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## **BEYOND THE PROJECT PLAN: DYNAMICS SUCCESS ON THE CASE OF HEALTHCARE PROJECTS**

*Project management has become an indispensable tool for achieving organizational goals, yet traditional methodologies often focus exclusively on explicit processes and tools, overlooking the implicit factors that significantly impact project outcomes. This study explores implicit patterns, such as informal communication, emotional dynamics, and adaptive strategies, within multi-organizational project teams. Using qualitative data collected from professionals across diverse organizational contexts, the analysis uncovers critical challenges and opportunities in integrating these intangible elements into established frameworks like PMBOK and PRAM.*

*The findings highlight the pivotal role of informal communication channels and emotional intelligence in fostering team cohesion and adaptability. Cross-organizational dynamics reveal the complexity of aligning varied workflows and objectives, while cultural influences demonstrate the importance of tailoring project management practices to regional and organizational contexts. Furthermore, the study identifies a disconnect between traditional risk management practices and evolving project needs, emphasizing the necessity of iterative and inclusive risk management approaches.*

*This research contributes to the field by addressing significant literature gaps, particularly in understanding implicit patterns, cross-organizational collaboration, and cultural nuances in project management. Practical*

*recommendations include integrating implicit factors into project frameworks, fostering collaboration in multi-stakeholder environments, and enhancing adaptive risk management strategies. These insights provide a foundation for advancing project management practices in diverse and dynamic settings, enabling organizations to achieve sustained project success.*

*Keywords: Project management, implicit patterns, cultural influences, informal communication, PMBOK, PRAM.*

## **Introduction**

Project management is a cornerstone of organizational success, enabling teams to deliver complex initiatives within predefined constraints of time, cost, and quality. Over the years, frameworks such as the Project Management Body of Knowledge (PMBOK) and Project Risk Analysis and Management (PRAM) have provided structured methodologies for managing projects effectively [1]; [2]. However, while these frameworks excel in formalizing explicit processes, tools, and techniques, they often overlook the implicit patterns—unspoken behaviours, emotional dynamics, and informal practices—that profoundly influence project outcomes. This research delves into these implicit dimensions, offering novel insights into their role in enhancing project management efficiency.

The scientific novelty of this study lies in its exploration of the intangible elements that drive project success. While traditional research emphasizes explicit methodologies, this study uncovers how implicit factors such as emotional intelligence, informal communication, and adaptive strategies shape team dynamics and decision-making processes. Moreover, the research extends the scope of project management by investigating these factors across diverse organizational and cultural contexts, addressing a significant gap in existing literature.

Practical utility is a cornerstone of this research, as it provides actionable recommendations to improve project management practices especially in implementing projects within healthcare context such as a Primary Health Care (PHC) center, a Cardiac Surgery Department, and an outpatient clinic with radiation diagnostics. By integrating implicit patterns into established frameworks, organizations can enhance adaptability, foster collaboration, and build resilience in complex, multi-stakeholder environments. The findings are particularly relevant for cross-organizational and culturally diverse teams, offering strategies to bridge organizational silos and align varied stakeholder expectations.

The research is grounded in qualitative data collected from professionals involved in multi-organizational projects across various sectors. This approach allows for a nuanced understanding of the implicit and explicit dynamics that influence project outcomes. By identifying recurring themes and providing

practical guidance, this study contributes to both the theoretical advancement and the practical application of project management methodologies.

This paper is structured as follows: the literature review synthesizes existing knowledge on project management frameworks, implicit patterns, and cross-organizational dynamics. The methodology section outlines the study's qualitative approach, including data collection and analysis techniques. The discussion highlights key findings, emphasizing their implications for both theory and practice. Finally, the conclusion summarizes the study's contributions and offers directions for future research.

By exploring the intersection of implicit patterns, cross-organizational dynamics, and cultural influences, this study aims to broaden the understanding of project management practices. Its findings not only address critical gaps in the literature but also provide organizations with innovative strategies to navigate complexity and achieve sustained project success.

### **Material and methods**

The theoretical underpinnings of project management are encapsulated within established frameworks such as the Project Management Body of Knowledge (PMBOK) by PMI and Project Risk Analysis and Management (PRAM). These frameworks emphasize structured methodologies and best practices for achieving project success by addressing critical areas such as scope, schedule, cost, quality, and risk management. PMBOK's process-based approach has been instrumental in standardizing project management practices across industries; however, its emphasis on explicit processes often overlooks the nuances of dynamic team interactions and cultural variability [3].

In contrast, PRAM highlights risk management as a continuous and integral part of project execution, advocating iterative risk reviews to navigate uncertainty. While PRAM supplements PMBOK by addressing risk adaptability, both frameworks largely prioritize operational efficiency over softer, implicit elements, such as emotional intelligence and adaptive team strategies.

Emerging literature points to the critical role of implicit patterns – unspoken and informal practices that drive team dynamics and project outcomes. For example, Müller et al. discuss the emotional intelligence, team morale, and informal communication are increasingly recognized as pivotal factors in project success yet remain underexplored in mainstream frameworks [4]. Implicit factors often manifest in the decision-making processes and conflict resolution strategies within project teams [5]. Neglecting these elements can lead to misalignment between project objectives and stakeholder expectations, particularly in cross-cultural settings, which has been studied in earlier works of Yesseikyzy and frequently discussed by academicians and practicing project managers [6]; [7].

The complexity of managing projects involving multiple organizations introduces unique challenges that are often underrepresented in the literature. Cross-organizational projects require collaboration across diverse cultures, workflows, and organizational hierarchies, yet many frameworks fail to adequately address the fluidity and adaptability required in such settings as stated by Martinsuo et al. [8]. Effective communication and trust-building mechanisms are essential in these scenarios, as the lack of cohesion among team members from different organizations can hinder project progress and outcomes.

Moreover, cultural diversity plays a significant role in shaping project management practices, yet much of the existing literature remains focused on Western contexts. This oversight limits the applicability of project management methodologies in non-Western or transitional economies, where cultural norms, resource availability, and regulatory environments differ substantially which was studied by Mukhiyayeva et al. [9]. Studies by Müller and Turner demonstrate that leadership styles and decision-making preferences vary significantly across cultural settings, influencing project outcomes in nuanced ways.

For instance, in transitional economies such as Kazakhstan, the integration of ESG (Environmental, Social, Governance) principles into project management reflects evolving organizational priorities, but challenges persist in aligning these practices with global standards [10]. Understanding these cultural and contextual dimensions is crucial for creating adaptable project management strategies that accommodate diverse stakeholder needs.

Traditional project performance metrics – time, cost, and quality—often fail to capture the broader impact of projects, particularly in complex, high-stakes environments. Korhonen et al. argue for a more holistic approach to performance measurement that aligns short-term project outcomes with long-term organizational objectives [11]. Similarly, Derakhshan et al. advocate for stakeholder-centric success criteria, emphasizing the importance of understanding diverse stakeholder expectations in defining project success [12].

Despite the advancements in project management methodologies, significant gaps remain in addressing implicit patterns and their impact on project success [13]. Current research largely overlooks:

Implicit Patterns, non-tangible factors like informal communication, emotional intelligence, and adaptive decision-making, which play a critical role in team dynamics and project execution.

Cross-Organizational Dynamics, interactions and dependencies among multiple organizations that require tailored strategies for coordination and collaboration.

Cultural and Contextual Influences, the impact of cultural diversity and regional specificities on project management practices and stakeholder relationships.

This research seeks to fill existing gaps by examining the often-unseen drivers that shape project outcomes, evaluating their impact on delivery efficiency and stakeholder satisfaction, and translating these findings into useful, actionable guidance. In doing so, it aims to expand the current understanding of project management beyond narrow industry silos and Western-centric models, thereby formulating a more inclusive framework that can be applied across diverse organizational settings. By uncovering these implicit patterns and illustrating their influence, the study aspires not only to advance theoretical insights but also to equip organizations with practical strategies for navigating complexity and achieving enduring project success.

This study employed a qualitative research design utilizing thematic analysis to explore implicit patterns in project management within healthcare projects. The focus was on identifying recurring themes and underlying issues that influence the efficiency and success of project delivery and management.

Participants were selected using purposive sampling to ensure they had direct experience with the healthcare projects under investigation. The sample consisted of eight individuals (referred to as Respondent 1 through Respondent 8) who were part of a single project team but represented several different organizations involved in three healthcare projects: a Primary Health Care (PHC) center, a Cardiac Surgery Department, and an outpatient clinic with radiation diagnostics.

The inclusion criteria for participants were:

Direct involvement in at least one of the three healthcare projects.

Holding a role that provided insights into project management practices.

Willingness to provide informed consent for participation and audio recording of interviews.

Data were collected over a four-week period through semi-structured interviews conducted via Google Meet. Each interview lasted between 60 to 90 minutes, allowing for in-depth exploration of participants' experiences and perspectives.

The interviews followed a semi-structured format, guided by an interview protocol that included open-ended questions related to project implementation, challenges faced, team dynamics, risk management practices, and perceptions of project success.

All interviews were audio-recorded with the participants' consent to ensure accurate capture of information. The recordings were subsequently translated and transcribed verbatim by the authors to facilitate thorough analysis.

Participants were informed about the purpose of the study, the voluntary nature of their participation, and their right to withdraw at any time. Confidentiality was assured by anonymizing personal identifiers and referring to participants as Respondent 1 (R1) through Respondent 8 (R8).

### *Data Analysis*

Thematic analysis was conducted following the six-phase framework outlined by Braun and Clarke [14]:

**Familiarization with the Data:** Researchers immersed themselves in the data by reading and re-reading the transcripts to become intimately familiar with the content.

**Generating Initial Codes:** Significant statements and phrases were identified, and initial codes were assigned to meaningful segments of data across all transcripts.

**Searching for Themes:** Codes were collated into potential themes, gathering all relevant data for each potential theme.

**Reviewing Themes:** Themes were reviewed and refined to ensure they accurately reflected the data and were distinct from one another.

**Defining and Naming Themes:** Each theme was clearly defined, and sub-themes were identified to provide detailed insights into specific aspects of the data.

**Producing the Report:** A coherent narrative was developed, linking the themes to the research questions and supporting them with direct quotes from participants.

NVivo software was utilized to assist in organizing and managing the qualitative data, enhancing the rigor of the analysis.

To ensure the credibility and reliability of the findings, participants were given the opportunity to review and validate the transcriptions and interpretations of their interviews.

Key ethical considerations included the following actions:

Participants were provided with detailed information about the study and signed informed consent forms acknowledging their voluntary participation and agreement to be audio-recorded.

Personal identifiers were removed from transcripts, and participants were referred to by codes (R1–R8) to protect their identities.

Audio recordings and transcripts were securely stored on password-protected devices accessible only to the research team.

### **Results and discussion**

This section presents a refined analysis of the key themes emerging from interviews with eight respondents involved in three healthcare projects – a Primary Health Care (PHC) center, a Cardiac Surgery Department, and an outpatient clinic offering radiation diagnostics. By examining implicit patterns and challenges, this analysis provides a deeper understanding of how planning, communication, leadership, and resource management collectively influence project efficiency and outcomes.

Ten major themes were identified through thematic analysis, illustrating a broad spectrum of interconnected challenges in healthcare project management. These themes encompass issues related to implementation, budgeting, planning,



team cohesion, risk management, leadership, supplier relations, human resources, technology, and regulatory compliance. As shown in Table 1, these themes varied in frequency and emphasis yet consistently impacted project success.

Table 1 – Frequency of Identified Themes and Sub-Themes

<b>Theme</b>	<b>Sub-Themes</b>	<b>Frequency (Number of Respondents)</b>	<b>Frequency (Number of Mentions)</b>
Implementation Challenges	Rushed Execution, Quality Issues	7	15
Budget Constraints	Misaligned Goals, Inefficient Use	5	14
Planning Quality	Ad-Hoc Decisions, Lack of Roadmaps	7	12
Team Dynamics	Unclear Roles, High Turnover	6	10
Risk Management Practices	Informal Processes, Overconfidence	5	9
Leadership and Governance	Turnover, Gover- nance Gaps	5	8
Supplier Management	Delays, Quality Problems	4	7
Human Resource Planning	Staffing Shortages, Skill Gaps	4	6
Technology and Equipment Use	Over-Purchasing, Underutilization	3	5
Regulatory Compliance	Ignoring Regula- tions, Penalties	3	4

Before exploring the specific themes that emerged from the analysis, it is important to recognize that these challenges are interconnected and often stem from underlying systemic issues. The following sections detail key areas where inefficiencies and misalignments became evident, highlighting how factors like unrealistic timelines, financial constraints, weak planning, fragmented communication, inadequate risk management, leadership turbulence, supplier complications, staffing shortfalls, mismanaged technology, and lax regulatory compliance collectively impede project success. Each theme not only carries its own set of implications but also interacts with others, creating a complex web of influences that must be addressed through integrated strategies and thoughtful, proactive management.

### *Theme 1 Implementation Challenges and Inefficiencies*

Participants reported that healthcare projects were frequently executed under unrealistic timelines and shifting project specifications. Such haste often led to overlooked details, suboptimal work quality, and downstream inefficiencies. Without clearly defined milestones and adequate time for quality assurance, teams operated in a reactive mode, increasing the likelihood of costly rework and delays.

### *Theme 2 Budget Constraints and Financial Misalignment*

Financial limitations and unrealistic budgeting were frequently cited as factors that constrained resource allocation and planning. Projects were often launched with high expectations but without adequate funds, forcing teams to make compromises. This misalignment led to unnecessary expenditures, unused equipment, and heightened risk, underscoring the need for thorough financial planning and stakeholder engagement.

### *Theme 3 Inadequate Planning and Documentation*

Insufficient planning and sporadic documentation practices emerged as critical challenges. Changes in layouts, unclear project roadmaps, and constant revisions in scope caused confusion and tension. More systematic planning and rigorous documentation standards would reduce miscommunication, project delays, and cost overruns.

### *Theme 4 Team Dynamics and Communication Barriers*

High staff turnover, unclear roles, and poor communication channels undermined team cohesion. The absence of a unified project management structure and well-defined responsibilities resulted in fragmented decision-making and limited accountability. Establishing clear communication protocols and investing in stable, well-structured teams can foster trust and continuity.

### *Theme 5 Inadequate Risk Management Practices*

Risk identification and mitigation were largely reactive rather than proactive. Without formal risk management frameworks or dedicated personnel, teams struggled to foresee and address potential issues. Embracing a structured risk management approach and training key team members can prevent problems before they escalate.

### *Theme 6 Leadership and Governance Issues*

Frequent leadership changes and weak governance structures led to strategic misalignment and operational inefficiencies. Inconsistent leadership priorities confused teams and stakeholders, causing uncertainty and slowing progress. Providing stable leadership, clear decision-making authorities, and robust governance frameworks can ensure a more consistent and strategic direction.

*Theme 7 Supplier and Contractor Management*

Delays in deliveries, quality issues, and misaligned expectations with suppliers and contractors hindered project timelines and outcomes. Strengthening supplier selection criteria, maintaining open communication channels, and enforcing contractual safeguards are crucial to improving reliability and quality in project execution.

*Theme 8 Human Resource Planning and Capacity Building*

Shortages of qualified personnel and skills mismatches hampered project continuity and performance. Overworked staff, frequent turnover, and limited training opportunities contributed to inefficiencies. Investing in workforce planning, staff development, and retention strategies would help build a stable, skilled team capable of meeting project demands.

*Theme 9 Technology and Equipment Management*

Inefficient procurement and underutilization of technology resulted in wasted resources and unnecessary costs. Lack of end-user involvement in the selection process led to equipment that did not meet clinical needs. Implementing user-centered procurement strategies, asset management systems, and lifecycle planning ensures that technology investments align with project requirements.

*Theme 10 Regulatory Compliance and Quality Standards*

Non-compliance with regulations and insufficient attention to quality standards posed legal and ethical risks. Poor oversight and the pursuit of cost savings at the expense of compliance diminished patient safety and service quality. Adhering to relevant regulations, implementing quality assurance processes, and fostering an organizational culture prioritizing safety and ethics are essential.

*Interrelationships Among Themes*

The identified themes were not isolated; rather, they influenced each other in complex ways. For instance, inadequate planning amplified implementation challenges, while budget constraints restricted human resource capacity and supplier quality. Weak leadership destabilized team dynamics, and poor risk management practices left organizations vulnerable to compliance failures. Figure 1 and Table 2 illustrate these interconnections and causal pathways, highlighting how improvement in one area (e.g., leadership stability) could have cascading positive effects on other domains (e.g., planning quality, team cohesion).

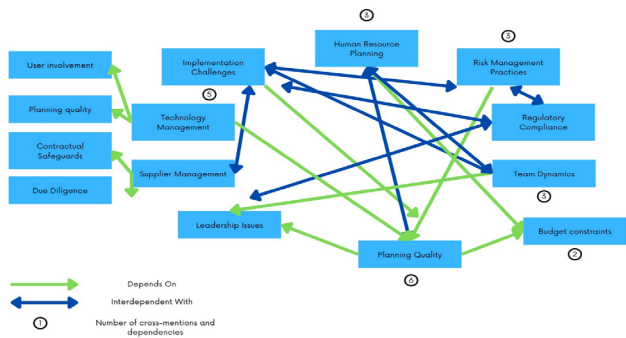


Figure 1 – Interdependency and Hierarchical Structure of Themes

This figure visually depicts the dependencies identified in Table 2. Each theme is represented as a node, with arrows illustrating how certain themes rely on foundational elements like planning quality, leadership stability, and team dynamics. For example, Implementation Challenges and Risk Management Practices both stem from the strength of planning quality and team cohesion, while Budget Constraints and Overconfidence/Expertise Gaps arise due to insufficient foresight in planning and skill development. By mapping these dependencies, Figure 1 underscores that improving one area—such as leadership stability—can strengthen team dynamics and, in turn, enhance planning quality and reduce implementation risks.

Table 2 – Networked Connections and Causal Pathways Among Themes

Cause Theme	Effect Theme	Nature of Relationship
Inadequate Planning	Implementation Challenges	Poor planning leads to execution inefficiencies
Leadership Issues	Team Dynamics	Leadership instability weakens team cohesion
Budget Constraints	Human Resource Planning	Limited funds result in staffing shortages
Lack of Risk Management	Regulatory Compliance	Unmanaged risks lead to non-compliance
Supplier Management Issues	Technology Management	Delays affect equipment availability and use
Overconfidence	Risk Management Failures	Overlooking risks due to perceived infallibility

Table 2 expands on the relational dynamics presented in Table 3, offering a more intricate view of how themes interact and influence each other's outcomes. In this networked visualization, lines connect related themes, with descriptions of how one factor impacts another. For instance, poor planning quality leads directly to heightened implementation challenges, while robust team dynamics contribute to more effective planning and risk management. The figure emphasizes the cascading effects that occur when key areas – such as supplier performance, leadership stability, or training gaps – are addressed. By demonstrating these cause-and-effect linkages, Table 2 highlights opportunities to intervene strategically at pivotal points, ultimately steering healthcare projects toward more efficient and sustainable outcomes.

These findings suggest that healthcare project efficiency could be bolstered through integrated project management frameworks, comprehensive risk management plans, stable leadership, improved communication strategies, effective supplier management, and ongoing compliance checks. By embracing continuous improvement, organizations can learn from these insights and align their internal processes, resources, and governance models to achieve more consistent, high-quality healthcare project outcomes.

This refined thematic analysis underscores that healthcare project management efficiency is shaped by a web of interdependent factors, including leadership stability, risk management rigor, adequate planning, robust communication channels, and alignment of financial and human resources. Addressing these foundational areas and following the recommended action steps can significantly enhance project delivery, ultimately improving patient care and organizational resilience.

The findings from this study underscore the critical role of implicit patterns—such as informal communication, emotional dynamics, and unspoken practices—in shaping project outcomes. These factors, often neglected in traditional frameworks like PMBOK, APMBOK and PRAM, emerged as pivotal in ensuring alignment within multi-organizational teams. For example, emotional intelligence among project leaders was frequently cited as a determinant of team cohesion and conflict resolution. This aligns with Müller and Turner's assertion that leadership competency profiles significantly influence project success, particularly in culturally diverse teams.

Implicit patterns also manifested in adaptive strategies, where team members relied on informal networks and quick decision-making to address unforeseen challenges. While these practices demonstrate the resilience and resourcefulness of project teams, they highlight a gap in traditional methodologies, which often prioritize formalized processes over flexibility. Integrating such adaptive practices

into existing frameworks could enhance their applicability to dynamic, high-uncertainty projects.

Cross-organizational project teams bring diverse expertise and perspectives but also introduce unique challenges, particularly in communication and decision-making. The study revealed that misaligned objectives and fragmented workflows are common in multi-organizational settings, often leading to inefficiencies and delays. This finding resonates with Martinsuo et al., who noted that cross-functional collaboration requires robust coordination mechanisms and shared accountability [8].

Interestingly, successful projects in this study leveraged informal communication channels to bridge organizational silos. These channels facilitated real-time problem-solving and fostered trust among team members. However, the reliance on informal practices also raises concerns about accountability and transparency, suggesting a need for balanced approaches that integrate formal and informal mechanisms [6].

Cultural and contextual factors emerged as significant determinants of project management practices. Participants operating in transitional economies, such as Kazakhstan, highlighted the challenges of aligning global standards with local realities. For instance, the integration of ESG principles into project management practices often clashed with resource constraints and regulatory complexities, echoing the findings of Mukhiyayeva et al. These challenges underscore the importance of tailoring project management frameworks to accommodate regional and cultural nuances.

Moreover, the study revealed that cultural attitudes toward hierarchy and decision-making significantly influenced team dynamics. In settings with a high-power distance, decision-making processes were often centralized, which slowed responses to emerging risks. Conversely, teams with flatter hierarchies demonstrated greater agility and adaptability. These insights suggest that fostering culturally aware leadership and adaptive decision-making processes could enhance project outcomes in diverse settings.

One of the most striking findings was the persistent disconnect between risk management and project execution. While frameworks like PRAM emphasize the integration of risk management across project phases, this study found that risk assessments were often conducted in isolation and not revisited as projects evolved. This disintegration aligns with the critique by Smith and Merritt, who argue that risk management is frequently treated as a compliance exercise rather than a dynamic, value-adding process.

The study also highlighted the limitations of existing risk management practices in capturing non-tangible risks, such as those related to team morale and informal

workflows. Addressing these limitations requires a shift in perspective, viewing risk management as an enabler of project agility rather than merely a safeguard against failure. Practical measures, such as iterative risk reviews and stakeholder-inclusive risk assessments, could bridge this gap and enhance project resilience.

The insights from this study have several practical implications for improving project management practices. First, integrating implicit patterns into project management frameworks could provide a more holistic approach to achieving project success. This includes formalizing adaptive strategies, fostering emotional intelligence, and leveraging informal communication networks while maintaining accountability.

Second, cross-organizational projects require tailored coordination mechanisms that balance the benefits of diversity with the need for alignment and cohesion. Establishing shared objectives, creating joint decision-making frameworks, and promoting cultural awareness among team members could mitigate common challenges in these settings.

Lastly, enhancing the integration of risk management into project workflows is essential. This involves expanding the scope of risk assessments to include non-tangible factors and ensuring that risk management remains a continuous, iterative process throughout the project lifecycle. These measures could enable teams to navigate complexity more effectively and adapt to changing circumstances.

This study contributes to addressing the literature gaps identified earlier by providing empirical evidence on the role of implicit patterns, cross-organizational dynamics, and cultural influences in project management. By broadening the focus beyond specific industries and Western contexts, the findings offer valuable insights into how these factors operate across diverse organizational settings. Furthermore, the study's emphasis on actionable recommendations bridges the gap between theory and practice, supporting organizations in enhancing their project management approaches.

### **Conclusion**

This study sheds light on the often-overlooked implicit patterns, cross-organizational dynamics, and cultural influences that significantly shape project management outcomes. Traditional frameworks like PMBOK and PRAM provide robust tools for managing explicit processes, but they fall short in addressing the nuanced, informal, and adaptive practices that are critical in real-world project environments. By identifying these gaps, the research emphasizes the importance of a more holistic approach to project management—one that integrates both tangible and intangible factors.

Reflecting on the purpose outlined at the start of this research, the evidence indicates that the paper accomplished what was set out to achieve. The thematic

analysis brought to light ten closely linked themes from rigorous planning and steady leadership to effective supplier oversight, which quietly but powerfully shape how healthcare projects unfold. These insights support our initial hypothesis: project success rests as much on informal organizational routines and day-to-day behaviors as on formal processes. Every interim objective such as mapping dependencies, tracing cause-and-effect pathways, and presenting them in clear visual form were completed in full. Taken together, the study not only meets its original goals but also offers a solid foundation for future investigations and practical improvements in healthcare project management.

Key findings reveal that informal communication, emotional intelligence, and team adaptability play crucial roles in project success, particularly in multi-organizational and culturally diverse settings. While these implicit factors enhance collaboration and resilience, their lack of formal integration into project management practices poses challenges for accountability and consistency. Furthermore, the study underscores the need to adapt global frameworks to align with regional and cultural realities, as evidenced by the unique challenges observed in transitional economies like Kazakhstan.

The disconnect between risk management and project execution was another critical finding. The study highlights the limitations of traditional risk management practices in addressing non-tangible risks and adapting to evolving project dynamics. Bridging this gap requires a shift toward iterative, inclusive, and context-sensitive risk management approaches.

In conclusion, this research contributes to the broader understanding of project management by emphasizing the importance of implicit patterns, cross-organizational dynamics, and cultural adaptability. By addressing these dimensions, organizations can enhance their project management practices, achieving greater efficiency and success. The study's findings offer actionable insights for integrating these elements into existing frameworks, paving the way for more resilient and inclusive project management methodologies. Future research should continue exploring these implicit dimensions across diverse industries and organizational contexts to further enrich the field.

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## **ЖОБАЛЫҚ ЖОСПАРДАН ТЫС: ДЕНСАУЛЫҚ САҚТАУ ЖОБАЛАРЫ САЛАСЫНДАҒЫ ТАБЫС ДИНАМИКАСЫ**

*Жобаларды басқару ұйымның даму және қаржылық мақсаттарға қол жеткізудің ажырамас құралына айналды, бірақ дәстүрлі әдіснамалар көбінесе тек нақты процестер мен құралдарға шоғырланып, жобаның нәтижелеріне елеулі әсер ететін жасырын факторларды елемейді. Бұл зерттеу көп ұйымды қамтитын жоба командаларындағы бейресми коммуникация, эмоционалдық динамика және бейімделу стратегиялары сияқты жасырын үлгілерді зерттейді. Әртүрлі ұйымдық контекстердегі мамандардан жиналған сапалы деректерді талдау арқылы осы материалдық емес элементтерді PMBOK және PRAM сияқты қолданыстағы әдіснамаларға біріктірудің негізгі қиындықтары мен мүмкіндіктері анықталады.*

*Зерттеу нәтижелері командалық үйлесімділік пен бейімделуді нығайтуда бейресми коммуникация арналары мен эмоционалдық интеллекттің маңызды рөлін көрсетеді. Ұйымаралық динамика әртүрлі жұмыс процестері мен мақсаттарын үйлестірудегі күрделілікті көрсетсе, мәдени әсерлер жобаларды басқару тәжірибелерін өңірлік және ұйымдық контекстерге бейімдеудің маңыздылығын көрсетеді. Сонымен қатар, зерттеу дәстүрлі тәуекелдерді басқару тәжірибелері мен жобалардың өзгермелі қажеттіліктері арасындағы ашақтықты анықтап, итеративті және инклюзивті тәсілдердің қажеттілігін көрсетеді.*

*Бұл зерттеу жобаларды басқару саласына жасырын үлгілерді, ұйымаралық ынтымақтастықты және мәдени ерекшеліктерді түсіну тұрғысынан елеулі үлес қосады. Практикалық ұсыныстарға жасырын факторларды жобаларды басқару әдіснамаларына біріктіру, көпжақты топтарда ынтымақтастықты дамыту және тәуекелдерді басқарудың бейімделу стратегияларын жетілдіру кіреді. Бұл тұжырымдар әртүрлі және серпінді жағдайларда жобаларды*

*басқару тәжірибесін жақсарту үшін негіз жасайды, ұйымдарға тұрақты жоба табысына қол жеткізуге мүмкіндік береді.*

*Кілтті сөздер: жобаларды басқару, жасырын үлгілер, мәдени әсерлер, бейресми коммуникация, PMBOK, PRAM.*

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## **ЗА ПРЕДЕЛАМИ ПЛАНА ПРОЕКТА: ДИНАМИКА УСПЕХА НА ПРИМЕРЕ ПРОЕКТОВ В СФЕРЕ ЗДРАВООХРАНЕНИЯ**

*Управление проектами стало неотъемлемым инструментом достижения организационных целей, однако традиционные методологии зачастую сосредотачиваются исключительно на явных процессах и инструментах, упуская из виду неявные факторы, которые существенно влияют на результаты проектов. Данное исследование изучает неявные паттерны, такие как неформальная коммуникация, эмоциональная динамика и адаптивные стратегии, в командах, работающих над проектами с участием нескольких организаций. На основе качественных данных, собранных у профессионалов из разных организационных контекстов, анализ выявляет ключевые вызовы и возможности интеграции этих нематериальных элементов в существующие методологии, такие как PMBOK и PRAM.*

*Результаты исследования подчеркивают важную роль неформальных каналов коммуникации и эмоционального интеллекта в укреплении командной сплоченности и адаптивности. Межорганизационная динамика демонстрирует сложность согласования различных рабочих процессов и целей, тогда как культурные влияния подчеркивают необходимость адаптации практик управления проектами к региональным и организационным условиям. Кроме того, исследование выявляет разрыв между традиционными практиками управления рисками и изменяющимися потребностями проектов, подчеркивая необходимость итеративных и инклюзивных подходов к управлению рисками.*

*Данное исследование вносит вклад в область управления проектами, устраняя значительные пробелы в литературе, особенно в понимании неявных паттернов, межорганизационного сотрудничества и культурных особенностей. Практические рекомендации включают интеграцию неявных факторов в методологии управления проектами, развитие сотрудничества в многосторонних командах и улучшение адаптивных стратегий управления рисками. Эти выводы создают основу для совершенствования практик управления проектами в разнообразных и динамичных условиях, что позволяет организациям достигать устойчивого успеха проектов.*

*Ключевые слова: управление проектами, неявные паттерны, культурные влияния, неформальная коммуникация, PMBOK, PRAM.*

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