MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
KYIV NATIONAL ECONOMIC UNIVERSITY
NAMED AFTER VADYM HETMAN

Educational and Scientific Institute of Business Education

named after Anatolii Poruchnyk

Department of International Management

Field of knowledge	***07 Management and Administration***
Specialty	***073 Management***
Specialization	***Business Administration (general)***

Educational and Professional Program *8M10i « Business Administration ((general) »*

External Form of Education

MASTER THESIS

Title__ "Improving Enterprise Project Management System (on the basis of "Kyivstar" JSC)" ____

By_________________Mykhailo Zakharchenko_________________________
(Student's name, surname) (Signature)

*Academic Supervisor*_____ PhD, professor
(Scientific degree, academic status)

__ _______Liudmyla Batenko
(Signature) (Name, Surname)

Master Thesis has been approved for defense at Attestation Examination Commission (EC)

Head of the Department of International Management Ph.D, Associate Professor
_______________________M. Burmaka
(Signature)

KYIV 2023

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Department of International Management

MASTER DEGREE PROGRAM «BUSINESS ADMINISTRATION (GENERAL) »
BRANCH OF KNOWLEDGE 07 Management and administration
SPECIALTY 073 «Management »
SPECIALIZATION 8M10i «Business Administration (general)»

AGREED
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__________________ 2023__

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________________________ 2023__.

INDIVIDUAL TASK
higher education seeker____Mykhailo Zakharchenko__
Name, Surname
Extramural studies

Master Thesis
Title: Improving Enterprise Project Management System (on the basis of “Kyivstar” JSC)
The title of the Master’s thesis has been approved by the Rector’s Order “30”12.2022 № 2192-ст
Master Thesis is based on
____

Prelimenary plan of Master Thesis and the terms of it ssubmission to the Academic Supervisor

Chapter 1 ___ THEORETICAL PLATFORM OF A CORPORATE PROJECT MANAGEMENT SYSTEM DEVELOPMENT ___________________________
(Title, deadline – up to 23.01.23)
____

Chapter 2__ DIAGNOSIS OF THE “KYIVSTAR” CORPORATE PROJECT MANAGEMENT SYSTEM____
(Title, deadline – up to 27.02.23)
____

Chapter 3 __ PROPOSALS FOR “KYIVSTAR” CORPORATE PROJECT MANAGEMENT SYSTEM DEVELOPMENT **___________________________**

(Title, deadline – up to 27.03.23)

Deadline for submitting the final version of Master’s Thesis to the Academic Supervisor (*Deadline - 01.05.23)*

Object of research:	Processes of project management in a company
Subject of research:	Corporate project management system improvement
The purpose of the Thesis:	The purpose of the research is develop proposals for improving project management system in Kyivstar based on theoretical investigations and company project management practices analysis.

Specific tasks seeker has to accomplish to meet the objective:

In Chapter 1 To study the main theoretical concepts and approaches to the development of corporate project management systems and to determine their suitability for implementation in the Kyivstar company.
In Chapter 2 To carry out diagnostics of the corporate project management system in the company "Kyivstar" in order to identify strengths and weaknesses, as well as to identify possible problems and suggestions for improving the system.
In Chapter 3 Develop proposals for improving the corporate project management system at the "Kyivstar" company in order to ensure effective implementation of projects and achievement of set goals.

The task has been set

by the Academic Supervisor____ _Batenko L. P

(Signature) *(Name, Surname)*

“___”______2023__.

The task has been given to
seeker __________ ________Zakharchenko M. M.

(Signature) *(Name, Surname)*

“___”______2023__.

ABSTRACT

Master`s thesis for a master`s degree on "Improving Enterprise Project Management System (on the basis of JSC "Kyivstar")" contains 86 pages, 0 tables, 10 figures. The list of references includes 17 items and 2 Appendixes.

The object of the research Processes of project management in a company

The subject of the research Corporate project management system improvement

The purpose of the Thesis The purpose of the research is develop proposals for improving project management system in Kyivstar based on theoretical investigations and company project management practices analysis.

The tasks of the work are:

1) To study the main theoretical concepts and approaches to the development of corporate project management systems and to determine their suitability for implementation in the Kyivstar company; Conduct a Characterization of the corporate project management system and its elements; Research and analysis of modern trends and practices in the development of the corporate project management system in various industries. Prepare a report highlighting key trends and practices and their implications for organizations, with a particular focus on Kyivstar.
2) To carry out diagnostics of the corporate project management system in the company "Kyivstar" in order to identify strengths and weaknesses, as well as to identify possible problems and suggestions for improving the system; Conduct a comprehensive analysis to provide a general characteristic of the company "Kyivstar"; Conduct a thorough analysis of the project management practices in the company "Kyivstar."
3) Develop proposals for improving the corporate project management system at the "Kyivstar" company in order to ensure effective implementation of projects and achievement of set goals. Perform a detailed substantiation and feasibility study of the main directions for the development of the corporate project management system in Kyivstar; Develop a plan to address the organizational issues related to the implementation of the proposals for the development of the corporate project management system in Kyivstar.

The information base of the research Internal documents and reports, interviews and surveys, project data and performance metrics, best practices and industry standards, case studies and success stories, external consultants and experts and monographs, articles, internet sources.

According to the results of the study According to the results of the study conducted on improving project management in Kyivstar, several key findings and recommendations have emerged, current State Assessment, stakeholder Engagement, project Planning and Execution, risk Management

The results obtained can be used Process Improvement, training and Development, organizational Culture, decision-making, continuous Improvement. The results of this study can be applied not only in Kyivstar, but also in other companies of various industries. Here's where the results can be used: Kyivstar, щther telecommunication companies, companies of other industries.

Year of thesis completion - 2022

Year of thesis defense - 2023

ACADEMIC SUPERVISOR REVIEW

for Master thesis

of the student of the Educational and Scientific Institute of Business Education

named after Anatolii Poruchnyk
in the field of study 07 "Management and Administration" subject area 073 "Management"
educational and professional program Business Administration (general)
"IMPROVING ENTERPRISE PROJECT MANAGEMENT SYSTEM (ON THE BASIS OF "KYIVSTAR" JSC)"
by Zakharchenko M. M.

Logical-structural level of the research: the relevance of the research is substantiated; formulations of the topic, object, subject, goal and tasks of the research mutually agreed; the titles of the sections are consistent and correspond to the topic; the conclusions correspond to the tasks.

Search depth level: author has used classic, polemical foreign bibliographic sources published in professional and analytical publications; appendix with financial statements of the "KYIVSTAR" JSC is also presented.

Theoretical and methodical level of the research: the main concepts of project management were investigated, main approaches and project management system elements were identified.

Diagnostic and constructive level of the research: To underline some important findings of the author it is necessary to mention solid analysis of the Kyivstar, it's financial current state, examination of existing project management system within the company. Presented diagnostic illustrates the ability of the author to use proper tools for research and to make appropriate conclusions and recommendations. There are reasonable proposals to develop corporate project management system by creating the Project Management Office, organizing training program, update existing software for project management, regularly review project management processes and practices to identify areas for improvement. Cost-benefit analysis shows that after making changes, the company will receive profit for 15.7mln. Hryvnias. Organizational issues of the proposals on corporate project management system development were examined.

The level of scientific ethics: the text meets the requirements in general, there are correct references, the style of presentation of the material is scientific, and the list of references is not designed in accordance with the established requirements.

Organizational level of the research: the research was conducted according to the timetable, deficiencies were corrected in a timely manner, but not a fully completed work that did not require revision was presented to the scientific supervisor for feedback.

Conclusion on the possibility of awarding the student the qualification of Master in Management: the presented study meets the established requirements and certifies that Mykhailo **Zakharchenko** deserves to be awarded the qualification of Master in Management

Academic Supervisor _______ __________. PhD, professor Liudmyla Batenko

"_5__" June 2023

ACADEMIC SUPERVISOR REVIEW
for Master thesis
of the student of the Educational and Scientific Institute of Business Education named after Anatolii Poruchnyk
in the field of study 07 "Management and Administration" subject area 073 "Management"
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"IMPROVING ENTERPRISE PROJECT MANAGEMENT SYSTEM (ON THE BASIS OF "KYIVSTAR" JSC)"
by Zakharchenko M. M.

Review of the Diploma:

Logical-structural level of the research:
The diploma demonstrates a high level of logical and structural organization. The research is well-organized, with clear sections and sub-sections that guide the reader through the study. The information flows smoothly, and the arguments are presented in a coherent manner. The author effectively presents the objectives, methodology, and findings of the research, ensuring a logical progression of ideas.

Theoretical and methodological level of the research:
The diploma shows a strong theoretical foundation and methodological rigor. The author has extensively reviewed and cited relevant literature, demonstrating a comprehensive understanding of the subject matter. The research methods used are appropriate and well-suited for the research objectives. The author effectively applies theoretical concepts to analyse and interpret the data, providing valuable insights into the topic.

Diagnostic and constructive level of the research:
The research demonstrates a commendable level of diagnostic and constructive analysis. The author thoroughly diagnoses the existing issues and challenges in the corporate project management system, providing a clear understanding of the current state. Moreover, the proposed solutions and recommendations are well-founded and aligned with the identified problems. The author offers constructive insights and suggestions for improving the corporate project management system.

The level of scientific ethics:
The diploma adheres to a high level of scientific ethics. The author appropriately cites and references all sources used, giving proper credit to the original authors. The research is conducted with integrity, objectivity, and transparency. Any potential conflicts of interest are acknowledged and addressed. The data collection and analysis methods are ethical and respect the rights and privacy of participants.

Organizational level of the research:

suggestions for improving the corporate project management system.

The level of scientific ethics:

The diploma adheres to a high level of scientific ethics. The author appropriately cites and references all sources used, giving proper credit to the original authors. The research is conducted with integrity, objectivity, and transparency. Any potential conflicts of interest are acknowledged and addressed. The data collection and analysis methods are ethical and respect the rights and privacy of participants.

Organizational level of the research:

The research demonstrates strong organizational skills. The diploma is well-structured, with clear headings and subheadings that facilitate navigation and understanding. The flow of information is logical and cohesive, allowing the reader to easily follow the author's arguments. The research is supported by relevant data, examples, and illustrations, enhancing its clarity and readability.

Conclusion on the possibility of awarding the student the qualification of Master in Management: the presented study meets the established requirements and certifies that Mykhailo **Zakharchenko** deserves to be awarded the qualification of Master in Management

head of the BSS department of "Kyivstar" JSC ________ Vitaly Limarenko (Viktor Anikushin)

"_6__" June 2023

Content

INTRODUCTION

In today's dynamic business landscape, effective project management is the cornerstone of success for organizations across various industries. This is particularly true for companies like Kyivstar, a leading telecommunications provider in Ukraine. As the demands of customers and the market continue to evolve, Kyivstar recognizes the need to enhance its project management practices to drive efficiency, optimize resources, and deliver superior outcomes.

The purpose and tasks of this diploma The purpose of the research is develop proposals for improving project management system in Kyivstar based on theoretical investigations and company project management practices analysis.

By implementing these improvements, Kyivstar aims to achieve greater project success rates, improved customer satisfaction, and increased competitive advantage in the telecommunications industry.

Object of the research: processes of project management in a company.

Subject of the research: development of the project management system in a company

This diploma will delve into the challenges faced by Kyivstar in its project management endeavors, ranging from issues related to project scope definition, resource allocation, risk management, communication, and overall project governance. Through a comprehensive examination of the existing project management framework and a thorough analysis of industry best practices, this study seeks to provide actionable recommendations to uplift project management practices at Kyivstar.

The successful implementation of these recommendations will not only enhance project delivery capabilities but also foster a culture of continuous improvement and excellence within Kyivstar. By embracing robust project management methodologies, tools, and processes, the organization will be better equipped to navigate complex projects, mitigate risks, and drive sustainable growth.

This diploma serves as a roadmap to guide Kyivstar in its journey towards improving project management. It is an opportunity to develop a holistic understanding of the company's current project management practices and explore practical strategies to optimize project outcomes. By aligning project management practices with organizational goals, Kyivstar can enhance its ability to innovate, adapt to market dynamics, and maintain its position as a market leader in the telecommunications industry.

The following chapters will delve into the various aspects of project management, including project planning, execution, monitoring and control, and project closure. Each section will provide insights into the current state of affairs, challenges faced, and recommendations for improvement. By embracing a proactive and strategic approach to project management, Kyivstar can unlock its full potential and achieve remarkable results.

Qualitative Research: Qualitative research focuses on exploring and understanding subjective experiences, meanings, and social phenomena. It involves methods such as interviews, focus groups, and content analysis to gather rich, descriptive data.

I took the data for the internal documents and reports, interviews and surveys, project data and performance metrics, best practices and industry standards, case studies and success stories, external consultants and experts and monographs, articles, internet sources.

1. THEORETICAL PLATFORM OF A CORPORATE PROJECT MANAGEMENT SYSTEM DEVELOPMENT

1.1. Modern Approaches to the Project Management

Project management is a complex process that involves various methodologies and techniques to ensure successful completion of projects. Two of the most widely used project management methodologies are classical and agile methodologies. We will discuss these two methodologies and their approaches to project management.

Classical Project Management Methodology: Classical project management is a traditional approach that involves a rigid and structured process for managing projects. It emphasizes detailed planning, organization, and control, which makes it suitable for large and complex projects. The classical methodology consists of five phases: initiation, planning, execution, monitoring and controlling, and closing.

Initiation phase: In this phase, the project is defined, and the project charter is created. The project charter outlines the project's objectives, scope, deliverables, and stakeholders.

The initial phase of the project is the first stage of the project life cycle, during which the problem to be solved is defined and the general idea of the project is developed. At this stage, the customer of the project is usually determined, its purpose and tasks are formulated, the expected results of the project are substantiated, and its limitations are determined. At the initial phase of the project, the needs and expectations of the interested parties (stakeholders) are analyzed, the project team and the main directions of the project are formed, the business model and the project implementation strategy are determined. The main goal of the initial phase is to define a clear understanding of what needs to be done in the project, what limitations and resources there are for it, and what the expected results will be. It is important at this stage to define measures of project success, which will be used in the future to evaluate the effectiveness of the project.

In addition, at the initial phase of the project, an assessment of its economic feasibility and risks is carried out, as well as project financing is planned. As a result of the initial phase, a technical task for the development of the project is formed, which serves as the basis for further work on the design and implementation of the project.

Planning phase: In this phase, the project plan is developed. The project plan includes a detailed scope statement, a work breakdown structure, a project schedule, a project budget, and a risk management plan. In this phase, the project vision is defined, and the product backlog is created. The product backlog is a list of features that need to be developed.

The project planning phase is key to successful project execution. During this phase, the project plan is formed, the goal and objectives of the project are determined, the scope of work, the necessary resources and technologies that will be used are determined, as well as the success criteria are developed and risk management is planned.

In the project planning phase, the project management structure is determined, including the role and responsibilities of the project manager and other project participants. Deadlines and executors of individual stages of work are determined, as well as decisions are made regarding the organization of communication and reporting with all project participants.In the planning phase, the financial component of the project is also taken into account, the budget and expenditure schedule are developed, the expected effect of the project and its profitability are determined. An important part of the planning phase is the development of various scenarios of the development of events that may occur during the implementation of the project. For each possible risk, it is necessary to determine its impact on the project and possible ways to reduce this risk. After the planning phase is completed, a project plan is created, which must contain all the defined stages of work, all required resources, budget, work schedule and success criteria. This plan becomes the basis for monitoring the implementation of the project in the future.

Execution phase: In this phase, the project plan is put into action, and the project team performs the work according to the plan. Monitoring and controlling phase: In this phase, project progress is monitored, and corrective actions are taken if necessary. Project metrics are tracked, and project reports are produced to ensure the project is on track. Closing phase: In this phase, the project is completed, and the project deliverables are handed over to the stakeholders. In this phase, the product backlog items are developed and delivered in sprints, which are short iterations.

Execution phase is one of the most important phases in project management, because it is at this stage that the project is carried out in real time. During this period, the implementation of planning tasks and execution of works takes place according to the approved schedule. The main stages of the project implementation phase are as follows:

1) Allocation of tasks and resources. According to the project plan, it is necessary to distribute tasks among team members and provide them with the necessary resources.
2) Collection of information about the implementation of the project. During this period, the project manager must monitor the implementation of the project, collect and analyze data on the progress of work in order to take timely measures to prevent possible risks and change the action plan if necessary.

3) Resource management and cost control. It is important to control the use of project resources and finances so that they do not exceed the planned indicators. The project manager must track costs for materials, services, salaries, and other expenses to prevent project budget overruns.
4) Team management. It is important to ensure effective communication and cooperation between team members, resolve conflicts, and solve problems that arise during project work.
5) Ensuring the quality of project implementation. One of the main priorities at the implementation stage is to ensure the quality of project implementation and compliance with the results

Agile Project Management Methodology: Agile project management is a flexible and iterative approach that emphasizes collaboration, adaptability, and continuous improvement. It is suitable for projects with changing requirements and uncertainties. Agile methodology consists of four phases: planning, executing, monitoring, and adapting. Comparison of Classical and Agile Methodologies: Classical methodology is suitable for projects with well-defined requirements and stable environments. It is a top-down approach where the project plan is developed before the work begins. On the other hand, agile methodology is suitable for projects with changing requirements and uncertainties. It is a bottom-up approach where the work is divided into sprints, and feedback is obtained from stakeholders before the next sprint begins.

Monitoring phase: In this phase, the project progress is monitored, and feedback is obtained from stakeholders. The team reviews the sprint results and adapts the product backlog based on the feedback. The monitoring phase in project management is a key stage that allows you to monitor the project implementation process and evaluate the results achieved during the project implementation. The main tasks of the monitoring phase of the project are to ensure control over costs, deadlines, quality and volume of work.

During the monitoring phase, there is constant control over the performance of the work, in particular, to ensure that the work is carried out in accordance with the project plan. In addition, an important stage is the collection and analysis of information on the costs of the project and the calculation of actual costs at the moment. Based on the results of the analysis, it is possible to make decisions about changing the budget, changing the terms or the work plan. To ensure effective control over the project in the monitoring phase, it is necessary to use various tools and technologies. In particular, they may include time tracking systems, cost control, quality monitoring systems, technical documentation, and others. In this phase, adjustments to the project plan can be made, if any unforeseen circumstances have caused a change in conditions. In addition, at this stage, potential problems and risks can be identified and resolved, which will ensure the effective implementation of the project in the future.

Adapting phase: In this phase, the team implements changes to the project plan based on the feedback obtained in the monitoring phase.

The project adaptation phase is the last phase in the project life cycle. In this phase, the results of the project are evaluated and it is ensured that it meets the requirements and goals of the organization.

The main tasks of the adaptation phase are as follows:

1) Evaluation of project results: in this phase, it is evaluated how successfully the project has fulfilled its goals and objectives, which were set during the planning phase. It is determined to what extent the implementation of the project meets the set requirements and quality of work.

2) Ensuring the correctness of the project execution: if any deviations or errors are found, it is necessary to take appropriate measures to correct them and prevent similar problems in the future.
3) Documentation of project results: during the adaptation phase of the project, all results obtained during the work on the project are documented in order to ensure convenient access to this information in the future.
4) Project completion: at the final stage of the project adaptation phase, the final evaluation of the project and its results takes place. After that, the project can be officially completed and the project team can disband or move on to work on another project.

In conclusion, project management is a complex process that involves various methodologies and techniques. Classical and agile methodologies are two widely used project management methodologies. The choice of methodology depends on the project's requirements and environment. Classical methodology is suitable for projects with well-defined requirements and stable environments, while agile methodology is suitable for projects with changing requirements and uncertainties.

1.2. Characteristic of a Corporate Project Management System and its elements

A Corporate Project Management System (CPMS) is a framework that organizations use to manage projects efficiently and effectively. It is designed to standardize project management practices across the organization and ensure that projects are aligned with the organization's goals and objectives.

The main characteristic of a CPMS is that it provides a consistent and standardized approach to project management, which helps to ensure that projects are completed on time, within budget, and to the required quality standards.

The key elements of a CPMS include:

1. **Project Governance:** This involves the definition of roles, responsibilities, and decision-making processes for project stakeholders. Project Governance is a set of principles and practices that ensure the successful delivery of projects in an organization. It involves the policies, procedures, roles, responsibilities, and decision-making processes necessary for effective project management.

   The primary goal of project governance is to ensure that projects are aligned with the strategic objectives of the organization and are completed within budget, on time, and with the expected quality. It provides a framework for the management of projects, including the establishment of project goals, the selection of the appropriate resources, and the implementation of a risk management plan.

   Project governance includes several key elements, including:

   1.1. *Roles and Responsibilities:* Clear roles and responsibilities are essential to effective project governance. This involves defining the project sponsor, project manager, steering committee, and other stakeholders involved in the project.

   1.2. *Policies and Procedures:* Policies and procedures provide a framework for project management. This includes defining the process for initiating, planning, executing, monitoring, and closing projects, as well as guidelines for risk management, change management, and quality management.

   1.3. *Project Planning and Control:* Project planning and control involve developing a project plan, including a work breakdown structure, a project schedule, and a budget. It also involves monitoring and controlling the project through regular status reporting, performance measurement, and change management

1.4. *Risk Management*: Risk management involves identifying, assessing, and managing risks that could impact the project's success. This includes developing a risk management plan and implementing risk mitigation strategies.

1.5. *Stakeholder Management:* Stakeholder management involves identifying and managing the expectations of stakeholders, including the project sponsor, project team, customers, and other stakeholders.

1.6. *Quality Management:* Quality management involves establishing standards for the project deliverables and implementing processes to ensure that those standards are met.

Overall, effective project governance is critical to the success of a project. It ensures that projects are aligned with the organization's strategic objectives, are completed within budget, on time, and with the expected quality, and that stakeholders are engaged and informed throughout the project lifecycle.

2. **Project Planning:** This includes the development of project plans, schedules, budgets, and resource plans.

Project planning is a crucial element of corporate project management systems (CPMS) and involves defining project objectives, identifying project activities, estimating the resources required for project completion, and determining the timelines and budget for the project. A well-planned project provides a clear roadmap for the project team to follow and increases the chances of project success.

In CPMS, project planning involves several key steps, including:

2.1. *Defining project objectives*: The project team needs to identify the project's primary goals, the desired outcomes, and the expected deliverables. This helps ensure that the project remains focused and aligned with the organization's strategic objectives.

2.2. *Developing a project scope:* The project scope outlines the boundaries of the project, including the deliverables, timelines, budget, and resources required. It also identifies the project's constraints and assumptions.

2.3. *Creating a work breakdown structure (WBS):* The WBS breaks down the project scope into smaller, manageable components or work packages, making it easier to estimate costs, allocate resources, and schedule activities.

2.4. *Estimating resources and developing a budget:* The project team estimates the resources required for each work package, including personnel, equipment, and materials. This information is then used to develop a project budget.

2.5. *Developing a project schedule:* Based on the WBS and resource estimates, the project team creates a project schedule that outlines the start and end dates for each work package and the project as a whole.

2.6. *Identifying project risks:* The project team identifies potential risks that could impact the project's success, develops strategies to mitigate these risks, and creates a contingency plan in case any risks materialize.

2.7. *Defining project roles and responsibilities:* The project team identifies the roles and responsibilities of each team member and stakeholder, including project sponsors, project managers, and team members.

Overall, project planning in CPMS involves a detailed and structured approach to defining project objectives, scoping the project, breaking it down into manageable work packages, estimating resources, developing a budget and schedule, identifying risks, and defining roles and responsibilities. Effective project planning is essential for project success and helps ensure that projects are delivered on time, within budget, and meet the desired outcomes.

3. **Project Execution:** This involves the actual implementation of the project plan, including monitoring and controlling project performance and managing project risks.

   Project execution is the phase in the CPMS where the actual project work is performed, and the project team is responsible for achieving the project objectives. The project execution phase involves a wide range of activities, including resource allocation, task assignment, status tracking, and performance measurement. During the execution phase, the project manager's primary responsibility is to ensure that the project work is proceeding according to plan. This involves closely monitoring the project status, identifying potential risks or issues, and taking corrective actions as necessary. The project manager must also ensure that project team members are effectively communicating and collaborating with each other to ensure that the project work is completed on time and within budget.

   Some key elements of project execution in CPMS include:

3.1. *Task management:* The project team must break down the project into smaller, more manageable tasks and assign them to team members. Each task should have clear deadlines and deliverables, and progress should be regularly tracked and reported.

3.2. *Resource allocation:* The project team must ensure that resources, including personnel, equipment, and materials, are allocated effectively and efficiently to ensure that the project work can be completed on time and within budget.

3.3. *Risk management:* The project team must identify potential risks to the project and develop strategies to mitigate or manage those risks.

3.4. *Change management:* The project team must manage changes to the project scope, schedule, and budget effectively to ensure that the project objectives are still met.

3.5. *Performance measurement*: The project team must establish metrics for measuring project performance and regularly track and report on progress against those metrics.

Overall, effective project execution is critical to the success of any CPMS project. By closely monitoring the project status, identifying potential issues, and taking corrective actions, the project team can ensure that the project is completed on time, within budget, and to the required quality standards.

4. **Project Monitoring and Control:** This involves the ongoing tracking and evaluation of project progress against the plan, and taking corrective action as necessary.

Project Monitoring and Control is a critical phase in the CPMS. It involves tracking project progress, monitoring the quality of the work, and ensuring that the project is on schedule and within budget. In this phase, the project manager uses various tools and techniques to measure the performance of the project against the plan. This includes tracking the project's critical path, assessing risks and issues, and reviewing the project budget and schedule.

The key elements of Project Monitoring and Control in CPMS are:

4.1. *Performance measurement:* This involves tracking the progress of the project and comparing it to the plan. This includes monitoring the project budget, schedule, and quality of work.

4.2. *Risk management:* This involves identifying potential risks and developing strategies to mitigate them. The project manager should regularly review the risk management plan and update it as necessary.

4.3. *Change management:* This involves managing changes to the project scope, schedule, or budget. The project manager should have a formal change management process in place to ensure that any changes are properly evaluated and approved before being implemented.

4.4. *Issue management:* This involves identifying and resolving issues that arise during the project. The project manager should track issues and take appropriate action to resolve them.

4.5. *Communication:* This involves communicating project status to stakeholders, including the project team, customers, and other stakeholders. The project manager should have a communication plan in place to ensure that all stakeholders are kept informed of project progress.

Overall, Project Monitoring and Control is critical to the success of the project. It helps the project manager to identify issues and risks early on and take corrective action before they become major problems. This phase ensures that the project is on track and delivers the expected results within the agreed-upon budget and schedule.

5. **Project Reporting:** This involves the regular communication of project progress, risks, and issues to project stakeholders.

Project reporting is an essential part of the Corporate Project Management System (CPMS) that enables stakeholders to stay informed about the project's progress, identify issues and risks, and make informed decisions. Project reporting involves collecting, analyzing, and presenting project data in a clear, concise, and relevant way to various stakeholders, including project managers, team members, executives, and clients.

The primary goal of project reporting is to provide timely and accurate information on project status, performance, and risks to enable effective decision-making. The project report should contain information on the project's scope, schedule, budget, quality, risks, issues, and changes. Additionally, it should highlight key achievements, milestones, and areas of concern. The report should also include a summary of the project's performance against its objectives, targets, and key performance indicators (KPIs).

CPMS typically includes predefined report templates and guidelines that help project managers prepare and present project reports effectively. These templates often contain graphical representations, charts, and tables to facilitate data visualization and make it easier for stakeholders to understand the project's status and progress.

Furthermore, CPMS may include tools such as dashboards and scorecards that provide real-time data and performance metrics. These tools enable stakeholders to quickly assess the project's performance against its objectives and KPIs and identify areas that require attention.

In summary, project reporting is a critical aspect of CPMS that ensures effective communication and decision-making. It provides stakeholders with a clear and concise understanding of the project's status, performance, and risks and enables them to take timely and informed actions.

6. **Project Closure:** This involves the formal completion of the project, including the handover of deliverables, project documentation, and lessons learned.

   Project closure is the final stage of the project lifecycle in a Corporate Project Management System (CPMS). It is the process of formally closing the project and releasing its resources, including human resources, equipment, and materials, after the project's objectives have been met.

   The following are the key activities in project closure:

6.1. *Conducting a final project review:* The final project review is conducted to assess the project's success in meeting its objectives and delivering the desired results. It involves analyzing the project performance and identifying lessons learned to be applied in future projects.

6.2. *Documenting project outcomes:* The project outcomes, including the project deliverables, final budget, and final schedule, are documented to provide a record of the project's success and to serve as a reference for future projects.

6.3. *Obtaining final acceptance:* The project is formally accepted by the customer or stakeholders after all deliverables have been completed and the project has been reviewed and approved.

6.4. *Closing out contracts:* Contracts are closed out, and all legal and financial obligations are fulfilled.

6.5. *Releasing project resources:* Human resources, equipment, and materials are released from the project and reassigned to other projects or returned to the company's inventory.

6.6. *Archiving project documentation*: All project documentation, including project plans, schedules, reports, and other related materials, are archived for future reference.

6.7. *Celebrating project success:* The project team celebrates the successful completion of the project and recognizes the contributions of all team members.

In CPMS, project closure is an important process that ensures that the project is completed successfully, all objectives are met, and all resources are released appropriately. Proper project closure also helps in identifying areas for improvement and best practices that can be applied in future projects.

7. **Project Portfolio Management**: This involves the selection, prioritization, and management of the organization's portfolio of projects to ensure alignment with strategic objectives.

Project Portfolio Management (PPM) is an essential component of a Corporate Project Management System (CPMS). PPM is the process of selecting, prioritizing, and managing a group of projects to achieve strategic business goals. The goal of PPM is to maximize the value of the project portfolio while balancing the organization's resources, risks, and priorities.

PPM in CPMS typically involves the following key elements:

7.1. *Portfolio identification:* This involves identifying all the projects in the organization and categorizing them according to various criteria such as strategic fit, risks, benefits, and resources required.

7.2. *Portfolio prioritization:* This involves ranking the projects in the portfolio according to their importance to the organization and aligning them with the organization's overall strategy.

7.3. *Resource management:* This involves allocating resources such as people, money, and equipment to the different projects in the portfolio based on their importance, urgency, and resource requirements.

7.4. *Performance monitoring:* This involves tracking the progress of the projects in the portfolio, identifying any issues or risks, and taking corrective action as necessary.

7.5. *Portfolio optimization:* This involves regularly reviewing and adjusting the portfolio to ensure that it continues to meet the organization's strategic objectives and that the projects are delivering value.

PPM provides a systematic approach to managing the organization's project portfolio and helps ensure that resources are allocated effectively, risks are managed appropriately, and the organization's strategic objectives are met. It enables organizations to make informed decisions about which projects to pursue, how to allocate resources, and how to balance risk and reward.

Overall, a CPMS provides a structured approach to project management that helps organizations to achieve their goals and objectives, while ensuring that projects are delivered efficiently and effectively.

1.3. **Current Trends and Practices of Corporate Project Management System Development**

Corporate Project Management System (CPMS) development is a continuously evolving process that is impacted by global trends and best practices. Here are some current trends and practices in CPMS development in Ukraine and globally:

1. ***Agile Project Management:*** Agile methodologies have gained popularity in recent years due to their ability to adapt to changing requirements and deliver value in a shorter time frame. CPMS development in Ukraine and globally is increasingly adopting Agile methodologies such as Scrum, Kanban, and Lean.
2. ***Integration with Digital Technologies:*** With the growing importance of digital technologies, CPMS development is increasingly focused on integrating with

digital platforms and tools such as AI, IoT, cloud computing, and mobile technologies.

3. ***Emphasis on Stakeholder Engagement:*** CPMS development is increasingly focused on stakeholder engagement, with an emphasis on collaboration, communication, and transparency. This includes involving stakeholders in the project planning process and keeping them informed of project progress and risks.
4. ***Sustainability and Social Responsibility:*** CPMS development is increasingly focused on sustainability and social responsibility, with an emphasis on environmental, social, and governance (ESG) considerations. This includes incorporating ESG criteria into project selection and monitoring, as well as ensuring that projects are designed and implemented in an environmentally and socially responsible manner.
5. ***Focus on Data Analytics:*** CPMS development is increasingly focused on data analytics, with an emphasis on using data to inform project decision-making and improve project performance. This includes implementing data-driven project management tools and leveraging data analytics to identify trends, risks, and opportunities.

Globally, there are several established frameworks for CPMS development, such as the Project Management Institute's (PMI) Project Management Body of Knowledge (PMBOK) and the PRINCE2 methodology developed by the UK government. In Ukraine, there are several organizations such as the Ukrainian Project Management Association (UPMA) and the Kyiv Project Management Club that provide training, certification, and networking opportunities for project management professionals.

Overall, CPMS development is a dynamic process that requires organizations to stay abreast of global trends and best practices to remain competitive and deliver projects successfully.

Assortment of companies and customer needs[8]

Has the range of goods/services changed in accordance with the current situation?

Almost half of the respondents (48%) have not changed the range of their goods/services in accordance with current conditions, which may indicate that their products are not sensitive to changes in the economic environment. The same situation was in August 2022.

37% of respondents in 2023 and 40% in 2022 noted that they partially updated their assortment and adapted their products to current customer needs. This indicates the willingness of companies to change their offer.

And again, as in mid-2022, companies that do not adapt the range are in the minority. There are both those who already know about certain changes in demand, and those who have not yet decided on the needs of customers. Both categories gained 4% each.

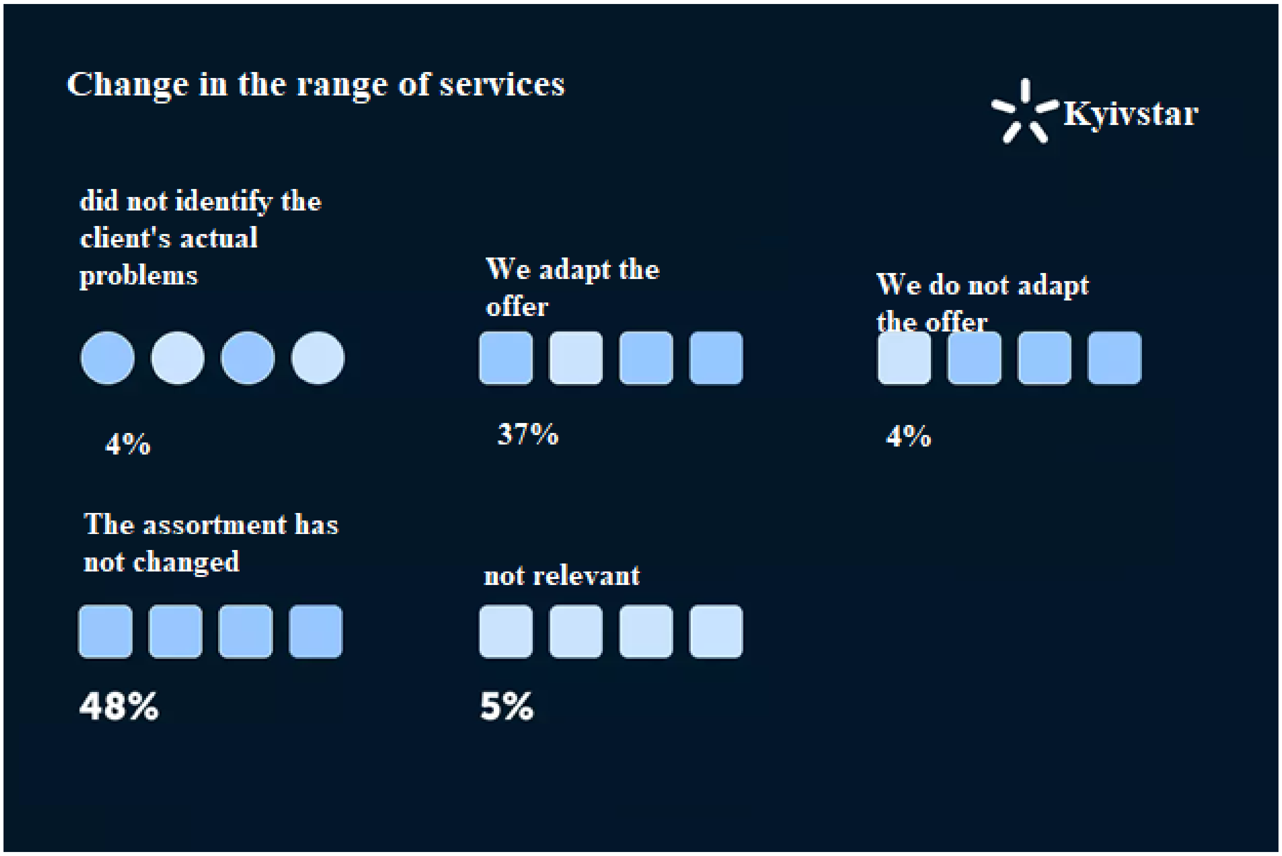

Figure 1.1 - Change in the range of services

Have the preferences and needs of customers changed? [8]

45% of companies notice a partial change in the preferences and needs of their customers, namely a decrease in demand for certain goods/services. In 2022, the average number of such companies was 52%. This may be due to transformations in the economic environment and changes in consumer lifestyles during the war.

27% of respondents indicate that the preferences of their customers have not changed, which may indicate the stability of their audience. Instead, 13% of organizations emphasized that there are radical changes in the needs of consumers, while there is an understanding of what exactly they are. In August 2022, the indicator was at the level of 12%. That is, the situation with the analysis of customer preferences and needs has hardly changed.

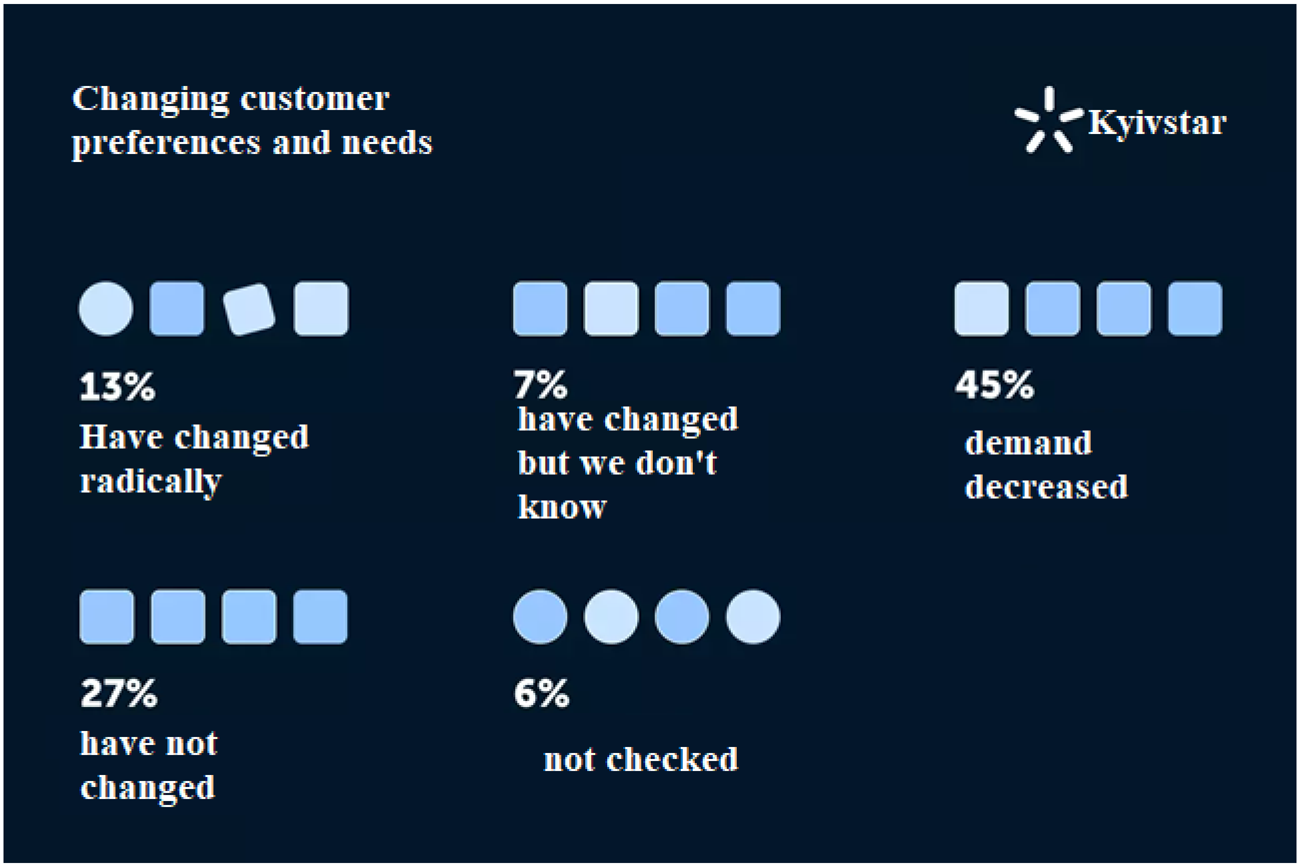

Figure 1.2 - Changing customer preferences

What priority tasks for business are you solving now? [8]

As in 2022, the main task for businesses is to find new customers (57%). However, setting up logistics supplies in 2023 is no longer the priority it was at the end of summer 2022. During this time, many have already managed to adapt and create/rebuild supply chains. For comparison, last year the indicator was at the level of 31%, now it is only 13%.

Setting up the team's work also remained a relevant issue, as in 2022, and even slightly prioritized (from 27% to 35%). Perhaps this could have been influenced by problems with the electricity supply in a certain period and greater certainty with the further format of the company's work.

Also, the important tasks for the business, which the respondents of the survey talk about, are the adaptation of the assortment (24%), the search for personnel (21%), the search for new partners (20%) and the search for financing/investment (17%). Some companies indicated that they lack efficient production setup (16%), entering new markets abroad (16%), moving infrastructure to the cloud (9%) and business scaling, namely opening new sales points (6%).

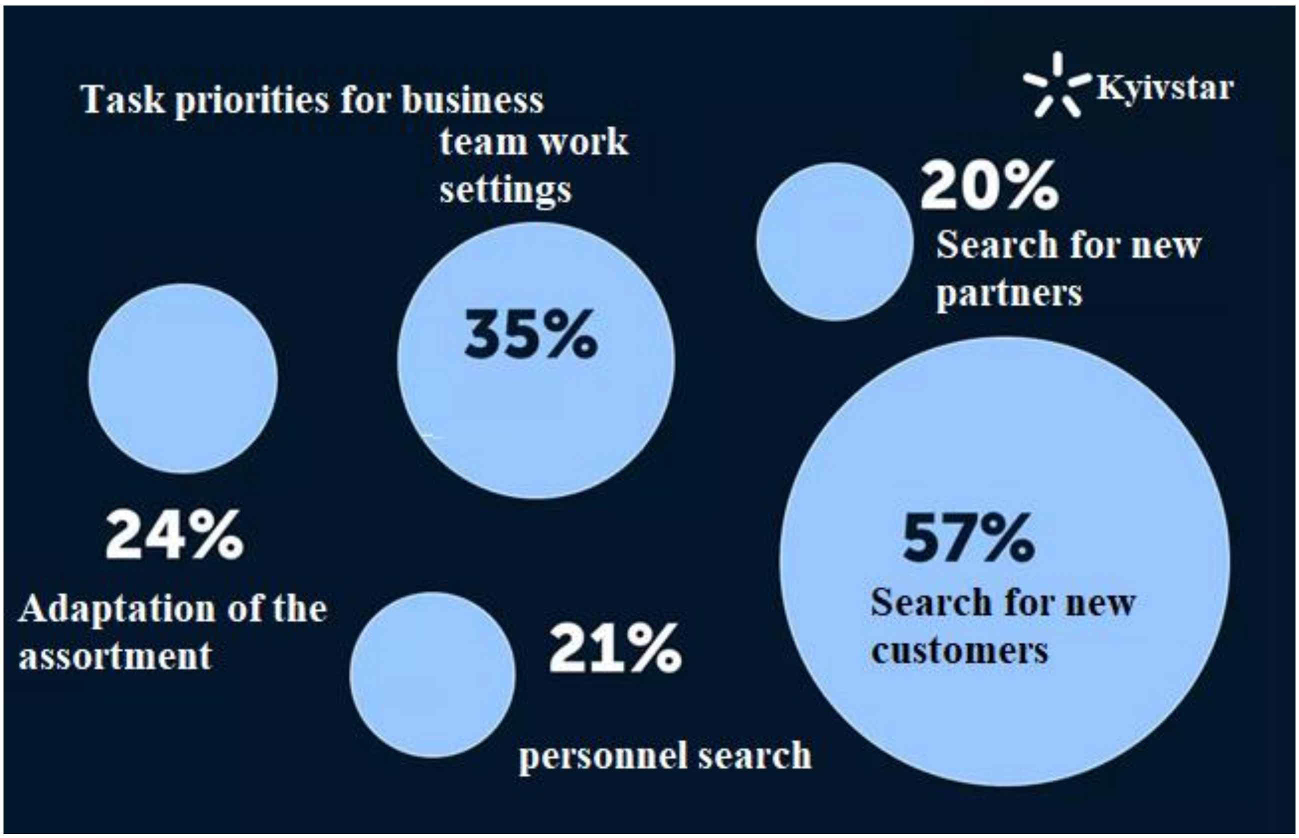

Figure 1.3 – Business priorities

2.DIAGNOSIS OF THE “KYIVSTAR” CORPORATE PROJECT MANAGEMENT SYSTEM

2.1. General Characteristic of the Company

Kyivstar is the largest telecommunications company in Ukraine, providing mobile, fixed-line, and internet services to millions of customers across the country. Here is a general characteristic of the company.

1. ***History and Ownership:*** Kyivstar was founded in 1994 and is currently owned by VEON, a global provider of telecommunications services based in Amsterdam.

   VEON Group is a multinational telecommunications conglomerate that provides voice and data services through a range of traditional and broadband mobile and fixed technologies. The company operates in a number of countries across Asia, Africa, and Europe, with its headquarters located in Amsterdam, Netherlands.

   As of 2021, VEON Group had more than 200 million customers across 9 countries, including Russia, Pakistan, Ukraine, Bangladesh, Algeria, Uzbekistan, Kazakhstan, Kyrgyzstan, and Georgia. The company's operations are divided into three geographic segments: Russia, Pakistan, and the rest of the world.

   VEON Group offers a range of services, including voice and data services, broadband internet, messaging, content services, and more. The company's core focus is on providing affordable, reliable, and high-quality telecommunications services to customers across the markets in which it operates.

VEON Group is listed on the NASDAQ and Euronext Amsterdam stock exchanges, with a market capitalization of over $6 billion as of 2021. The company employs over 40,000 people worldwide and is known for its commitment to corporate social responsibility, sustainability, and community engagement.

2. ***Products and Services:*** Kyivstar offers a wide range of products and services, including mobile voice and data plans, fixed-line phone and internet services, as well as digital services such as mobile payments, music streaming, and video on demand.

   JSC Kyivstar is one of the leading telecommunications companies in Ukraine, and its economic performance is closely tied to the overall economic situation in the country. In recent years, the Ukrainian economy has shown moderate growth, with a GDP growth rate of 3.2% in 2019, but has been negatively affected by the COVID-19 pandemic.

   In 2020, JSC Kyivstar reported revenues of UAH 20.9 billion (approximately USD 768 million), a decrease of 2.4% compared to the previous year. The company's net profit for the year was UAH 3.8 billion (approximately USD 140 million), a decrease of 16% compared to the previous year. The decrease in revenue and profit was attributed to the pandemic, which had a negative impact on the company's operations, particularly in the first half of the year.

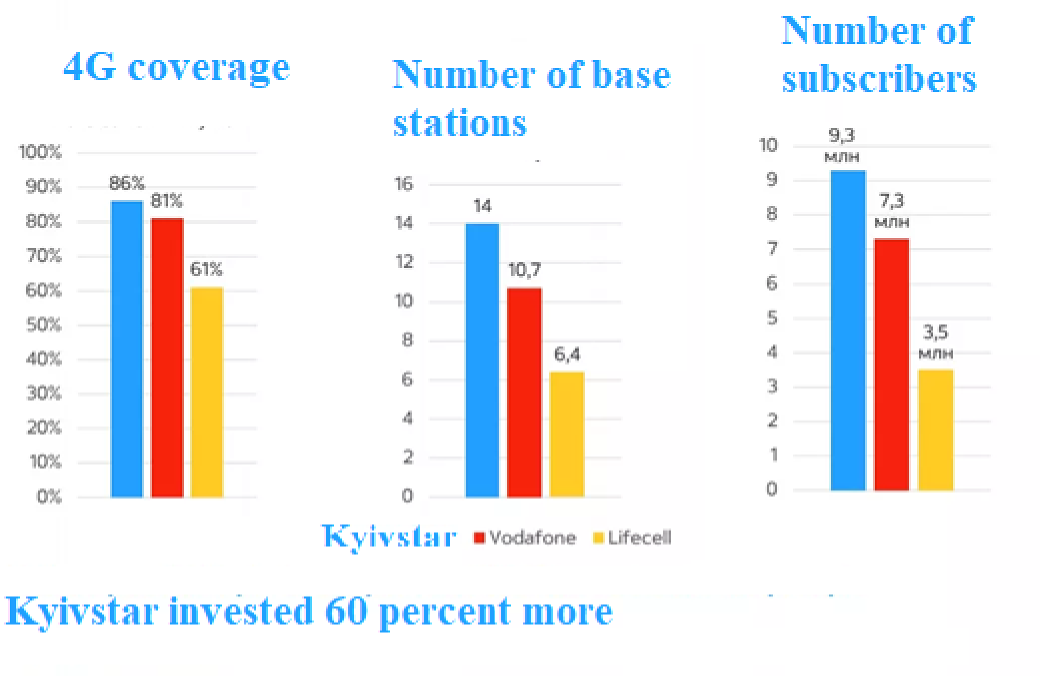

Figure 2.1- Comparison of KPIs of mobile operators for 2020[17]

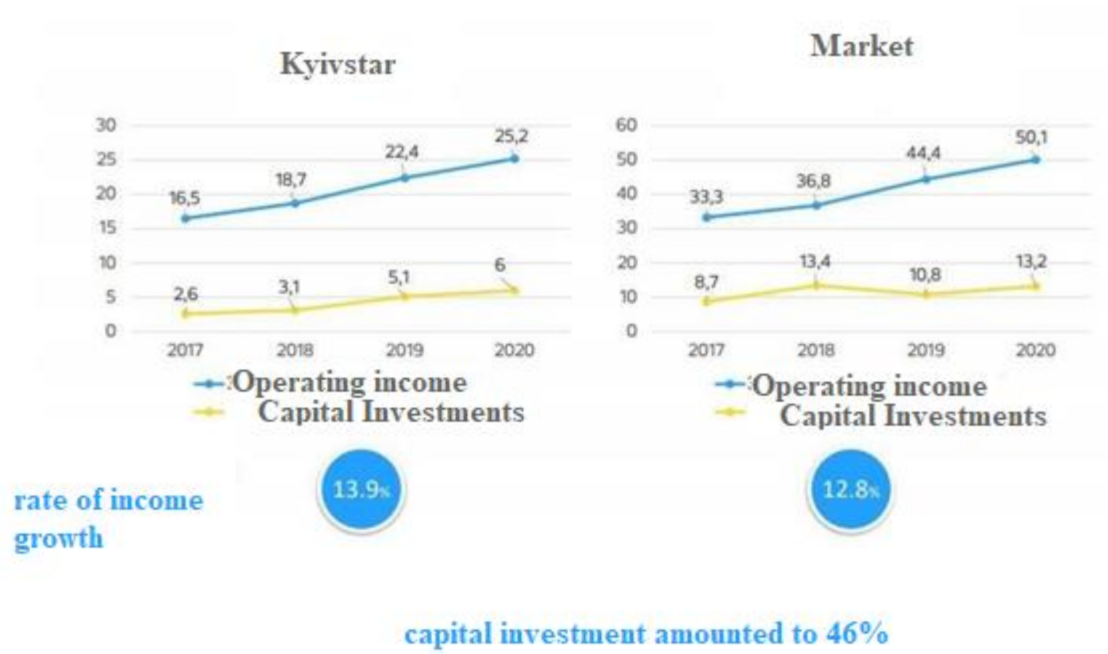

Figure 2.2 - graph of operating income and capital investment growth[17]

JSC Kyivstar's main sources of revenue are mobile communication services, fixed-line internet and digital TV services. In 2020, mobile communication services accounted for 88% of the company's total revenue, while fixed-line internet and digital TV services accounted for 7% and 2%, respectively. The remaining 3% of revenue came from other services, such as cloud services and equipment sales.

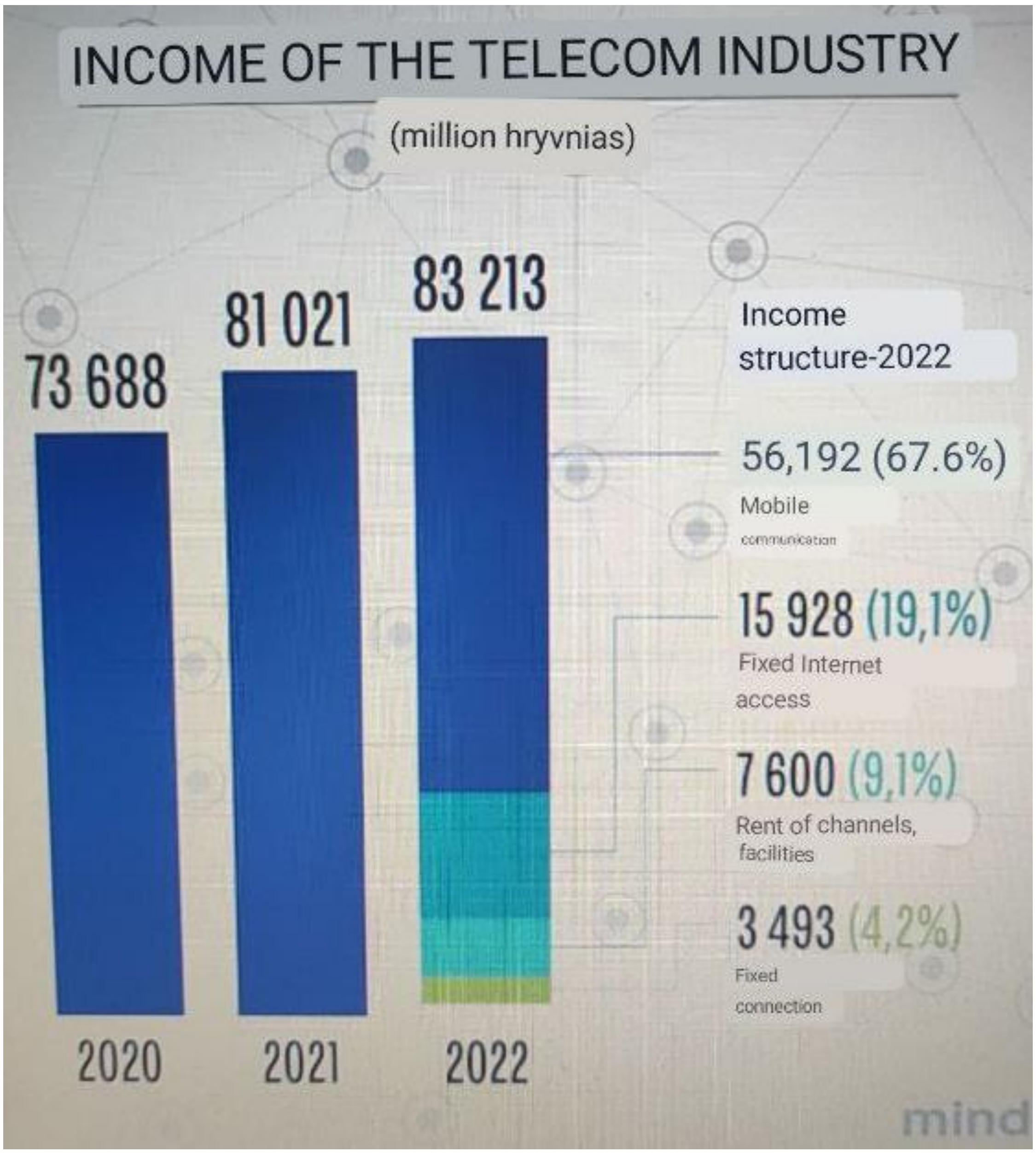

Figure 2.3 - The rate of growth of profits of the telecom industry[17]

The company's main costs are related to network maintenance, personnel and advertising expenses. In 2020, JSC Kyivstar's total operating expenses were UAH 16.3 billion (approximately USD 600 million), a decrease of 2.6% compared to the previous year.

Overall, JSC Kyivstar is a profitable company with a strong market position in Ukraine's telecommunications industry. However, the company is facing challenges from increasing competition and the ongoing impact of the COVID-19 pandemic on the Ukrainian economy.

3. ***Market Share:*** Kyivstar is the largest mobile operator in Ukraine, with a market share of around 42% as of 2021. The company also has a significant presence in the fixed-line and internet markets.

As of 2021, JSC Kyivstar holds the largest market share in the telecommunications industry in Ukraine. According to data from the National Commission for Communications and Informatization Regulation (NCCIR), as of the end of the second quarter of 2021, Kyivstar's market share was 38.98% in terms of total revenue. This is followed by Vodafone Ukraine (31.83%) and lifecell (29.19%).

In terms of the mobile segment specifically, Kyivstar's market share as of the end of the second quarter of 2021 was 43.55%, followed by Vodafone Ukraine (33.08%) and lifecell (23.37%).

It should be noted that market share data can fluctuate over time and may be impacted by various factors such as changes in customer preferences, pricing strategies, and competition.

4. ***Corporate Social Responsibility:*** Kyivstar is committed to corporate social responsibility and is involved in a range of initiatives aimed at improving education, healthcare, and the environment in Ukraine. The company also supports cultural and sporting events in the country.

   JSC Kyivstar has a strong focus on corporate social responsibility (CSR) and sustainability. Here are some statistical highlights of their CSR initiatives: Since 2011, Kyivstar has implemented a large-scale social initiative called "Building a Future Together", aimed at providing modern equipment and access to the Internet for schools in Ukraine. As of 2021, the program has benefited over 500,000 students and teachers.

   Kyivstar is committed to reducing its environmental impact and has set a goal to reduce its CO_2 emissions by 50% by 2030. In 2020, the company reduced its CO_2 emissions by 16% compared to the previous year.

   Kyivstar is also actively engaged in promoting digital inclusion and bridging the digital divide in Ukraine. As of 2021, the company has provided over 4,000 villages with access to 3G and 4G mobile Internet, and has launched a number of initiatives to promote digital literacy and online safety.

   In 2020, Kyivstar donated over UAH 11 million (approximately USD 400,000) to support healthcare institutions in Ukraine in their fight against the COVID-19 pandemic.

   Kyivstar is committed to promoting diversity and inclusion in the workplace and has been recognized as one of Ukraine's top employers for gender equality. As of 2021, women make up 42% of the company's total workforce and 38% of management positions.

5. ***Awards and Recognition***: Kyivstar has received numerous awards and recognition for its products and services, including the Ukrainian IT Awards, the Effie Awards, and the Ukrainian CSR Awards.

   - In 2020, Kyivstar was recognized as the best Ukrainian telecom brand by the Ukrainian Advertising Coalition.
   - In 2020, the company received the "Best Customer Experience" award from the Ukrainian Association of Contact Centers.
   - In 2020, Kyivstar was recognized as the "Best Corporate Responsibility Program" at the annual CSR Ukraine Awards.
   - In 2019, the company received the "Best Mobile Network Operator" award at the Ukrainian Telecom Awards.
   - In 2019, Kyivstar was recognized as the "Best Social Responsibility Program" at the annual CSR Ukraine Awards.
   - In 2018, the company was awarded the "Best Mobile Operator" at the Ukrainian Telecom Awards.
   - In 2018, Kyivstar received the "For the Best Socially Responsible Project" award from the Ukrainian Association of Contact Centers.
   - In 2017, the company was recognized as the "Best Mobile Operator" at the Ukrainian Telecom Awards.

6. ***Employees:*** Kyivstar employs over 8,000 people across Ukraine and is committed to providing a safe and supportive working environment for its employees. The company also offers professional development and training opportunities for its staff.

   According to the Kyivstar website, as of December 31, 2021, the company had approximately 9,000 employees. Below is some additional statistical information about Kyivstar's employees:

- Women make up 39% of the workforce
- The average age of employees is 36 years
- 60% of employees have higher education
- 40% of employees have been working at Kyivstar for more than 5 years

The company provides its employees with opportunities for professional growth and development, and offers various training and development programs.

Figure 2.3 - improvement in war conditions[17]

2.2. Analysis of the Projects Management Practice in the Company

Overall, Kyivstar is a major player in the Ukrainian telecommunications market, with a strong commitment to providing high-quality products and services to its customers while also supporting social and environmental initiatives in the country Project management at Kyivstar takes place in accordance with international standards PMI (Project Management Institute) and PRINCE2 (Projects in Controlled

Environments). The company has developed a corporate project management system that covers all stages of the project life cycle - from task setting to commissioning.

One of the key principles of project management at Kyivstar is focus on results and customer needs. The company strives to ensure that every project they implement really meets the needs of userssand gives them the desired result.

Another important aspect of project management at Kyivstar is communication and cooperation of all project participants. The company pays considerable attention to ensuring effective information exchange and interaction between project team members.

In addition, Kyivstar actively uses modern project management tools, such as software for project planning, control and monitoring, which allows monitoring progress and timely response to possible risks.

1. ***Clear Project Objectives:*** Projects must have clear objectives that are aligned with the overall goals and strategies of the organization. These objectives must be well-defined and communicated to all stakeholders to ensure everyone understands what the project is trying to achieve.

    Clear project objectives are a crucial element of the project planning stage at Kyivstar. It involves defining the goals and objectives that the project aims to achieve, as well as the scope of the project, the timeline, and the budget.

    At this stage, Kyivstar project managers work closely with stakeholders to identify and define the objectives of the project. They also determine the expected outcomes and benefits of the project and set specific, measurable, achievable, relevant, and time-bound (SMART) objectives.

The project objectives should be well-defined, clear, and aligned with the overall strategic goals of Kyivstar. They should also be communicated effectively to all stakeholders, including the project team, management, and clients.

Having clear project objectives helps to ensure that everyone involved in the project understands the purpose of the project and the expected outcomes. It also provides a roadmap for project execution and helps to prevent scope creep and unnecessary changes to the project scope.

2. ***Project Planning***: A well-developed project plan should include timelines, milestones, resource requirements, and risk management strategies. It is crucial to involve all key stakeholders in the planning process to ensure that everyone is on the same page and that there is a shared understanding of the project's requirements.

Project planning is a crucial stage in project management, as it helps to define the scope of work, schedule, and budget for a project. At Kyivstar, the project planning stage involves several key activities, including:

Defining project scope: At this stage, the project team at Kyivstar defines the objectives and deliverables of the project. They also identify the stakeholders, constraints, and assumptions associated with the project.

Creating a project plan: The project team creates a detailed project plan that outlines the tasks, timelines, and resources required to complete the project. The project plan also includes a risk management plan, quality management plan, and communication plan.

Identifying project resources: The project team identifies the resources required to complete the project, including people, equipment, and materials. They also estimate the costs associated with these resources and create a budget for the project.

Developing a project schedule: The project team develops a project schedule that outlines the start and end dates for each task in the project plan. They also identify any dependencies between tasks and allocate resources accordingly.

Defining project roles and responsibilities: The project team defines the roles and responsibilities of each team member involved in the project. This includes identifying the project manager, project sponsor, and project team members.

Creating a communication plan: The project team creates a communication plan that outlines how information will be shared among team members and stakeholders throughout the project.

Conducting a risk assessment: The project team identifies potential risks that could impact the project and creates a risk management plan to mitigate these risks.

Overall, the project planning stage at Kyivstar involves a detailed analysis of the project requirements, resources, and risks. By developing a comprehensive project plan, the project team can ensure that the project is completed on time, within budget, and to the satisfaction of all stakeholders.

3. ***Effective Communication:*** Communication is a critical component of project management. Regular and transparent communication with all stakeholders, including project team members, sponsors, and customers, can help to ensure that everyone is informed of project progress, risks, and issues.

Effective communication is a crucial stage of project planning at Kyivstar, as it ensures that all stakeholders have a clear understanding of the project objectives, scope, and requirements. Effective communication helps to minimize misunderstandings, conflicts, and delays in project implementation.

Kyivstar uses various communication tools and techniques to ensure effective communication during project planning. These include:

Project charter: A project charter is a document that outlines the project's purpose, objectives, scope, stakeholders, deliverables, timeline, and budget. The project charter serves as a communication tool that provides a clear and concise overview of the project and its requirements.

Project kickoff meeting: A project kickoff meeting is a face-to-face meeting that brings together all project stakeholders to discuss the project's objectives, scope, timeline, budget, and expectations. The project kickoff meeting provides an opportunity for stakeholders to ask questions, clarify their roles and responsibilities, and establish a communication plan.

Project management software: Kyivstar uses project management software such as Asana, Jira, and Trello to facilitate communication among project team members. These tools allow team members to collaborate on tasks, track progress, and communicate in real-time.

Status reports: Kyivstar requires regular status reports from project team members to track progress, identify issues, and communicate updates to stakeholders. These reports provide a snapshot of the project's status and help stakeholders stay informed about the project's progress.

Stakeholder meetings: Kyivstar conducts stakeholder meetings at regular intervals to ensure that all stakeholders are informed about the project's progress, issues, and risks. These meetings provide an opportunity for stakeholders to provide feedback and make decisions that impact the project's success.

Overall, effective communication is essential to project planning at Kyivstar. By using various communication tools and techniques, Kyivstar ensures that all stakeholders are informed, engaged, and aligned throughout the project lifecycle.

4. ***Risk Management:*** Identifying and managing risks is a key aspect of project management. Project managers should proactively identify and mitigate potential risks to the project and develop contingency plans to deal with any issues that may arise.

Risk management is an important stage of project planning at Kyivstar. It involves identifying, assessing, and managing risks that may affect the project's success. The goal of risk management is to minimize or eliminate the negative impact of risks on the project.

Kyivstar uses a systematic approach to risk management, which involves the following steps:

Risk identification: This involves identifying all potential risks that could affect the project. Kyivstar uses various techniques such as brainstorming, risk analysis, and expert opinion to identify risks.

Risk assessment: Once the risks have been identified, Kyivstar assesses the likelihood and impact of each risk. This helps to prioritize risks and determine which ones require immediate attention.

Risk mitigation: Kyivstar develops strategies to mitigate the identified risks. This may involve taking preventive measures to reduce the likelihood of a risk occurring, or developing contingency plans to minimize the impact of a risk if it does occur.

Risk monitoring and control: Kyivstar continuously monitors the project to identify new risks and to ensure that the risk mitigation strategies are effective. If a risk does materialize, Kyivstar takes corrective action to control the situation and minimize the impact on the project.

Overall, risk management helps Kyivstar to proactively identify and address potential risks, reducing the likelihood of project delays or failure.

5. ***Project Monitoring and Control:*** Monitoring and controlling project progress against the plan is essential to ensure that the project is on track and that any deviations from the plan are identified and addressed in a timely manner.

Project monitoring and control is an important stage of project planning at Kyivstar, as it involves keeping track of the project's progress, identifying any deviations from the planned schedule, and making necessary adjustments to bring the project back on track.

At Kyivstar, project monitoring and control involves setting up a system to track project performance against predetermined metrics, such as schedule, cost, and quality. This allows the project team to identify potential issues early on and take corrective action to avoid project delays or cost overruns.

The project team at Kyivstar uses a variety of monitoring and control tools, such as project dashboards, progress reports, and regular team meetings to stay informed of project status and identify any potential risks or issues. The team also performs regular project audits to assess project performance and ensure compliance with established project standards.

To effectively monitor and control a project, Kyivstar emphasizes the importance of clear communication among project stakeholders, including team members, management, and external partners. This ensures that everyone is informed about project status and can collaborate to make necessary adjustments if needed.

Overall, project monitoring and control is a critical stage of project planning at Kyivstar, as it helps ensure that projects are completed on time, within budget, and to the expected quality standards.

6. ***Project Closure:*** Successful project closure involves the handover of deliverables, documentation, and lessons learned. It is essential to formally close a project to ensure that all stakeholders are satisfied with the outcome and that the project is completed within the defined scope, budget, and timeline.

   The stage of project closure at Kyivstar marks the end of the project and ensures that all activities have been completed and goals have been achieved. It involves a systematic and organized approach to wrapping up the project, including the delivery of the final product, documentation, and finalizing financials.

   During the project closure stage, Kyivstar conducts a formal review of the project to determine its success and identify areas for improvement in future projects. The project team also prepares a final report that outlines the results achieved, lessons learned, and any remaining issues or risks.

In addition, Kyivstar ensures that all project-related documentation is properly archived for future reference and that any outstanding financial issues are resolved. The project team is disbanded, and resources are reassigned to other projects or business activities.

Overall, the project closure stage is critical to ensuring that the project is completed in a timely and effective manner and that all stakeholders are satisfied with the results.

In conclusion, effective project management is crucial for the success of any project. Kyivstar, or any company, should focus on clear project objectives, effective planning, communication, risk management, project monitoring, and closure to ensure that projects are delivered successfully.

While Kyivstar is a leading telecommunications company, there may be several shortcomings in its project management practices. Some of the common shortcomings that can be identified include:

1) Lack of Clearly Defined Project Objectives: Projects may suffer from vague or loosely defined objectives, making it challenging for project teams to align their efforts and deliver the desired outcomes.

2) Inadequate Project Planning: Insufficient planning can lead to issues such as inaccurate project timelines, inadequate resource allocation, and poor risk assessment. This can result in project delays, cost overruns, and compromised project quality.

3) Weak Communication Channels: Ineffective communication channels between project stakeholders, including team members, managers, and customers, can

hinder information flow, create misunderstandings, and delay decision-making processes.

4) Limited Risk Management: Inadequate identification, assessment, and mitigation of project risks can leave Kyivstar vulnerable to unforeseen challenges and uncertainties, which can impact project success and overall business performance.

5) Insufficient Project Monitoring and Control: Inadequate monitoring and control mechanisms may lead to a lack of visibility into project progress, making it difficult to identify and address deviations from the planned objectives, timelines, and budgets.

6)Inadequate Change Management: Projects at Kyivstar may face challenges in effectively managing changes that occur during project execution. Poor change management practices can lead to resistance, scope creep, and project disruptions.

7)Limited Project Closure Process: Projects may lack a formalized closure process, which can result in incomplete documentation, missed opportunities for lessons learned, and inadequate knowledge transfer to other teams or projects.

In 2022, Kyivstar invested UAH 5.9 billion in the telecom network and paid UAH 10.7 billion in taxes to the state budget. The duration of projects decreased from 1 year to half, the number of successful projects remained at 80%.

"Kyivstar" Corporate Project Management System: Strengths and Weaknesses

Strengths:

1. ***Alignment with corporate goals:*** A well-designed corporate project management system can ensure that projects are aligned with the overall goals

and strategies of the company. This can help to ensure that resources are allocated to projects that provide the most value to the organization.

2. ***Standardized processes:*** A corporate project management system can help to standardize project management processes, which can lead to greater efficiency, consistency, and predictability in project outcomes.
3. ***Resource allocation:*** A corporate project management system can help to ensure that resources, such as staff, equipment, and funding, are allocated effectively to projects based on their importance and strategic value.
4. ***Risk management:*** An effective corporate project management system can help to identify and manage risks associated with projects, which can reduce the likelihood of project failure or unexpected outcomes.
5. ***Collaboration:*** A corporate project management system can facilitate collaboration among project team members, stakeholders, and customers, which can lead to better project outcomes and improved customer satisfaction.

Weaknesses:

1. ***Implementation:*** Implementing a corporate project management can be time-consuming and resource-intensive, requiring assignificant investment of time and money. In practice, the process can last from six months and spend a significant part of the funds. At Kyivstar, there are many levels of project approval, which delays implementation.
2. ***Resistance to change:*** Some team may resist changes to their current project management practices, it can reduce the adoption and effectiveness of a corporate project management system. Some teams are skeptical about changes when their project is successful.
3. ***Inadequate training:*** A lack of training or support for project team members in the use of the corporate project management system can reduce its

effectiveness. To successfully perform all duties, you need to study for a long time to ensure the proper level of communication.

4. ***Lack of integration:*** A corporate project management system that is not integrated with other business systems, such as finance or HR systems, can lead to inefficiencies and inconsistencies in project management.

In conclusion, a well-designed and implemented corporate project management system can provide significant benefits for a company like Kyivstar, but it can also have some limitations that need to be addressed to ensure effective project management.

3. PROPOSALS FOR "KYIVSTAR" CORPORATE PROJECT MANAGEMENT SYSTEM DEVELOPMENT

3.1. Substantiation of the main Directions and Actions for the Corporate Project Management System Development

Based on general knowledge of corporate project management system development, here are some directions and actions that Kyivstar, or any company, can take to develop an effective corporate project management system:

1. ***Develop a clear project management framework:*** Develop a project management framework that aligns with the overall goals and strategies of the organization. This framework should include standardized processes, tools, and templates that are tailored to the specific needs of the company.

   There are several ways to improve the development of a clear project management framework at Kyivstar:

- Establish a project management office (PMO): A PMO can provide oversight and support for project management activities, including project portfolio management, risk management, and quality control. A PMO can also serve as a central point of contact for project stakeholders and help ensure that projects align with organizational goals and strategies.

- Invest in project management training: Ensure that project managers and team members have the necessary skills and knowledge to manage projects effectively. Provide training and development opportunities that focus on project management methodologies, tools, and techniques.
- Update project management software: Update existing software for project management. This will help. This can help improve efficiency, reduce errors, and provide real-time visibility into project status.
- Continuously evaluate and improve: Regularly review project management processes and practices to identify areas for improvement. Solicit feedback from project stakeholders and use this feedback to refine project management processes and procedures.
- By implementing these strategies, Kyivstar can improve its project management framework and ensure that projects are delivered on time, within budget, and to the satisfaction of stakeholders.

2. ***Establish a project management office (PMO):*** A PMO can help to standardize project management practices, develop project management tools and templates, provide training and support for project team members, and facilitate communication and collaboration among project team members.

   Establishing a project management office (PMO) in Kyivstar can be improved by following these steps:

- Define the purpose and scope of the PMO: The PMO should have a clear mission, vision, and scope. This should be communicated to all stakeholders to ensure alignment.

- Select the right personnel: The success of the PMO largely depends on the competencies of the personnel. The PMO should be staffed with professionals who have experience in project management, governance, and business analysis.
- Develop a project portfolio management process: The PMO should develop a process for project portfolio management to ensure that all projects align with the company's strategic objectives. This process should include project prioritization, resource allocation, and project selection criteria.
- Provide training and support: The PMO should provide training and support to project managers to ensure that they are equipped with the necessary skills and knowledge to manage projects effectively.
- Continuously improve: The PMO should continuously improve its processes and methodologies based on lessons learned and feedback from stakeholders.

By establishing a PMO that is well-designed and well-executed, Kyivstar can improve its project management practices and achieve better project outcomes.

3. ***Develop a project management culture:*** Develop a project management culture that values effective project management practices, rewards project success, and encourages continuous improvement.

To improve the development of a project management culture in Kyivstar, the following steps could be taken:

- Provide project management training: The company could offer project management training programs to all employees, not just those directly involved in project management. This will ensure that everyone understands the importance of project management and how it contributes to the success of the organization.

- Set clear expectations: The company should set clear expectations for project management processes and procedures. This should include project timelines, milestones, deliverables, and communication protocols.
- Encourage collaboration: Collaboration is a crucial aspect of project management. The company could encourage collaboration between different departments, teams, and stakeholders to ensure that everyone is working together towards the same goal.
- Reward success: Recognizing and rewarding successful projects can help to build a project management culture. This could include financial incentives or non-financial rewards such as public recognition or career advancement opportunities.
- Continuously improve: Project management is an ongoing process, and it is essential to continuously improve the project management framework to ensure it is effective and efficient. The company could conduct regular reviews of project management processes, seek feedback from stakeholders, and implement changes as necessary.

By implementing these steps, Kyivstar can develop a strong project management culture that will help to ensure the successful completion of projects and the overall success of the organization.

4. ***Focus on stakeholder management:*** Develop a stakeholder management plan that identifies key stakeholders and their requirements, expectations, and interests. This plan should include strategies for engaging with stakeholders, managing their expectations, and addressing any concerns or issues that arise.

   To improve stakeholder management in Kyivstar, the following steps can be taken:

- Identify stakeholders: Conduct a stakeholder analysis to identify all the stakeholders involved in the project. This will include internal stakeholders such as employees, management, and shareholders, as well as external stakeholders such as customers, suppliers, and regulatory bodies.
- Prioritize stakeholders: Prioritize stakeholders based on their level of importance and influence on the project. This will help in deciding the level of engagement and communication required with each stakeholder.
- Develop a communication plan: Develop a communication plan that outlines the key messages to be communicated to each stakeholder, the frequency of communication, and the mode of communication. This plan should be reviewed and updated regularly.
- Engage stakeholders: Engage stakeholders throughout the project lifecycle, from planning to execution and closure. This will help in identifying potential issues and risks early on and finding solutions to address them.
- Monitor and measure stakeholder satisfaction: Monitor and measure stakeholder satisfaction through regular surveys and feedback mechanisms. This will help in identifying areas for improvement and taking corrective actions where necessary.
- Continuously improve stakeholder management: Continuously review and improve stakeholder management processes and practices based on feedback and lessons learned. This will help in building a culture of stakeholder engagement and accountability within the organization.

5. To improve the development of a project risk management plan in Kyivstar, the following steps can be taken:

- Identify potential risks: Conduct a thorough analysis of the project, identify all the potential risks that may arise during the project's lifecycle.

- Assess risk probability and impact: Evaluate the likelihood of each risk occurring and its potential impact on the project's objectives. This will help to prioritize the risks and focus resources on those with the highest probability and impact.
- Develop risk response strategies: Once risks have been identified and prioritized, develop a plan to respond to each risk. This should include strategies to avoid, mitigate, transfer, or accept the risk.
- Assign responsibility for risk management: Ensure that each risk is assigned to a responsible individual or team who will be accountable for managing the risk and implementing the response plan.
- Monitor and review risks: Regularly review the risk management plan to ensure that it remains up-to-date and effective. Monitor the progress of risk management activities and adjust the plan as necessary.
- Foster a risk-aware culture: Encourage all project team members to be aware of risks and to report any potential risks as early as possible. This will help to ensure that risks are identified and addressed before they become major issues.

Improvement and implementation of these steps, Kyivstar can improve its project risk management plan, which will help to ensure that projects are completed on time, within budget, and with the expected results.

6. ***Invest in project management tools and technology:*** Invest in project management tools and technology that support project management processes, facilitate collaboration and communication among project team members, and provide real-time project data and analytics.

Investing in project management tools and technology can be a great way to improve project management at Kyivstar. Here are some ways to do it:

- Identify the needs: Start by identifying the needs of the project teams and the areas where technology can be helpful. Some examples of project management tools include project management software, collaboration tools, time tracking software, and resource management software.
- Research: Research different tools and technologies that can help improve project management at Kyivstar. Consider factors such as ease of use, cost, and compatibility with existing systems.
- Pilot testing: Before investing in a tool or technology, pilot test it with a small group of project team members. This will help to identify any issues or challenges that need to be addressed before rolling out the tool to the entire team.
- Training: Once a tool has been selected, provide adequate training to all project team members who will be using it. This will ensure that everyone is using the tool effectively and efficiently.
- Continuous improvement: Finally, continuously monitor the effectiveness of the tools and technology being used and make adjustments as needed. Solicit feedback from project team members and use it to improve the project management tools and technology being used at Kyivstar.

7. ***Develop a project management training program:*** Develop a comprehensive project management training program that provides project team members with the knowledge and skills they need to effectively manage projects.

   To improve project management in Kyivstar, developing a project management training program can be beneficial. This program can provide employees with the necessary knowledge, skills, and tools to effectively manage projects. The following steps can be taken to develop an effective project management training program:

- Identify training needs: The first step is to identify the specific areas where employees need training. This can be done by conducting a training needs analysis, which involves identifying the gaps between the current and desired level of project management knowledge and skills.
- Develop training materials: Once the training needs are identified, the next step is to develop the training materials. These materials can include training manuals, presentations, and e-learning modules.
- Conduct training sessions: After the training materials are developed, the next step is to conduct training sessions. These sessions can be delivered in person, online, or a combination of both.
- Provide ongoing support: Project management training should not be a one-time event. To ensure that employees continue to apply the knowledge and skills learned during the training, ongoing support should be provided. This can include mentoring, coaching, and follow-up training sessions.
- Measure the effectiveness of the training program: To determine the effectiveness of the training program, it is important to measure the results. This can be done by conducting surveys, analyzing project performance metrics, and monitoring employee performance.

By developing a comprehensive project management training program, Kyivstar can improve the project management skills of its employees and increase the success of its projects.

8. ***Continuous improvement:*** Continuously monitor and evaluate the effectiveness of the corporate project management system and make improvements as needed based on lessons learned and feedback from project team members, stakeholders, and customers.

Continuous improvement is an essential aspect of project management that ensures that the project management framework and processes are constantly reviewed, evaluated, and improved upon. Here are some ways in which Kyivstar can improve its continuous improvement efforts:

- Conduct regular project management assessments: Kyivstar can conduct regular assessments to evaluate the effectiveness of their project management framework and identify areas that need improvement.
- Use feedback mechanisms: Feedback mechanisms such as surveys and focus groups can be used to gather feedback from project team members and stakeholders to identify areas for improvement.
- Implement lessons learned: Kyivstar can implement a lessons learned process to capture and document project successes, failures, and areas for improvement. This process should involve all project stakeholders, and the lessons learned should be shared across the organization.
- Foster a culture of continuous improvement: Kyivstar can foster a culture of continuous improvement by encouraging all employees to embrace change and innovation. This can be achieved by recognizing and rewarding individuals and teams that come up with new and innovative ideas.
- Implement a continuous improvement plan: Kyivstar can develop and implement a continuous improvement plan that outlines specific actions and initiatives to improve project management processes and practices. The plan should include clear goals, timelines, and responsibilities.

By implementing these strategies, Kyivstar can ensure that its project management processes and practices are constantly improving, leading to more successful project outcomes and satisfied stakeholders.

In conclusion, developing an effective corporate project management system requires a comprehensive approach that includes developing a project management framework, establishing a PMO, developing a project management culture, focusing on stakeholder management, developing a project risk management plan, investing in project management tools and technology, developing a project management training program, and continuous improvement. By taking these actions, Kyivstar or any company can develop a corporate project management system that delivers successful project outcomes and provides value to the organization.

3.2. Feasibility Study of the Proposed Changes in Corporate Project Management System

A feasibility study is a crucial step in determining the viability of proposed changes to a corporate project management system. Here are some factors that should be considered in a feasibility study:

1. ***Cost:*** One of the most important factors to consider is the cost of implementing the proposed changes. This includes the cost of software and hardware upgrades, training, and othersrelated expenses. Creating a PMO requires spending: For a team of 8 people, the average salary for the company will be UAH 240,000. For equipment (computers, desktops, stationery, etc.) there will be about 500,000 UAH for 8 people. Conducting trainings 100,000 UAH. Total 840 000 UAH.

   After conducting an analysis, the scope has been realized services of the "Kyivstar" company will increase by 10%, so it is necessary find out how this increase will affect key performance indicators companies.

$$Net\ profit = NP_{21} \cdot 1.1 = 28\ 560\ 023 \cdot 1.1 = \ 31\ 416\ 025\ T.UAH$$

Net profit - the projected value of the net income from the provision of services.

NP_{21} - the amount of net income from the provision of services in 2021.

To determine the design value of profit from the sale of products and services, it is necessary to calculate the profit from the sale of products per 1 hryvnia net income.

$$NI = \frac{I_{21}}{NP_{21}} = \frac{14\,783\,929}{28\,560\,023} = 0.51\ M.UAH$$

I_{21} – Income in 2021

We calculate the project value of profit from the implementation of project management steps as follows:

$$Project\ Plan = NI \cdot Plan\ Profit - Cost = 0.51 \cdot 31\,416\,025 - 840\,000 = 15\,182\,172$$

300 000 UAH These losses are related to expenses for salaries, material support, and other expenses.

That is, after making changes, the company will receive profit in the amount of 15 722 172 hryvnias.

After the creation of the PMO at Kyivstar, the speed of project execution will increase, which in turn will increase the number of projects. Such steps will lead to increased profits. Optimization of project activity will make it possible to increase the level of customer satisfaction and the possibility of attracting new customers.

Benefits: The benefits of the proposed changes should be assessed, including how they align with the company's strategic objectives, improve project outcomes, reduce risks, and improve stakeholder satisfaction.

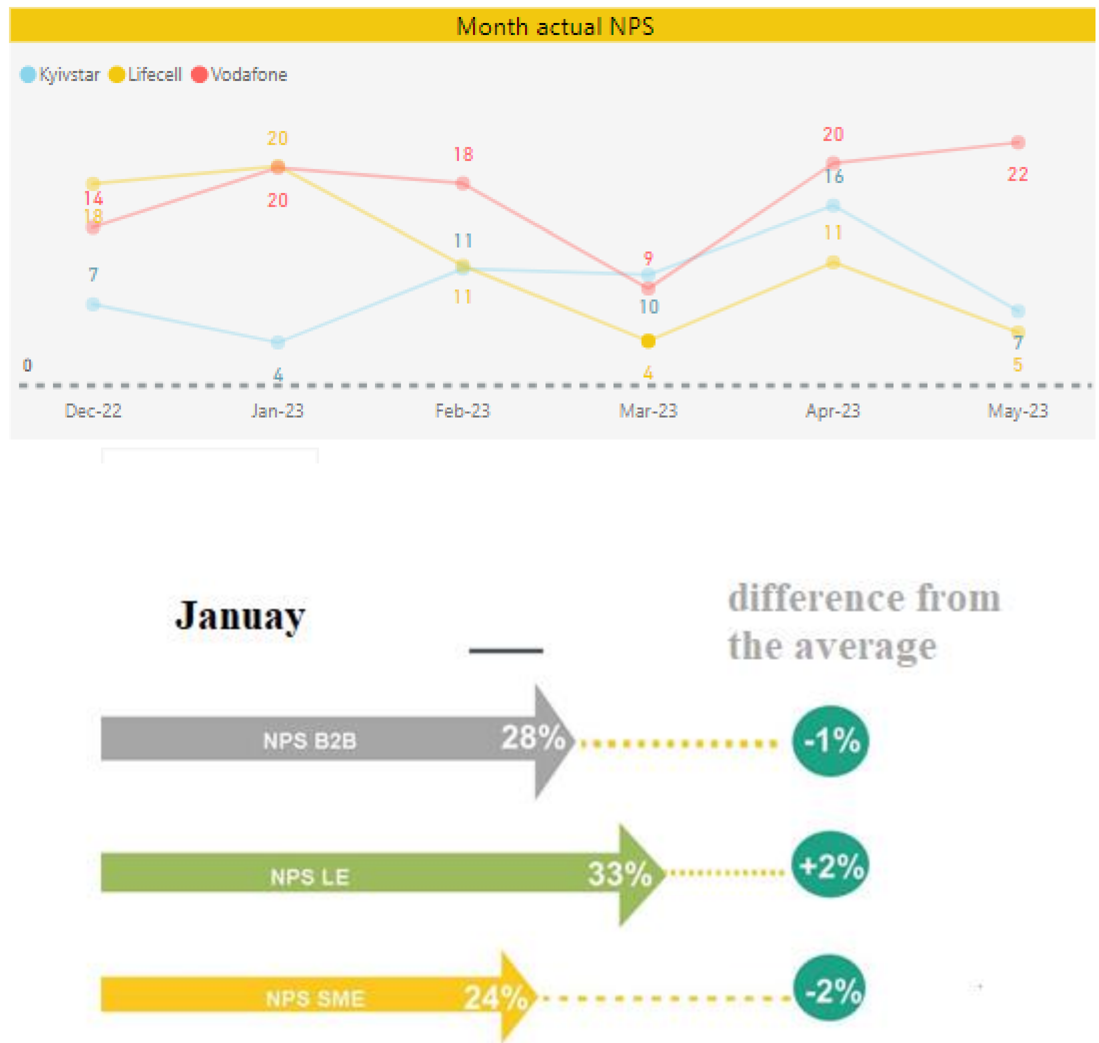

Figure 3.1 - Improvement of the customer satisfaction index[17]

2. ***Technical feasibility:*** The technical feasibility of the proposed changes should be evaluated, including whether the company has the necessary infrastructure and resources to implement the changes, and whether the new system will

integrate effectively with existing systems.

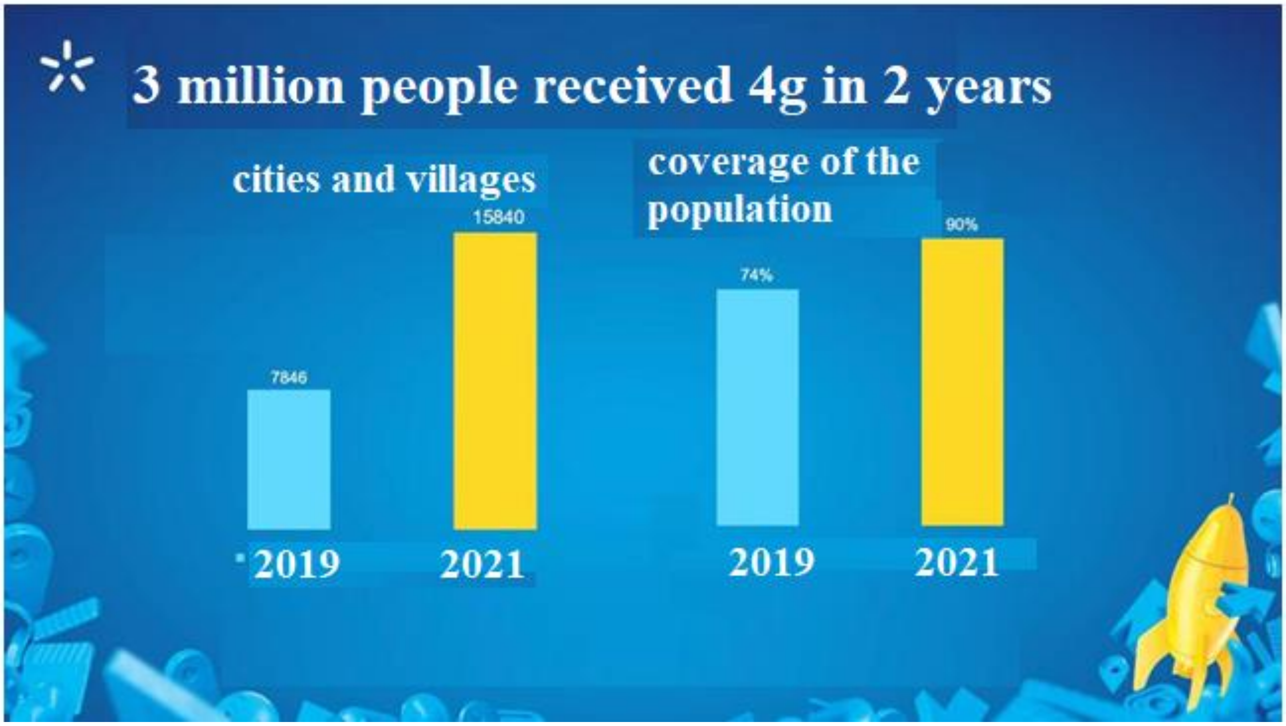

Figure 3.2 - Improvement of 4G coverage and the number of connected subscribers[17]

3. ***Organizational impact:*** The organizational impact of the proposed changes should be assessed, including how the changes will impact project team members, stakeholders, and other departments within the company.
4. ***Legal and regulatory compliance:*** The proposed changes should be assessed to ensure they comply with relevant legal and regulatory requirements.
5. ***Schedule:*** The feasibility study should include an assessment of the timeline for implementing the proposed changes and whether it is realistic given the current project load and resource availability.
6. ***Risks:*** The feasibility study should identify potential risks associated with the proposed changes and assess their likelihood and potential impact.

Once the feasibility study is complete, the findings should be presented to stakeholders for review and feedback. Based on the results of the feasibility study and stakeholder feedback, a decision can be made on whether to move forward with the proposed changes, modify the proposed changes, or abandon them altogether. After the calculations, it can be concluded that the implementation of PMO will bring profit to the company. The final decision on implementation must be made by the management.

In conclusion, conducting a feasibility study of proposed changes to a corporate project management system is a critical step in determining whether the changes are viable and will deliver the desired benefits. By considering the factors outlined above, companies like Kyivstar can make informed decisions about the best course of action for their project management system.

3.3. Organizational Issues of the Proposals on Corporate Project Management System Development

Organizational issues can arise during the implementation of proposed changes to a corporate project management system. Here are some common issues and actions that may arise in the process of implementation in Kyivstar:

1. ***Resistance to Change:*** Employees may resist changes to the project management system due to a lack of understanding, fear of losing job security or a preference for the existing system. To address this, management should provide adequate communication, training and support to the employees.
2. ***Lack of Resources:*** The implementation of proposed changes to the project management system may require additional resources such as time, manpower, and technology. To address this, management should ensure adequate allocation of resource sand prioritize the necessary changes.

3. ***Cultural Challenges:*** Cultural differences within the organization may pose challenges to the adoption of the new project management system. To address this, management should facilitate cultural change by providing leadership, communication and support.
4. ***Lack of Accountability:*** The absence of accountability can lead to poor project management practices, delays, and cost overruns. To address this, management should ensure that clear roles and responsibilities are defined, communicated and enforced.
5. ***Data Quality Issues:*** Poor data quality can lead to errors, redundancies and inaccurate reporting. To address this, management should establish data quality control measures and invest in technology to automate data validation.

Action Plan:

Develop a comprehensive change management plan that includes communication, training and support to address resistance to change and facilitate cultural change.

1) **Define the Change Vision and Objectives:**
   Clearly articulate the vision for the new project management system implementation and the desired outcomes.
   Set specific objectives and communicate them to stakeholders.
2) **Conduct a Change Readiness Assessment:**
   Assess the readiness of the organization and its employees for the project management system implementation.
   Identify potential sources of resistance and barriers to change.
3) **Develop a Communication Strategy:**
   Identify key stakeholders and their communication needs.
   Develop a comprehensive communication plan that includes regular updates, targeted messages, and various communication channels.

Communicate the benefits of the new project management system and address concerns and potential resistance.

4) **Provide Training and Education:**

Asses the training needs of employees at different levels, including project managers, team members, and executives.

Develop a training program that covers the features and functionality of the project management system, as well as best practices in project management.

Provide ongoing support and resources for employees to enhance their skills and confidence in using the system.

5) **Address Resistance and Concerns:**

Proactively identify sources of resistance and address them through targeted interventions.

Provide forums for open dialogue and address concerns raised by employees.

Involve key stakeholders in the decision-making process and seek their input and feedback.

6) **Foster Cultural Change:**

Emphasize the importance of a project management culture and mindset throughout the organization.

Promote collaboration, accountability, and continuous improvement in project management practices.

Recognize and reward behaviors aligned with the new project management system.

7) **Establish a Support System:**

Provide ongoing support to users of the project management system, including a help desk or support team.

Establish a network of champions or super-users who can provide guidance and assistance to their colleagues.

Monitor the adoption and usage of the project management system and address any issues or challenges promptly.

8) **Evaluate and Adjust:**

Reguarly assess the effectiveness of the change management plan and make adjustments as needed.

Collect feedback from stakeholders and use it to improve the implementation process.

Continuously monitor the cultural change and project management system adoption to ensure long-term success.

By addressing organizational issues and implementing the action plan, Kyivstar can successfully implement proposed changes to their project management system and deliver improved project outcomes, reduced risks, and increased stakeholder satisfaction.

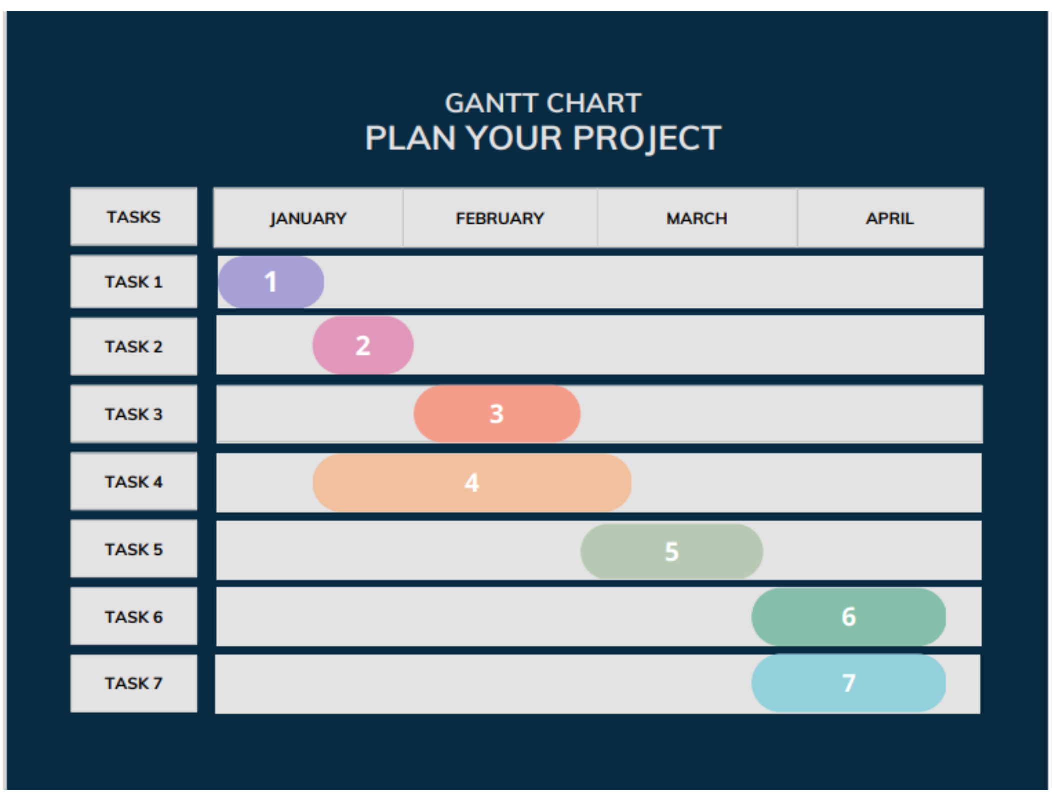

Figure 3.3 - Gantt chart for implementing project management steps

CONCLUSIONS

In conclusion, the diploma focused on the improvement of project management in Kyivstar, a telecommunications company in Ukraine. The study aimed to analyze the current project management practices, identify areas for improvement, and propose effective strategies for enhancing project management capabilities within the organization.

Throughout the diploma, various aspects of project management were examined, including the project management framework, project planning, execution, monitoring and control, and project closure. The importance of effective project management for Kyivstar's success was highlighted, emphasizing how it contributes to delivering projects on time, within budget, and meeting stakeholder expectations.

Several shortcomings in Kyivstar's project management practices were identified, such as inadequate project objectives, poor communication, lack of risk management, and insufficient project monitoring and control. These areas presented opportunities for improvement to enhance project outcomes and overall organizational performance.

To address these shortcomings, a range of recommendations and strategies were proposed. These included establishing clear project objectives, developing a robust project management framework, improving communication and stakeholder management, implementing effective risk management practices, and investing in project management training and tools.

Furthermore, the feasibility of implementing these recommendations was assessed, considering factors such as cost, resources, and potential benefits. The study emphasized the importance of change management and highlighted the need for a comprehensive plan to address resistance to change and facilitate cultural transformation within Kyivstar.

In conclusion, the diploma provided valuable insights into the current state of project management at Kyivstar and offered practical recommendations for improvement. By implementing the proposed strategies, Kyivstar can enhance its project management practices, achieve better project outcomes, and ultimately contribute to the overall success and growth of the organization.

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APPENDIX

Appendix A

Private Joint Stock Company Kyivstar
Consolidated Balance Sheet (Consolidated Statement of Financial Position)
(in thousands of Hryvnia)

		Codes		
	Date (year, month, date)	2021	12	31
Company Private Joint Stock Company "Kyivstar"	EDRPOU	21673832		
Territory Kyiv, Shevchenkivskyi district	KOATUU	8038900000		
Organisational and legal form of economic activity Joint Stock Company	KOPFG	230		
Type of economic activity Activities in the field of wireless telecommunications	KVED	61.20		

Average number of employees 3 817
Address, telephone 03113, Kyiv, Degtyarivska street, 53, tel.: 247-39-49
Measurement unit: thousands of Hryvnia, no decimal point (except for Section IV of the Statement of Financial Results (Statement of Comprehensive Income) (Form 2) where amounts are stated in Ukrainian hryvnias with kopecks)
Prepared (tick the necessary box):

according to National Regulations (Standards) of Accounting in Ukraine	
according to International Financial Reporting Standards	X

Consolidated Balance Sheet (Consolidated Statement of Financial Position)

as at 31 December 2021
Form 1 DKUD code 1801001

ASSETS	Line code	Notes	At the beginning of the reporting period	At the end of the reporting period
1	2	3	4	5
I. Non-current assets				
Intangible assets	1000	10	8 397 143	8 585 369
historical cost	1001		14 491 467	15 660 541
amortisation	1002		(6 094 324)	(7 075 172)
Construction-in-progress	1005		-	-
Property, plant and equipment	1010	8,9	14 653 259	16 321 214
historical cost	1011		31 804 124	34 626 916
depreciation	1012		(17 150 865)	(18 305 702)
Investment property	1015		-	-
Long-term biological assets	1020		-	-
Long-term financial investments: accounted for according to the equity method	1030		-	-
other financial investments	1035		-	-
Long-term accounts receivable	1040		-	-
Deferred tax assets	1045	27	358 996	144 046
Other non-current assets	1090	11, 14	1 251 405	1 568 479
Total Section I	**1095**		**24 660 803**	**26 619 108**

Private Joint Stock Company Kyivstar
Consolidated Balance Sheet (Consolidated Statement of Financial Position)
(in thousands of Hryvnia)

ASSETS	Line code	Notes	At the beginning of the reporting period	At the end of the reporting period
1	2	3	4	5
II. Current assets				
Inventories	1100		51 485	37 506
production stock	1101		46 183	37 476
goods for resale	1104		5 302	30
Current biological assets	1110		-	-
Accounts receivable for goods works and services	1125	12	663 670	873 680
Accounts receivable on settlements:				
on advances issued	1130	12	87 980	150 464
with the budget	1135	12	74 203	75 158
including corporate profit tax prepaid	1136		377	-
Accounts receivable for settlements on accrued income	1140	12	1 610	5 548
Other current accounts receivable	1155		-	-
Current financial investments	1160		-	-
Cash and cash equivalents	1165	13	1 339 380	1 773 866
Deferred expenses	1170	11,14	123 898	195 233
Other current assets	1190		477	2 299
Total Section II	**1195**		**2 342 703**	**3 113 754**
III. Non-current assets held for sale and disposal groups	**1200**		**353**	**72 309**
BALANCE	**1300**		**27 003 859**	**29 805 171**

LIABILITIES	Line code	Notes	At the beginning of the reporting period	At the end of the reporting period
1	2	3	4	5
I. Equity				
Registered (share) capital	1400	15	654 763	654 763
Revaluation reserve	1405		(107)	-
Additional capital	1410		258 294	258 294
Share premium	1411	15	102 338	102 338
Reserve capital	1415		132 933	132 933
Retained earnings (accumulated deficit)	1420		10 362 394	11 408 060
Unpaid capital	1425		-	-
Withdrawn capital	1430		-	-
Total Section I	**1495**		**11 408 277**	**12 454 050**
II. Long-term liabilities and provisions				
Deferred tax liabilities	1500		-	-
Retirement benefit liabilities	1505		26 994	24 277
Long-term bank borrowings	1510	16	3 870 638	6 934 336
Other long-term liabilities	1515	20	2 934 811	3 681 646
Long-term provisions	1520	19	180 173	315 052
including employee benefits	1521		-	-
Special-purpose financing	1525		-	-
Total Section II	**1595**		**7 012 616**	**10 955 311**

Private Joint Stock Company Kyivstar
Consolidated Balance Sheet (Consolidated Statement of Financial Position)
(in thousands of Hryvnia)

LIABILITIES	Line code	Notes	At the beginning of the reporting period	At the end of the reporting period
1	2	3	4	5
III. Current liabilities and provisions				
Short-term bank borrowings	1600	16	140 416	59 781
Current accounts payable on settlements:				
for long-term liabilities	1610		-	-
for goods works services	1615	17	1 442 750	1 946 661
with the budget	1620	18, 27	1 033 642	1 124 827
including liability on corporate profit tax	1621	27	653 515	660 811
for insurance	1625		-	-
on payroll	1630		9 508	12 370
on advances received	1635	21	744 678	851 597
with shareholders	1640	15	3 096 916	-
Current provisions	1660	19	100 321	185 997
Deferred income	1665	21	727 845	788 435
Other current liabilities	1690	20	1 286 890	1 426 142
Total Section III	**1695**		**8 582 966**	**6 395 810**
IV. Liabilities associated with non-current assets held for sale and disposal groups	**1700**		**-**	**-**
BALANCE	**1900**		**27 003 859**	**29 805 171**

Signed and authorised for release on behalf of Group's management on ___ May 2022:

President Oleksandr Komarov

Chief Accountant Olena Ksenich

__Private Joint Stock Company Kyivstar__
__Consolidated Statement of Financial Results (Consolidated Statement of Comprehensive Income)__
(in thousands of Hryvnia)

		Codes		
Company Private Joint Stock Company "Kyivstar"	Date (year month date)	2021	12	31
(name)	EDRPOU	21673832		

Consolidated Statement of Financial Results (Consolidated Statement of Comprehensive Income)

for the year ended 31 December 2021

Form 2 DKUD code 1801003

I. Financial results

Item	Line code	Notes	For the reporting period	For the similar period of the prior year
1	2	3	4	5
Net revenue from sales of goods works and services	2000	22	28 560 023	25 041 947
Cost of sales of goods works and services	2050	24	(9 659 819)	(8 506 957)
Gross:				
Profit	2090		18 900 204	16 534 990
Loss	2095		-	-
Other operating income	2120	23	224 587	195 547
Administrative expenses	2130	24	(1 869 626)	(1 686 913)
Selling expenses	2150	24	(2 362 458)	(1 967 636)
Other operating expenses	2180	24	(108 778)	(65 795)
Financial results from operating activities:				
Profit	2190		**14 783 929**	**13 010 193**
Loss	2195		-	-
Income from participation in equity	2200		-	-
Other financial income	2220	25	51 851	50 022
Other income	2240	26	246 013	49 733
Financial expenses	2250	25	(967 105)	(429 826)
Losses from participation in equity	2255		-	-
Other expenses	2270	26	(170 161)	(111 887)
Financial results before taxation:				
Profit	2290		**13 944 527**	**12 568 235**
Loss	2295		-	-
Income tax expense	2300	27	(2 667 140)	(2 246 182)
Profit (loss) from discontinued operations after tax	2305		-	-
Net financial result:				
Profit	2350		**11 277 387**	**10 322 053**
Loss	2355		-	-

__Private Joint Stock Company Kyivstar__
__Consolidated Statement of Financial Results (Consolidated Statement of Comprehensive Income)__
(in thousands of Hryvnia)

II. Comprehensive income

Item	Line code	Notes	For the reporting period	For the similar period of the prior year
1	2	3	4	5
(Upward) downward revaluation of non-current assets	2400		-	-
(Upward) downward revaluation of financial instruments	2405		107	(107)
Accumulated exchange differences	2410		-	-
Share of other comprehensive income of associates and joint ventures	2415		-	-
Other comprehensive income	2445		-	-
Other comprehensive income before tax	**2450**		**107**	**(107)**
Income tax arising on other comprehensive income	2455		-	-
Other comprehensive income after tax	**2460**		**107**	**(107)**
Comprehensive income (total of lines 2350 2355 and 2460)	**2465**		**11 277 494**	**10 321 946**

III. Elements of operating expenses

Item	Line code	Notes	For the reporting period	For the similar period of the prior year
1	2	3	4	5
Material expenses	2500	24	71 666	161 294
Payroll	2505	24	2 022 430	1 709 248
Social payments	2510	24	391 643	312 569
Depreciation/amortisation	2515	24	4 414 491	3 979 062
Other operating expenses	2520	24	7 100 451	6 065 128
Total	**2550**		**14 000 681**	**12 227 301**

IV. Calculation of shares profitability

Item	Line code	Notes	For the reporting period	For the similar period of the prior year
1	2	3	4	5
Average annual number of ordinary shares	2600		-	-
Average annual number of ordinary shares adjusted	2605		-	-
Net profit (loss) per share	2610		-	-
Net profit (loss) per share adjusted	2615		-	-
Dividends per share	2650		-	-

Note: Section IV. Calculation of shares profitability is not completed as shares of the Company are not sold or purchased on stock exchanges. Detailed information is presented in note 15.

Signed and authorised for release on behalf Group's management on ___May 2022:

President Oleksandr Komarov

Chief Accountant Olena Ksenich

(in thousands of Hryvnia)

			Codes		
Company Private Joint Stock Company "Kyivstar"	Date (year month date)		2021	12	31
(name)	EDRPOU		21673832		

Consolidated Statement of Cash Flows (indirect method)

for the year ended 31 December 2021

Form 3 DKUD code 1801004

Item	Line code	Notes	For the reporting period	For the similar period of the prior year
1	2	3	4	5
I. Cash flows from operating activities				
Profit (loss) from ordinary activities before taxation	3000		13 944 527	12 568 235
Adjustments for: depreciation of non-current assets	3505	24	4 414 491	3 979 062
increase (decrease) in provisions	3510	19	220 555	(38 987)
non-realised foreign exchange differences	3515		23 542	(119 105)
loss (income) from other non-operating and non-cash transactions	3520		(72 697)	(60 325)
Profit (loss) from participation in equity	3521		-	20 625
Changes in assets measured at fair value and gain (loss) on initial recognition	3522		-	-
Gain (loss) from disposal of non-current assets held for sale and disposal groups	3523		(71 956)	244
Gain (loss) from disposal of financial investments	3524		-	-
Impairment (reversal of impairment) of non-current assets	3526		81 903	32 670
Financial expenses	3540	25	967 105	427 797
Decrease (increase) in current assets	3550		(27 465)	-
Decrease (increase) in inventories	3551		13 979	14 696
Decrease (increase) in accounts receivable for goods works and services	3553		(220 224)	87 292
Decrease (increase) in other current accounts receivable	3554		(63 876)	(37 007)
Decrease (increase) in contract assets	3556		(393 916)	(214 101)
Decrease (increase) in other current assets	3557		(1 538)	(221)
Increase (decrease) in current liabilities	3560		-	-
Increase (decrease) in current accounts payable for goods works and services	3561		221 780	227 376
Increase (decrease) in current accounts payable for settlements with the budget	3562		85 347	55 858
Increase (decrease) in current accounts payable for settlements on insurance	3563		-	-
Increase (decrease) in current accounts payable for settlements on payroll	3564		67 178	27 924
Increase (decrease) in contract liabilities	3566		60 590	77 061
Increase (decrease) in other current liabilities	3567		(9 955)	24 968
Cash flows from operating activities	**3570**		**19 239 370**	**17 074 062**
Income tax paid	3580		(2 384 385)	(2 167 165)
Interest paid	3585	31	(937 556)	(397 372)
Cash flows from operating activities net	**3195**		**15 917 429**	**14 509 525**

(in thousands of Hryvnia)

Item	Line code	Notes	For the reporting period	For the similar period of the prior year
1	2	3	4	5
II. Cash flows from investing activities Receipts from sale of: financial investments	3200		-	-
non-current assets:	3205		530 288	31 450
property, plant and equipment			528 292	31 400
intangible assets			1 996	50
Receipts from: interest received	3215	25	51 851	50 022
dividends received	3220		-	-
Receipts from derivatives	3225		-	-
Receipts from interest-free loans	3230		-	-
Other receipts	3250		-	-
Purchases of: financial investments	3255		(300)	(92 775)
non-current assets	3260		(5 102 859)	(4 949 697)
property, plant and equipment			(3 761 639)	(3 579 037)
intangible assets			(1 341 220)	(1 370 660)
Payments on derivatives	3270		-	-
Expenditure for loan issue	3275		-	-
Other payments	3290		(115)	-
Cash flows from investing activities net	**3295**		**(4 521 135)**	**(4 961 000)**
III. Cash flows from financing activities Receipts from: Equity	3300		-	-
Loans received	3305	31	3 072 213	3 988 013
Other receipts	3340		-	-
Expenditure for: Repurchase of own shares	3345		-	-
Loans repayment	3350	31	(124 655)	
Payment of dividends	3355	31	(13 328 637)	(12 987 406)
Interest paid			-	-
Other payments	3390	31	(558 523)	(390 592)
Cash flows from financing activities net	**3395**		**(10 939 602)**	**(9 389 985)**
Cash flows for the reporting period net	**3400**		**456 692**	**158 540**
Cash at the beginning of the year	3405	13	1 339 380	1 056 593
Effect of exchange rates on cash balances	3410		(22 206)	124 247
Cash at the end of the year	3415	13	1 773 866	1 339 380

Signed and authorised for release on behalf of Group's management on ___May 2022:

President Oleksandr Komarov

Chief Accountant Olena Ksenich

Private Joint Stock Company Kyivstar
Consolidated Statement of Shareholders' Equity
(in thousands of Hryvnia)

		Codes		
	Date (year month date)	2021	12	31
Company Private Joint Stock Company "Kyivstar" (name)	EDRPOU	21673832		

Consolidated Statement of Shareholders' Equity

for the year ended 31 December 2021

Form 4 DKUD code 1801005

Item	Line code	Registered (share) capital	Revaluation reserve	Additional capital	Reserve capital	Retained earnings (accumulated deficit)	Unpaid capital	Withdrawn capital	Total
1	2	3	4	5	6	7	8	9	10
Balance at the beginning of the year	**4000**	**654 763**	**(107)**	**258 294**	**132 933**	**10 362 394**	**-**	**-**	**11 408 277**
Adjustments: Change in accounting policies	4005	-	-	-	-	-	-	-	-
Correction of errors	4010	-	-	-	-	-	-	-	-
Other changes	4090	-	-	-	-	-	-	-	-
Balance at the beginning of the year adjusted	**4095**	**654 763**	**(107)**	**258 294**	**132 933**	**10 362 394**	**-**	**-**	**11 408 277**
Net profit (loss) for the reporting period	**4100**	**-**	**-**	**-**	**-**	**11 277 387**	**-**	**-**	**11 277 387**
Other comprehensive income for the reporting period	**4110**	**-**	**107**	**-**	**-**	**-**	**-**	**-**	**107**
Profit distribution: Payments to the owners (dividends distribution)	4200	-	-	-	-	(10 231 721)	-	-	(10 231 721)
Allocation to the registered capital	4205	-	-	-	-	-	-	-	-

Private Joint Stock Company Kyivstar
Consolidated Statement of Shareholders' Equity
(in thousands of Hryvnia)

Item	Line code	Registered (share) capital	Revaluation reserve	Additional capital	Reserve capital	Retained earnings (accumulated deficit)	Unpaid capital	Withdrawn capital	Total
1	2	3	4	5	6	7	8	9	10
Allocation to the reserve capital	4210	-	-	-	-	-	-	-	-
Contributions by owners: Capital contributions	4240	-	-	-	-	-	-	-	-
Repayment of unpaid capital	4245	-	-	-	-	-	-	-	-
Withdrawal of capital: Repurchase of shares	4260	-	-	-	-	-	-	-	-
Sale of treasury shares	4265	-	-	-	-	-	-	-	-
Cancellation of treasury shares	4270	-	-	-	-	-	-	-	-
Withdrawal of the share in equity	4275	-	-	-	-	-	-	-	-
Other changes in equity	4290	-	-	-	-	-	-	-	-
Changes in equity total	**4295**	**-**	**107**	**-**	**-**	**1 045 666**	**-**	**-**	**1 045 773**
Balance at the end of the year	**4300**	**654 763**	**-**	**258 294**	**132 933**	**11 408 060**	**-**	**-**	**12 454 050**

Signed and authorised for release on behalf of Group's management on ___May 2022:

President Oleksandr Komarov

Chief Accountant Olena Ksenich

(in thousands of Hryvnia)

Consolidated Statement of Shareholders' Equity
for the year ended 31 December 2020

Item	Line code	Registered (share) capital	Revaluation reserve	Additional capital	Reserve capital	Retained earnings (accumulated deficit)	Unpaid capital	Withdrawn capital	Total
1	2	3	4	5	6	7	8	9	10
Balance at the beginning of the year	**4000**	**887 119**	**-**	**258 294**	**132 933**	**12 778 642**	**-**	**(370 398)**	**13 686 590**
Adjustments: Change in accounting policies	4005	-	-	-	-	-	-	-	-
Correction of errors	4010	-	-	-	-	-	-	-	-
Other changes	4090	-	-	-	-	-	-	-	-
Balance at the beginning of the year adjusted	**4095**	**887 119**	**-**	**258 294**	**132 933**	**12 778 642**	**-**	**(370 398)**	**13 686 590**
Net profit (loss) for the reporting period	**4100**	**-**	**-**	**-**	**-**	**10 322 053**	**-**	**-**	**10 322 053**
Other comprehensive income for the reporting period	**4110**	**-**	**(107)**	**-**	**-**	**-**	**-**	**-**	**(107)**
Profit distribution: Payments to the owners (dividends distribution)	4200	-	-	-	-	(12 600 259)	-	-	(12 600 259)
Allocation to the registered capital	4205	-	-	-	-	-	-	-	-
Allocation to the reserve capital	4210	-	-	-	-	-	-	-	-
Contributions by owners: Capital contributions	4240	-	-	-	-	-	-	-	-
Repayment of unpaid capital	4245	-	-	-	-	-	-	-	-
Withdrawal of capital: Repurchase of shares	4260	-	-	-	-	-	-	-	-
Sale of treasury shares	4265	-	-	-	-	-	-	-	-
Cancellation of treasury shares	4270	(232 356)	-	-	-	(138 042)	-	370 398	-
Withdrawal of the share in equity	4275	-	-	-	-	-	-	-	-
Other changes in equity	4290	-	-	-	-	-	-	-	-
Changes in equity total	**4295**	**(232 356)**	**(107)**	**-**	**-**	**(2 416 248)**	**-**	**370 398**	**(2 278 313)**
Balance at the end of the year	**4300**	**654 763**	**(107)**	**258 294**	**132 933**	**10 362 394**	**-**	**-**	**11 408 277**

Signed and authorised for release on behalf of Group's management on ___May 2022:

President Oleksandr Komarov

Chief Accountant Olena Ksenich

Appendix B

Окремий баланс (Звіт про фінансовий стан)

на 31 грудня 2020 р.

Форма № 1 Код за ДКУД 1801001

АКТИВ	Код рядка	Примітки	На початок звітного періоду	На кінець звітного періоду
1	2	3	4	5
I. Необоротні активи				
Нематеріальні активи	1000	10	8 158 678	8 257 413
первісна вартість	1001		13 301 479	14 349 297
накопичена амортизація	1002		(5 142 801)	(6 091 884)
Незавершені капітальні інвестиції	1005	11	569 400	929 662
Основні засоби	1010	8	12 044 185	13 823 556
первісна вартість	1011		27 183 937	30 956 871
знос	1012		(15 139 752)	(17 133 315)
Інвестиційна нерухомість	1015		-	-
Довгострокові біологічні активи	1020		-	-
Довгострокові фінансові інвестиції: які обліковуються за методом участі в капіталі інших підприємств	1030		-	-
інші фінансові інвестиції	1035	12	171 269	171 269
Довгострокова дебіторська заборгованість	1040		-	-
Відстрочені податкові активи	1045	29	402 140	358 996
Інші необоротні активи	1090	13, 16	1 136 870	1 251 405
Усього за розділом I	**1095**		**22 482 542**	**24 792 301**

АКТИВ	Код рядка	Примітки	На початок звітного періоду	На кінець звітного періоду
1	2	3	4	5
II. Оборотні активи Товарно-матеріальні запаси	1100		65 974	51 347
виробничі запаси	1101		50 660	46 045
товари	1104		15 314	5 302
Поточні біологічні активи	1110		-	-
Дебіторська заборгованість за товари, роботи, послуги	1125	14	720 096	664 512
Дебіторська заборгованість за розрахунками: за виданими авансами	1130	14	69 583	87 950
з бюджетом	1135	14	54 499	72 173
у тому числі з податку на прибуток	1136		-	-
Дебіторська заборгованість за розрахунками з нарахованих доходів	1140	14	4 198	1 537
Інша поточна дебіторська заборгованість	1155		-	-
Поточні фінансові інвестиції	1160		-	-
Грошові кошти та їх еквіваленти	1165	15	898 072	1 219 310
Витрати майбутніх періодів	1170	16	98 043	123 885
Інші оборотні активи	1190		-	-
Усього за розділом II	**1195**		**1 910 465**	**2 220 714**
III. Необоротні активи, утримувані для продажу, та групи вибуття	**1200**		**597**	**353**
БАЛАНС	**1300**		**24 393 604**	**27 013 368**

ПАСИВ	Код рядка	Примітки	На початок звітного періоду	На кінець звітного періоду
1	2	3	4	5
I. Власний капітал Зареєстрований (пайовий) капітал	1400	17	887 119	654 763
Капітал у дооцінках	1405		-	(107)
Додатковий капітал	1410		258 294	258 294
Емісійний дохід	1411		102 338	102 338
Резервний капітал	1415		132 933	132 933
Нерозподілений прибуток (непокритий збиток)	1420		12 752 409	10 383 967
Неоплачений капітал	1425		-	-
Вилучений капітал	1430		(370 398)	-
Усього за розділом I	**1495**		**13 660 357**	**11 429 850**
II. Довгострокові зобов’язання і забезпечення Відстрочені податкові зобов'язання	1500		-	-
Пенсійні зобов'язання	1505		23 312	26 994
Довгострокові кредити банків	1510	18	-	3 870 638
Інші довгострокові зобов’язання	1515	22, 23	2 273 689	2 934 101
Довгострокові забезпечення	1520	21	213 552	180 173
у тому числі з виплат персоналу	1521		4 597	-
Цільове фінансування	1525		-	-
Усього за розділом II	**1595**		**2 510 553**	**7 011 906**

ПАСИВ	Код рядка	Примітки	На початок звітного періоду	На кінець звітного періоду
1	2	3	4	5
III. Поточні зобов'язання і забезпечення Короткострокові кредити банків	1600	18	-	140 416
Поточна кредиторська заборгованість за: довгостроковими зобов'язаннями	1610		-	-
товари, роботи, послуги	1615	19	1 146 748	1 441 544
розрахунками з бюджетом	1620	20, 29	941 535	1 032 911
у тому числі з податку на прибуток	1621	29	616 786	653 515
розрахунками зі страхування	1625		-	-
розрахунками з оплати праці	1630		7 127	9 508
одержаними авансами	1635	23	692 723	744 678
розрахунками з учасниками	1640	17	3 484 063	3 096 916
Поточні забезпечення	1660	21	103 867	96 396
Доходи майбутніх періодів	1665	23	650 784	727 845
Інші поточні зобов'язання	1690	22	1 195 847	1 281 398
Усього за розділом III	**1695**		**8 222 694**	**8 571 612**
IV. Зобов'язання, пов'язані з необоротними активами, утримуваними для продажу, та групами вибуття	**1700**		**-**	**-**
БАЛАНС	**1900**		**24 393 604**	**27 013 368**

Підписано і затверджено до випуску від імені керівництва Приватного акціонерного товариства «Київстар» 9 квітня 2021 року:

Президент Олександр Валерійович Комаров

Головний бухгалтер Олена Михайлівна Ксенич

			Коди		
Підприємство Приватне акціонерне товариство «Київстар»	Дата (рік, місяць, число)		2020	12	31
(найменування)	За ЄДРПОУ		21673832		

Окремий звіт про фінансові результати (Звіт про сукупний дохід)

за 2020 рік

Форма № 2 Код за ДКУД 1801003

I. Фінансові результати

Стаття	Код рядка	Примітки	За звітний період	За аналогічний період попереднього року
1	2	3	4	5
Чистий дохід від реалізації продукції (товарів, робт, послуг)	2000	24	25 001 245	22 245 793
Собівартість реалізованої продукції (товарів, робіт, послуг)	2050	26	(8 468 288)	(7 725 453)
Валовий: прибуток	2090		**16 532 957**	**14 520 340**
збиток	2095		-	-
Інші операційні доходи	2120	25	200 536	144 233
Адміністративні витрати	2130	26	(1 676 040)	(1 411 002)
Витрати на збут	2150	26	(1 967 033)	(1 956 396)
Інші операційні витрати	2180	26	(84 802)	(617 892)
Фінансовий результат від операційної діяльності: прибуток	2190		**13 005 618**	**10 679 283**
збиток	2195		-	-
Дохід від участі в капіталі	2200		-	-
Інші фінансові доходи	2220	27	80 459	360 053
Інші доходи	2240	28	48 668	1 538
Фінансові витрати	2250	27	(427 797)	(341 819)
Втрати від участі в капіталі	2255		-	-
Інші витрати	2270	28	(93 560)	(70 929)
Фінансовий результат до оподаткування: прибуток	2290		**12 613 388**	**10 628 126**
збиток	2295		-	-
Витрати з податку на прибуток	2300	29	(2 243 529)	(1 666 906)
Прибуток (збиток) від припиненої діяльності після оподаткування	2305		-	-
Чистий фінансовий результат: прибуток	2350		**10 369 859**	**8 961 220**
збиток	2355		-	-

II. Сукупний дохід

Стаття	Код рядка	Примітки	За звітний період	За аналогічний період попереднього року
1	2	3	4	5
(Дооцінка) уцінка необоротних активів	2400		-	-
(Дооцінка) уцінка фінансових інструментів	2405		(107)	-
Накопичені курсові різниці	2410		-	-
Частка іншого сукупного доходу асоційованих та спільних підприємств	2415		-	-
Інший сукупний дохід	2445		-	-
Інший сукупний дохід до оподаткування	2450		**(107)**	**-**
Податок на прибуток, пов'язаний з іншим сукупним доходом	2455		-	-
Інший сукупний дохід після оподаткування	2460		**(107)**	**-**
Сукупний дохід (сума рядків 2350, 2355 та 2460)	2465		**10 369 752**	**8 961 220**

III. Елементи операційних витрат

Стаття	Код рядка	Примітки	За звітний період	За аналогічний період попереднього року
1	2	3	4	5
Матеріальні затрати	2500	26	161 294	111 271
Витрати на оплату праці	2505	26	1 705 312	1 413 988
Відрахування на соціальні заходи	2510	26	311 804	242 951
Амортизація	2515	26	3 966 369	3 150 330
Інші операційні витрати	2520	26	6 051 384	6 792 203
Всього	**2550**		**12 196 163**	**11 710 743**

IV. Розрахунок показників прибутковості акцій

Стаття	Код рядка	Примітки	За звітний період	За аналогічний період попереднього року
1	2	3	4	5
Середньорічна кількість простих акцій	2600		-	-
Скоригована середньорічна кількість простих акцій	2605		-	-
Чистий прибуток (збиток) на одну просту акцію	2610		-	-
Скоригований чистий прибуток (збиток) на одну просту акцію	2615		-	-
Дивіденди на одну просту акцію	2650		-	-

Коментар: Частина IV. Розрахунок показників прибутковості акцій не заповнюється тому, що акції Компанії не продаються та не купуються на фондових біржах. Детальна інформація подана в Примітці 17.

Підписано і затверджено до випуску від імені керівництва Приватного акціонерного товариства «Київстар» 9 квітня 2021 року:

Президент — Олександр Валерійович Комаров

Головний бухгалтер — Олена Михайлівна Ксенч

			Коди		
Підприємство Приватне акціонерне товариство «Київстар»	Дата (рік, місяць, число)		2020	12	31
(найменування)	За ЄДРПОУ		21673832		

Окремий звіт про рух грошових коштів (за непрямим методом)

за 2020 рік

Форма № 3 Код за ДКУД 1801004

Стаття	Код рядка	Примітки	За звітний період	За аналогічний період попереднього року
1	2	3	4	5
І. Рух коштів у результаті операційної діяльності				
Прибуток (збиток) від звичайної діяльності до оподаткування	3000		12,613,388	10 628 126
Коригування на: амортизацію необоротних активів	3505	26	3,966,369	3 150 330
збільшення (зменшення) забезпечень	3510	21	(40,850)	(29 728)
прибуток (збиток) від нереалізованих курсових різниць	3515		(118,353)	571 094
збиток (прибуток) від неопераційної діяльності та інших негрошових операцій	3520		(55,668)	(402 437)
Прибуток (збиток) від участі в капіталі	3521		-	-
Зміна вартості активів, які оцінюються за справедливою вартістю, та дохід (витрати) від первісного визнання	3522		-	-
Прибуток (збиток) від реалізації необоротних активів, утримуваних для продажу, та груп вибуття	3523		244	(486)
Прибуток (збиток) від реалізації фінансових інвестицій	3524		-	-
Зменшення (відновлення) корисності необоротних активів	3526		32,670	49 944
Фінансові витрати	3540		427,797	335 078
Зменшення (збільшення) оборотних активів	3550		-	13 417
Зменшення (збільшення) запасів	3551		14,627	(4 272)
Зменшення (збільшення) дебіторської заборгованості за продукцію, товари, роботи, послуги	3553		86,894	196 951
Зменшення (збільшення) іншої поточної дебіторської заборгованості	3554		(36,040)	(14 278)
Зменшення (збільшення) договірних активів	3556		(214,096)	(8 388)
Зменшення (збільшення) інших оборотних активів	3557		-	-
Збільшення (зменшення) поточних зобов’язань	3560		-	60 624
Збільшення (зменшення) поточної кредиторської заборгованості за товари, роботи, послуги	3561		227,726	(405 280)
Збільшення (зменшення) поточної кредиторської заборгованості за розрахунки з бюджетом	3562		55,869	86 395
Збільшення (зменшення) поточної кредиторської заборгованості за розрахунки зі страхування	3563		-	-
Збільшення (зменшення) поточної кредиторської заборгованості за розрахунки з оплати праці	3564		27,926	(14 565)
Збільшення (зменшення) договірних зобов’язань	3566		77,061	100 421
Збільшення (зменшення) інших поточних зобов'язань	3567		10,061	(141 416)
Грошові кошти від операційної діяльності	**3570**		**17,075,624**	**14 171 530**
Сплачений податок на прибуток	3580		(2,164,741)	(1 666 906)
Витрачання на сплату відсотків	3585	33	(394,074)	(335 078)
Чистий рух коштів від операційної діяльності	**3195**		**14,516,809**	**12 169 546**

Стаття	Код рядка	Примітки	За звітний період	За аналогічний період попереднього року
1	2	3	4	5
II. Рух коштів у результаті інвестиційної діяльності				
Надходження від реалізації: фінансових інвестицій	3200		-	-
необоротних активів	3205		31 179	45 331
Надходження від: відсотків	3215	27	47 539	314 651
дивідендів	3220	27	32 920	45 402
Надходження від деривативів	3225		-	-
Надходження від безпроцентних позик	3230		-	-
Інші надходження	3250		-	-
Витрачання на придбання: фінансових інвестицій	3255		(92 775)	(16 000)
необоротних активів	3260		(4 948 694)	(3 774 161)
Виплати за деривативами	3270		-	-
Витрачання на надання позик	3275		-	-
Інші платежі	3290		-	-
Чистий рух коштів від інвестиційної діяльності	**3295**		**(4 929 831)**	**(3 384 777)**
III. Рух коштів у результаті фінансової діяльності				
Надходження від: Власного капіталу	3300		-	-
Отримання позик	3305	33	3 988 013	-
Інші надходження	3340		-	-
Витрачання на: Викуп власних акцій	3345		-	-
Погашення позик	3350		-	-
Сплату дивідендів	3355	33	(12 987 406)	(12 233 419)
Витрачання на сплату відсотків			-	-
Інші платежі	3390	33	(390 592)	(291 196)
Чистий рух коштів від фінансової діяльності	**3395**		**(9 389 985)**	**(12 524 615)**
Чистий рух грошових коштів за звітний період	**3400**		**196 991**	**(3 739 846)**
Залишок коштів на початок року	3405	15	898 072	5 201 943
Вплив зміни валютних курсів на залишок коштів	3410		124 247	(564 025)
Залишок коштів на кінець року	3415	15	1 219 310	898 072

Підписано і затверджено до випуску від імені керівництва Приватного акціонерного товариства «Київстар» 9 квітня 2021 року:

Президент — Олександр Валерійович Комаров

Головний бухгалтер — Олена Михайлівна Ксеніч

	Коди		
Дата (рік, місяць, число)	2020	12	31
За ЄДРПОУ	21673832		

Підприємство Приватне акціонерне товариство «Київстар»

(найменування)

Окремий звіт про власний капітал

за 2020 рік

Форма № 4 Код за ДКУД 1801005

Стаття	Код рядка	Зареєстрований (пайовий) капітал	Капітал у дооцінках	Додатковий капітал	Резервний капітал	Нерозподілений прибуток (непокритий збиток)	Неопла-чений капітал	Вилучений капітал	Всього
1	2	3	4	5	6	7	8	9	10
Залишок на початок року	**4000**	**887 119**	**-**	**258 294**	**132 933**	**12 752 409**	**-**	**(370 398)**	**13 660 357**
Коригування: Зміна облікової політики	4005	-	-	-	-	-	-	-	-
Виправлення помилок	4010	-	-	-	-	-	-	-	-
Інші зміни	4090	-	-	-	-	-	-	-	-
Скоригований залишок на початок року	**4095**	**887 119**	**-**	**258 294**	**132 933**	**12 752 409**	**-**	**(370 398)**	**13 660 357**
Чистий прибуток (збиток) за звітний період	**4100**	**-**	**-**	**-**	**-**	**10 369 859**	**-**	**-**	**10 369 859**
Інший сукупний дохід за звітний період	**4110**	**-**	**(107)**	**-**	**-**	**-**	**-**	**-**	**(107)**
Розподіл прибутку: Виплати власникам (дивіденди)	4200	-	-	-	-	(12 600 259)	-	-	(12 600 259)
Спрямування прибутку до зареєстрованого капіталу	4205	-	-	-	-	-	-	-	-

Стаття	Код рядка	Зареєстрований (пайовий) капітал	Капітал у дооцінках	Додатковий капітал	Резервний капітал	Нерозподілений прибуток (непокритий збиток)	Неоплачений капітал	Вилучений капітал	Всього
1	2	3	4	5	6	7	8	9	10
Відрахування до резервного капіталу	4210	-	-	-	-	-	-	-	-
Внески учасників: Внески до капіталу	4240	-	-	-	-	-	-	-	-
Погашення заборгованості з капіталу	4245	-	-	-	-	-	-	-	-
Вилучення капіталу: Викуп акцій (часток)	4260	-	-	-	-	-	-	-	-
Перепродаж викуплених акцій (часток)	4265	-	-	-	-	-	-	-	-
Анулювання викуплених акцій (часток)	4270	(232 356)	-	-	-	(138 042)	-	370 398	-
Вилучення частки в капіталі	4275	-	-	-	-	-	-	-	-
Інші зміни в капіталі	4290	-	-	-	-	-	-	-	-
Разом змін у капіталі	**4295**	**(232 356)**	**(107)**	**-**	**-**	**(2 368 442)**	**-**	**370 398**	**(2 230 507)**
Залишок на кінець року	**4300**	**654 763**	**(107)**	**258 294**	**132 933**	**10 383 967**	**-**	**-**	**11 429 850**

Підписано і затверджено до випуску від імені керівництва Приватного акціонерного товариства «Київстар» 9 квітня 2021 року: Президент — Олександр Валерійович Комаров

Головний бухгалтер — Олена Михайлівна Ксен

UNICHECK

Ім'я користувача:
Міжнародного менеджменту Олійник Вікторія

ID перевірки:
1015220702

Дата перевірки:
24.05.2023 10:30:55 EEST

Тип перевірки:
Doc vs Internet + Library

Дата звіту:
24.05.2023 10:31:18 EEST

ID користувача:
100005721

Назва документа: Zakharchenko M.Improving Enterprise Project Management System (on the basis of "Kyivstar" JSC)

Кількість сторінок: 64 Кількість слів: 12940 Кількість символів: 89235 Розмір файлу: 2.05 MB ID файлу: 1014898019

4.96% Схожість

Найбільша схожість: 0.65% з Інтернет-джерелом (https://www.knowledgehut.com/interview-questions/sdlc-interview-qu

4.84% Джерела з Інтернету 291 .... Сторінка 66

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0% Цитат

Вилучення цитат вимкнене

Вилучення списку бібліографічних посилань вимкнене

0% Вилучень

Немає вилучених джерел

Протокол аналізу звіту подібності науковим керівником

Заявляю, що я ознайомився (-лась) з Повним звітом подібності, який був згенерований Системою виявлення і запобігання плагіату щодо роботи:

Автор: _Zakharchenko M. M.

Назва роботи **"IMPROVING ENTERPRISE PROJECT MANAGEMENT SYSTEM (ON THE BASIS OF "KYIVSTAR" JSC):**

Науковий керівник: _проф.Батенко Л.П_________________________________

Підрозділ: кафедра міжнародного менеджменту___________________

Коефіцієнт подібності: _4,96%___________

Після аналізу Звіту подібності констатую наступне:

- ☐ + виявлені в роботі запозичення є сумлінними і не мають ознак плагіату. Тому робота визнається самостійною і допускається до захисту;
- ☐ виявлені в роботі запозичення не мають ознак плагіату, але їх надмірна кількість викликає сумніви щодо цінності роботи і самостійності її автора. Роботу направити на доопрацювання;
- ☐ виявлені в роботі запозичення є недобросовісними і мають ознаки плагіату або в ній містяться навмисні спотворення тексту, що вказують на спроби приховування недобросовісних запозичень. У зв'язку з чим, робота не допускається до захисту.

Обґрунтування:
____
____
____

___23.05.2023_________________	___ _________________	___Батенко Л.П.________
(дата)	*(підпис)*	*(ПІБ)*

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
КИЇВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ
ІМЕНІ ВАДИМА ГЕТЬМАНА

ФАКУЛЬТЕТ МІЖНАРОДНОЇ ЕКОНОМІКИ І МЕНЕДЖМЕНТУ

НАВЧАЛЬНО-НАУКОВИЙ ІНСТИТУТ БІЗНЕС-ОСВІТИ
ІМЕНІ АНАТОЛІЯ ПОРУЧНИКА

КАФЕДРА ІННОВАЦІЙНИХ БІЗНЕС-ТЕХНОЛОГІЙ

ЗАГАЛЬНОУНІВЕРСИТЕТСЬКА СТУДЕНТСЬКА
НАУКОВО-ПРАКТИЧНА КОНФЕРЕНЦІЯ

«ПРІОРИТЕТИ СТАЛОГО РОЗВИТКУ В УМОВАХ ІННОВАЦІЙНОЇ ЕКОНОМІКИ»

(м. Київ, 28 квітня 2023 р.)

КИЇВ
КНЕУ-2023

ЗМІСТ

Захарченко М.М.
(ННІБО ім. А.Поручника, магістрант)

ПРІОРИТЕТИ СТАЛОГО РОЗВИТКУ УКРАЇНИ

Соціальна відповідальність - це поняття, яке описує відносини між бізнесом та суспільством, що базуються на принципах сталого розвитку. Підприємство повинно розуміти свою відповідальність перед середовищем, у якому воно діє, і приймати відповідні рішення, що сприяють забезпеченню екологічної та соціальної стійкості в довгостроковій перспективі.

Умови сталого розвитку - це такі умови, коли забезпечується задоволення потреб сучасного покоління без погіршення умов життя майбутніх поколінь. У цьому контексті, соціальна відповідальність передбачає забезпечення безпечного та здорового середовища проживання, увагу до прав працівників та партнерів, а також підтримку соціальних проектів та благодійність.

У контексті корпоративного управління, соціальна відповідальність може бути викладена в стратегії компанії, що містить політики і програми, пов'язані зі сталим розвитком. Компанії можуть приділяти увагу екологічній діяльності, соціальній підтримці громади, розвитку робочих місць в малонаселених регіонах тощо.

В кінцевому рахунку, соціальна відповідальність - це не лише підвищення репутації компанії, але й важлива частина сталого розвитку суспільства в цілому.

Сталий розвиток є важливою метою для багатьох компаній, оскільки він дозволяє забезпечити успішне функціонування бізнесу в майбутньому, зберігаючи природні ресурси та сприяючи збереженню екосистеми. Ось деякі шляхи забезпечення сталого розвитку:

1. Екологічна орієнтація: компанії повинні приділяти увагу зниженню впливу своєї діяльності на довкілля, зокрема, зниження викидів та використання енергетичних ресурсів.

2. Соціальна відповідальність: компанії повинні враховувати вплив своєї діяльності на суспільство та розвивати програми корпоративної соціальної відповідальності.

3. Розвиток нових технологій: компанії повинні вкладати у розробку технологій, що зменшують вплив на довкілля та забезпечують більш ефективне використання ресурсів.

4. Управління ризиками: компанії повинні ретельно аналізувати можливі ризики, що пов'язані зі здійсненням їхньої діяльності, та розробляти стратегії зменшення цих ризиків.

5. Розвиток зеленого мислення: компанії повинні працювати зі своїми працівниками, клієнтами та іншими зацікавленими сторонами, щоб поширити зелене мислення та взаємодію між стейкхолдерами.

6. Підвищення ефективності використання ресурсів: компанії повинні зосередитися на оптимізації використання ресурсів, зокрема енергії та води, щоб зменшити витрати та сприяти сталому розвитку

Напрями забезпечення сталого розвитку в Україні:

1. Розвиток відновлюваної енергетики. Необхідно інвестувати в енергоефективність та використання відновлюваних джерел енергії, таких як сонце, вітер, вода, біомаса. Це дозволить зменшити залежність від імпорту енергії та зменшити викиди шкідливих речовин в атмосферу.

2. Захист навколишнього середовища. Україна повинна створити систему захисту навколишнього середовища та регулювання викидів шкідливих речовин у повітря, ґрунт та воду. Крім того, можна сприяти збільшенню зелених насаджень та збереженню природних ресурсів.

3. Розвиток економіки, що базується на знаннях. Україна повинна розвивати високотехнологічні галузі, такі як інформаційні технології,

біотехнології, нові матеріали та інші, що дозволить підвищити конкурентоспроможність та зменшити залежність від сировини.

4. Соціальна відповідальність бізнесу. Компанії повинні враховувати вплив своєї діяльності на соціальну та природну середу, та сприяти покращенню соціально-економічних умов у тих регіонах, де вони працюють.

5. Розвиток туризму. Україна може розвивати туризм як галузь, яка приносить доходи та сприяє розвитку малого та середнього бізнесу. При цьому необхідно зберігати культурно-історичну спадщину та зберігати навколишнє середовище.

Висновок. Орієнтація України на сталий розвиток є важливим завданням для забезпечення її довгострокової стабільності та процвітання. Для досягнення цієї мети необхідно вирішувати ряд проблем, таких як зменшення забруднення довкілля, збільшення використання відновлюваних джерел енергії, покращення якості життя людей та забезпечення їхньої соціальної захищеності.

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