Kharkiv Polytechnic Institute", Associate Professor of the Department of Economical Cybernetic & Marketing Management, Kharkiv, Ukraine.

ГЕРМЕНЕВТИЧНІ АСПЕКТИ УПРАВЛІННЯ ПРОЄКТАМИ

Предмет статті полягає у визначенні герменевтичних аспектів в управлінні проектною командою. Герменевтичні аспекти управління проектами мають збагачувати технології управління проектами і водночас допомагати відповідним фахівцям вдосконалювати використовувані методи і способи проектної діяльності. **Метою** роботи є визначення завдання герменевтики в загальній системі філософії управління проектами, розгляду питань з розуміння сутності, сенсу самого проекту і характеру взаємовідносин між замовником і виконавцями. **Завданням** роботи є дослідження герменевтичних аспекти управління проектами, визначення значення та місця в загальній системі поведінкових компетенцій проектного менеджера, приведення обґрунтування необхідності герменевтичного підходу в управлінні проектами та аналізу герменевтичних ситуацій в практиці управління проектами. **Методи** дослідження включають принципи герменевтичного кола, які є основою філософії герменевтики, використання герменевтичного підходу при застосуванні технології управління проектами, підходи до формування високої соціально-психологічної компетенції й розуміння сутності командної діяльності, її особливостей та переваг із застосуванням інноваційних педагогічних технологій. **Методи** розв'язання герменевтичних ситуацій в управлінні проектами з використанням технології системного аналізу. **Результати.** На сучасному етапі суспільного розвитку важливого

значення набуває розробка і розвиток філософії управління проектами взагалі та її герменевтичних аспектів. Тому в системі поведінкових компетенцій керівника-лідера істотною роль повинне відігравати глибоке розуміння ним як самої технології управління проектами, так і тих людей, з якими йому доводиться співпрацювати. Особливу роль відіграє постановка викладання навчального курсу з поведінкових компетенцій, в першу чергу чітка практична спрямованість проведення лекцій і розуміння міри принципності, конфліктності та відповідальності потенційних членів команди. **Висновки.** Поширення технології управління проектами і постійне ускладнення змісту й характеру проектних завдань висувають нові, підвищені вимоги до якості їх виконання. А це, у свою чергу, вимагає глибокого розуміння виконавцями як сутності своїх виробничих функцій і завдань, так і вимог і очікувань замовника. Системне застосування герменевтичного підходу дасть можливість керівнику як справжньому лідеру розуміти людей як при формуванні команди, так і в процесі управління командою.

Ключові слова: управління проектами; аспекти; розуміння; герменевтика; проектна команда; формування команди; командна діяльність.

ГЕРМЕНЕВТИЧЕСКИЕ АСПЕКТЫ УПРАВЛЕНИЯ ПРОЕКТАМИ

Предмет статті состоит в определении герменевтических аспектов в управлении проектной командой. Герменевтические аспекты управления проектами должны обогащать технологии управления проектами и одновременно помогать соответствующим специалистам улучшать применяемые методы и способы проектной деятельности. **Целью** работы является определение задач герменевтики в общей системе философии управления проектами, рассмотрения вопросов понимания сущности, смысла самого проекта и характера взаимоотношений между заказчиком и исполнителями. **Задачей** работы является исследование герменевтических аспектов управления проектами, определение значения и места в общей системе поведенческих компетенций проектного менеджера, проведения обоснования необходимости герменевтического подхода в управлении проектами и анализа герменевтических ситуаций в практике управления проектами. **Методы** исследования включают принципы герменевтического круга, которые являются основой философии герменевтики, применение герменевтического подхода при использовании технологии управления проектами, подходы к формированию высокой социально-психологической компетенции и понимания сущности командной деятельности, ее особенностей и преимуществ с применением инновационных педагогических технологий. Методы решения герменевтических ситуаций в управлении проектами с использованием технологии системного анализа. **Результаты.** На современном этапе общественного развития важное значение приобретает разработка и развитие философии управления проектами в общем и в ее герменевтических аспектах. Поэтому в системе поведенческих компетенций руководителя-лидера существенную роль должно играть глубокое понимание им технологии управления проектами и людей, с которыми ему приходится сотрудничать. Особую роль играет постановка преподавания учебного курса по поведенческим компетенциям, в первую очередь четкая практическая направленность проведения лекций и понимание меры конфликтности и ответственности потенциальных членов команды. **Выводы.** Распространение технологии управления проектами и постоянное усложнение содержания и характера проектных задач выдвигают новые, повышенные требования к качеству их выполнения. В свою очередь, это требует глубокого понимания исполнителями как сущности своих производственных функций и задач, так и требований и ожиданий заказчика. Системное применение герменевтического подхода позволит руководителю как настоящему лидеру понимать людей при формировании команды и в процессе управления командой.

Ключевые слова: управление проектами; аспекты; понимание; герменевтика; проектная команда; формирование команды; командная деятельность.

Бібліографічні описи / Bibliographic descriptions

Гринченко М. А., Пономарьов О. С., Лобач О. В., Харченко А. О. Герменевтичні аспекти управління проектами. *Сучасний стан наукових досліджень та технологій в промисловості*. 2020. № 2 (12). С. 30–39. DOI: <https://doi.org/10.30837/2522-9818.2020.12.030>.

Grinchenko, M., Ponomaryov, O., Lobach, O., Kharchenko, A. (2020), "Hermeneutic aspects of project management", *Innovative Technologies and Scientific Solutions for Industries*, No. 2 (12), P. 30–39. DOI: <https://doi.org/10.30837/2522-9818.2020.12.030>.