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**MODELS FOR CREATIVE PROJECT DEVELOPMENT NETWORK ADMINISTRATION**

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Innovative processes in managing project-oriented organizations represent a critical component of strategic leadership at the highest management levels. The primary objective is to define scientific, technological, and operational priorities that drive sustainable development and competitiveness. Over time, however, conventional management techniques and organizational frameworks may prove insufficient, necessitating the adoption of creative and adaptive strategies [1; 3].

Strategic Management and Creative Solutions.Strategic management in project-based organizations often incorporates portfolio management and business process re-engineering. These methods facilitate the optimization of development trajectories and the achievement of strategic objectives. Under conditions of instability or organizational crisis, leadership and creativity emerge as vital tools for navigating uncertainty and driving transformation [4].

Creativity as a Managerial Asset.In today’s rapidly evolving environment, creativity has become more than a reactive adaptation tool; it serves as a proactive force for shaping markets and pioneering new industries. For project-oriented organizations, this calls for managerial competence in harnessing the creative capabilities of teams. Creativity, in this context, involves the ability to devise unconventional solutions and implement novel approaches that enhance organizational innovation and resilience [1; 3; 5].

Creative Management is Essential.Creative management becomes particularly relevant under the following circumstances: complex and conflicting managerial demands; high volatility and ambiguity in the external environment [2]; inadequacy of traditional management frameworks to address emerging challenges; Strong competition or external pressures that disrupt standard operations [4; 6].

Mechanisms of Creative Management.The implementation of creative management entails deploying innovative strategies to enhance organizational performance. Key components of this mechanism include [1; 3; 5]: 1) evaluating the creative potential of individuals and teams; 2) fostering a culture of creativity within the organization; 3) establishing expert panels to assess and validate innovative ideas4) forming temporary creative teams to tackle specialized tasks; 5) investigating motivational drivers that influence creative behavior.

By embracing these mechanisms, organizations can not only adapt to changing conditions but also proactively integrate innovation, strengthen market positioning, and secure long-term sustainability [6].

To ensure competitiveness in today's economy, project-oriented organisations must make effective use of internal resources, especially personnel. Today, it is not enough to simply organise work between people and technologies; it is important to create innovative, knowledge-based processes that will contribute to the organisation's competitiveness [1; 7].

Leveraging Human Capital through Creativity.To remain competitive in the contemporary knowledge economy, project-driven organizations must maximize the strategic use of internal resources, especially human capital. Beyond simply organizing workflows and technological integration, it is crucial to cultivate knowledge-based, innovation-driven processes that sustain competitive advantages [3; 7].

The Value of Creativity in Project Teams.Creativity has emerged as a core dimension in assessing employee value, directly influencing their contribution to collective objectives. In an economy where knowledge is central, creative thinking and innovation become essential assets. Within organizations, employee creativity is increasingly recognized not only as a skill but as a critical means of knowledge generation and technological advancement.

The Project Manager’s Role in Creative Leadership.The project manager plays a pivotal role in ensuring project success and delivering measurable outcomes. Responsibilities include project planning, resource coordination, conflict resolution, risk management, and aligning stakeholder expectations. Given these responsibilities, project managers must demonstrate both strong leadership and the ability to cultivate a creative, collaborative environment [1; 5; 6].

Motivating Productive Creativity.Motivational strategies are crucial in enhancing workplace creativity. It is important to differentiate between «productive creativity», which yields meaningful outcomes, and «unproductive creativity», which may lead to inefficiencies or distractions. Targeted motivation enhances the quality and impact of creative efforts [3; 4].

Productive creativity is based on positive motivation, which includes encouraging initiative (material and non-material rewards), providing necessary resources, promoting communication, organising training and cooperation between departments. It manifests itself through the self-realisation of employees, the development of their needs, the activation of work processes, the acquisition of new knowledge and skills, and the generation of new ideas. This is an example of positive feedback, where positive motivation stimulates productivity and self-realisation of employees, corresponding to Maslow's hierarchy of needs.

Unproductive creativity arises under the influence of negative motivation, which includes resource constraints (time, salary, materials, tools), communication restrictions, and penalties. This leads to employees striving to maintain their current level of needs or compensate for the negative impact by violating work regimes. If the negative pressure is strong enough, the project manager can only solve the problem by reducing this impact. Such creativity is negative feedback on motivational influence and does not contribute to self-realisation [1; 5; 6; 7].

The proposed model allows analysing how positive and negative motivation affect creativity and can help improve the efficiency of process management in an organisation. For a better understanding of the impact of motivation, it is worth conducting sociological surveys to identify factors that inhibit creativity, such as excessive bureaucracy, difficulties in implementing ideas, or lack of resources.

Creativity should become an integral part of the organisational behavior of enterprises, as it contributes to increasing their efficiency. Using this model will help to effectively manage internal processes, especially in an unstable economic situation, and will promote innovation. Successful project management is only possible with clear goals, management support, qualified managers and implementers who use a unified project management methodology. For the sustainable development of a company, an effective project management system that combines organisational, methodological and technological components is also necessary.

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