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INTEGRATED CONCEPTUAL FRAMEWORK FOR MANAGERIAL DECISION-MAKING AND PROJECT MANAGEMENT: STRUCTURAL, BEHAVIORAL, AND VALUE-BASED ASPECTS

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Abstract. *This study develops an integrated conceptual framework for managerial decision-making that combines structural, behavioral, and informational dimensions with project management and value-based organizational considerations. The framework systematically links six key decision-making determinants, such as managerial value judgments, decision environment, information constraints, behavioral limitations, negative consequences, and interdependence of decisions, to five main decision-making mechanisms, including hierarchical management, regulatory rules, bilateral interaction, group-based, and matrix approaches. By embedding these elements within a cyclical, iterative process of problem identification, alternative development, decision evaluation, implementation, and feedback with contingency planning, the study emphasizes the dynamic and adaptive nature of managerial decisions.*

The proposed model also integrates project management perspectives, illustrating how decision-making determinants and mechanisms align with project lifecycle stages and organizational objectives. The meaning-based value level highlights the influence of organizational culture, stakeholder expectations, and systemic factors on decision priorities and interpretations of success. By mapping these interactions, the framework provides a multidimensional tool for analyzing decision performance, optimizing project outcomes, and enhancing organizational adaptability in complex and uncertain environments.

This approach differs from traditional models by emphasizing the interconnectedness of structural, behavioral, informational, and value-driven considerations within managerial decision-making. It supports evidence-based practices, fosters alignment between operational efficiency and strategic goals, and strengthens the resilience, coordination, and resource efficiency of organizations. The framework can be applied across diverse organizational types and sectors, providing both theoretical insights and practical guidance for managers seeking to enhance decision effectiveness in contemporary project-oriented environments.

Key words: *managerial decision-making, decision determinants, decision mechanisms, project management, organizational culture, stakeholder expectations, adaptive management, strategic alignment.*

Introduction. In today's organizational environment, characterized by globalization, digital transformation, and increasing uncertainty, managerial decision-making and project management have become closely interdependent domains of organizational governance. Managerial decisions define strategic direction, resource allocation, and organizational performance, while project management provides the operational mechanism for implementing these decisions in dynamic and complex contexts.

Existing research has extensively examined managerial decision-making, highlighting determinants such as informational, behavioral, organizational, and environmental factors. Similarly, project management studies emphasize success factors, stakeholder coordination, risk mitigation, and lifecycle governance. However, these domains are often studied in isolation, despite the fact that projects represent one of the most decision-intensive contexts within organizations, involving uncertainty, interdependent tasks, multiple stakeholders, and dynamic resource constraints.

The increasing complexity and interdependence of organizational activities necessitate an integrated approach that links managerial decision-making with project management. Both domains share structural, informational, and behavioral foundations, and decisions are inherently influenced by semantic and value-based considerations. Recognizing these connections allows for a more comprehensive understanding of how managerial choices influence project outcomes and, conversely, how project results inform strategic and operational decision-making.

This study proposes a multidimensional conceptual framework that integrates managerial decision-making determinants and mechanisms with project management processes and value-oriented organizational considerations. By connecting structural, behavioral, informational, and meaning-based dimensions, the framework conceptualizes managerial decisions and project activities as iterative, interdependent processes that enhance organizational performance, adaptability, and stakeholder alignment. The proposed model provides both theoretical insights and practical guidance for managers operating in contemporary, project-driven organizational environments.

Analysis of recent researches and publications. Research on managerial decision-making has a long-standing tradition in management

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science, yet its evolution has largely occurred in isolation from project management scholarship [1]. Classical contributions, including Simon's work on bounded rationality, emphasize that decision processes are central to organizational behavior and strategic action, with cognitive and informational constraints shaping outcomes. Contemporary reviews stress that organizational, environmental, and context-specific variables produce mixed and sometimes contradictory effects on decision outcomes, highlighting the need for integrative frameworks that accommodate multiple determinants simultaneously [1].

Despite these advances, much of the research remains descriptive, sector-specific, or narrowly methodological. Studies on performance evaluation and expert-based decision-making techniques provide valuable insights into structured decision processes [2], but often fail to link these mechanisms to broader organizational structures, behavioral constraints, and semantic dimensions of decision-making.

Project management scholarship has focused extensively on project lifecycle stages, risk mitigation, and success factors under conditions of uncertainty [3; 4]. Empirical findings consistently indicate that coordination, communication, and organizational practices significantly influence project success [5]. However, these studies generally remain descriptive, sector-specific, and limited in scope, providing few generalizable conceptual models that integrate managerial decision determinants with project outcomes [3; 4].

Risk and leadership aspects are well documented [6 - 8], yet they often examine isolated dimensions such as technical risk analysis or team leadership, without connecting these factors to the structural, informational, and behavioral determinants of managerial decisions within projects. Foundational project management texts highlight historical evolution and stakeholder engagement [9; 10], but they also leave a conceptual gap in linking project execution with organizational decision-making frameworks.

The application of multi-criteria decision-making (MCDM) methods such as AHP, TOPSIS, and fuzzy logic has grown in project and portfolio management contexts [11 - 13]. These methods demonstrate the utility of structured frameworks for complex decisions and provide quantitative approaches for evaluating alternatives. Nevertheless, research reveals that such tool-centric approaches often neglect

contextual, behavioral, and value-driven dimensions of decisions, limiting their theoretical and practical generalizability [12; 13].

Decision support studies underscore the challenge of optimizing outcomes under dynamic conditions, emphasizing the need for flexible, adaptive, and integrative models capable of addressing multiple, interdependent project and organizational variables [11].

Behavioral and cognitive determinants, such as communication, knowledge management, and stakeholder influence, play a crucial role in both decision-making and project performance [5; 14]. Empirical evidence demonstrates that contextual and social factors, including organizational culture and cross-functional team interaction, significantly shape how decisions are made and implemented [5]. Yet, these dimensions remain underrepresented in most project management frameworks, which often prioritize procedural or technical tools over social and meaning-based considerations [14].

Context-specific research highlights real-world challenges and innovations in decision-making and project management. For instance, organizational and infrastructural projects in industrial and transport sectors reveal how local conditions, regulatory frameworks, and environmental factors shape managerial decisions and project outcomes [15; 16]. These studies emphasize the practical relevance of decision quality but also point to a persistent gap in generalizable, integrative models that connect decision determinants with project processes and organizational performance.

Despite extensive literature on individual determinants, decision support techniques, and project success factors, there remains a notable lack of integrative frameworks that connect structural mechanisms, behavioral constraints, informational limitations, and semantic-value dimensions in a single conceptual model [1 - 16]. Existing studies rarely consider the interplay between managerial decisions and project management processes, and the semantic or value-based dimensions of decisions, such as organizational culture, stakeholder expectations, and interpretations of success, remain insufficiently addressed.

This fragmentation justifies the development of a multidimensional, integrated framework that links managerial decision-making determinants and mechanisms with project management processes and organizational value dimensions. Such a framework offers both

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theoretical advancement and practical utility, allowing researchers and practitioners to account for structural, behavioral, informational, and meaning-based influences in a coherent manner.

Unresolved aspects of the general problem. Despite extensive research on managerial decision-making and project management, these domains are predominantly treated as separate analytical frameworks. Prior studies have mostly concentrated either on the determinants and mechanisms of managerial decisions or on project lifecycle processes and success factors, without systematically integrating these perspectives. As a result, the dynamic interaction between managerial decisions and project outcomes, including how project feedback informs subsequent managerial actions, remains insufficiently explored.

In addition, semantic and value-based dimensions of managerial decisions, such as organizational culture, stakeholder expectations, and meaning-oriented processes, receive limited attention. Existing research rarely examines how these factors shape decision priorities, influence project interpretation, or ensure alignment with strategic goals. Similarly, few studies attempt to combine structural, behavioral, informational, and value-driven considerations within a single, iterative framework, leaving a conceptual gap in understanding the multidimensional and communicative nature of decision-project interactions in complex organizational contexts.

The gaps identified in this analysis highlight the need for a comprehensive approach that integrates multiple determinants and mechanisms of managerial decision-making with project processes. This study addresses these unresolved aspects by proposing an integrative conceptual framework.

The formulation of the objectives of the article. The study aims to develop an integrated conceptual framework that links managerial decision-making determinants and mechanisms with project management processes. It conceptualizes project management as a dynamic decision-making system, providing a multidimensional model to explain how decisions are formulated, implemented, and adjusted within project-based organizational structures.

Specifically, the research seeks to:

– Identify and classify the key determinants influencing managerial decisions, including personal value judgments, decision-making

environment, information constraints, behavioral limitations, negative consequences, and interdependence of decisions.

– Analyze structural and procedural mechanisms of decision-making, such as hierarchical management, regulatory rules, bilateral interaction, group-based, and matrix approaches, and their role in operationalizing managerial choices.

– Integrate these determinants and mechanisms into a cyclical, iterative model that incorporates feedback, contingency planning, and adaptive adjustments across project lifecycle stages.

– Examine how organizational culture, stakeholder expectations, and systemic factors shape managerial priorities and interpretations of project success, ensuring alignment with value-driven objectives.

By framing managerial decision-making as a multidimensional, continuous, and context-sensitive process, the study provides a unified approach that links organizational structures, information flows, human behavior, and project outcomes. This framework offers both theoretical insights and practical guidance for optimizing decision performance, enhancing coordination across organizational and project levels, and supporting adaptive, evidence-based management in dynamic environments.

Statement of the main material of the research. This study proposes a comprehensive conceptual framework that integrates structural, behavioral, and informational dimensions of managerial decision-making. By doing so, it provides a multidimensional approach for analyzing organizational decision processes, encompassing both the determinants that influence managerial choices and the mechanisms through which these decisions are operationalized. The framework is grounded in a systematic methodology, beginning with the identification of decision-making determinants and followed by the classification and systematization of operational mechanisms, thereby ensuring a rigorous analysis of managerial effectiveness.

Managerial decisions are influenced by a complex interplay of internal and external factors that shape the choice, timing, and outcomes of decisions. Based on a review of organizational theory and empirical research, this study classifies decision-making determinants into six principal categories [1; 2; 6; 12]:

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1. Personal value judgments of the manager – subjective evaluations of importance, quality, or benefit, which guide the selection of alternatives. These judgments are influenced by cultural norms, organizational values, and the individual's professional experience, affecting both the prioritization of options and risk perception.

2. Decision-making environment – the conditions under which decisions are made, ranging from certainty to situations of risk or uncertainty. The environment shapes the predictability of outcomes and the reliance on probabilistic versus deterministic approaches.

3. Information constraints – the availability, reliability, and cost of information significantly determine the feasibility and timing of decisions. Limitations in data quality or access may lead to incomplete assessments, necessitating compensatory strategies in decision evaluation.

4. Behavioral constraints – cognitive biases, interpersonal communication limitations, and information overload can distort problem perception, influencing both the identification of alternatives and the final selection.

5. Negative consequences – potential trade-offs, unintended effects, and adverse organizational impacts must be anticipated and evaluated. A thorough understanding of these consequences supports the alignment of managerial decisions with organizational objectives.

6. Interdependence of decisions – individual decisions are rarely isolated. Key decisions often influence multiple organizational subsystems, necessitating an understanding of systemic effects and coordination among different decision-making units.

The systematic identification of these determinants enables targeted interventions, including training, structural adjustments, and informational support, aimed at increasing decision quality and organizational performance.

Following the identification of determinants, the study classifies managerial decision-making mechanisms according to their structural and operational characteristics. This classification links the previously identified determinants to practical mechanisms through which decisions are executed and coordinated. Table 1 presents this systematization, illustrating how different mechanisms align with organizational hierarchies, coordination needs, and decision complexity.

Table 1

Classification of Managerial Decision-Making Mechanisms

Mechanism	Description	Key Features
General management	Centralized decision-making under a single line manager	Vertical hierarchy, top-down authority
Regulatory rules	Decisions guided by firm-developed rules or policies	Formal procedures, compliance-oriented
Bilateral interaction	Managers at the same level make decisions individually	Horizontal coordination, peer-based
Target group-based	Collective decision-making in teams or departments	Group deliberation, goal-focused
Matrix structure	Project managers share authority with functional heads	Dual reporting, vertical and horizontal coordination

The integration of determinants and mechanisms demonstrates the multidimensional nature of managerial decision-making and supports the development of strategies to optimize decision performance in diverse organizational contexts [15].

The systematization presented in Table 1 illustrates the interdependence between structural and procedural mechanisms and the behavioral and informational determinants identified earlier. By aligning decision-making mechanisms with the influencing factors, it becomes evident that effective managerial decisions arise from the coordinated interaction of organizational structure, managerial judgment, information availability, and behavioral dynamics. This multidimensional perspective allows for a more precise understanding of how decisions are formulated, evaluated, and implemented within complex organizational systems.

Building on this foundation, the proposed framework integrates these determinants and mechanisms into a cyclical and iterative model of managerial decision-making. The model emphasizes the dynamic interplay between individual creativity, collective intelligence, and organizational structure, highlighting the fact that decision-making is not a linear or isolated process but a continuous sequence of interconnected stages. Key elements of the framework include:

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– Stage 1: Problem identification – the recognition and precise formulation of managerial issues, informed by both internal organizational analysis and external environmental scanning. This stage establishes the scope and constraints for subsequent decision-making.

– Stage 2: Alternative development – generation of multiple potential solutions, leveraging analytical tools, professional judgment, and available informational resources. The process ensures a diversity of options while maintaining relevance to organizational objectives.

– Stage 3: Decision selection – systematic evaluation of alternatives against defined criteria, incorporating determinants such as managerial value judgments, environmental uncertainty, informational constraints, behavioral limitations, and interdependence of decisions. This stage embodies the core of scientific managerial decision-making, ensuring that choices are evidence-based and strategically aligned.

– Stage 4: Implementation – translation of the selected decision into actionable steps, with attention to operational feasibility, stakeholder acceptance, and the alignment of responsibilities across organizational units. Implementation mechanisms are tailored according to the structural and procedural characteristics identified in Table 1.

– Stage 5: Feedback and adjustment – continuous monitoring of outcomes, assessment of negative consequences, and activation of pre-planned contingency measures. Iterative adjustments allow the organization to respond adaptively to emerging information, unforeseen challenges, and partial successes or failures.

The proposed framework underscores the study's contribution to the theory and practice of organizational management. By systematically linking decision-making determinants with operational mechanisms, it provides a coherent model capable of supporting both hierarchical and matrix-based organizational structures. Furthermore, the integration of cyclical feedback and contingency planning ensures that managerial decisions are not only evidence-based but also resilient and adaptable to dynamic organizational environments. This approach enables managers to optimize decision performance, balancing efficiency, risk mitigation, and strategic alignment while fostering collaborative decision processes that leverage collective intelligence.

Managerial decision-making represents a systematic process of selecting the most appropriate solution among multiple potential

alternatives to a defined organizational problem. These alternatives may range from realistic to optimistic or pessimistic scenarios. Within the paradigm of scientific management, a rigorous, methodological, and evidence-based approach is employed to identify the optimal option. This process involves comprehensive evaluation of alternatives through comparative analysis, prioritization based on relevance and significance, and elimination of clearly infeasible or suboptimal options. Premature acceleration of the decision-making process without thorough analysis may compromise the accuracy and reliability of the selected solution, potentially resulting in suboptimal organizational outcomes.

In practical organizational contexts, it is uncommon for a single alternative to exhibit unequivocal superiority over all others. Consequently, the decision-making process must account for the possibility of partial success or failure.

To mitigate potential adverse outcomes, it is advisable to design contingency measures in advance, which can be implemented should the chosen decision not achieve the intended results.

The conceptual framework developed in this study systematically integrates these considerations by linking decision-making determinants, including personal value judgments, decision-making environment, information constraints, behavioral limitations, negative consequences, and interdependence of decisions, with decision-making mechanisms such as general management, regulatory rules, bilateral interaction, target group-based decisions, and matrix structures. This integration emphasizes the cyclical and iterative nature of managerial decision-making, highlighting the dynamic interplay between individual judgment, collective intelligence, and organizational structure to enhance both effectiveness and adaptability.

The effectiveness of managerial decisions depends not only on the selection of alternatives but also on the alignment of decision-making mechanisms with the identified determinants. By integrating structural, behavioral, and informational factors, the proposed framework provides a basis for assessing and improving decision performance, ensuring that managerial actions contribute to organizational objectives while maintaining adaptability in dynamic environments. Feedback loops and contingency planning, as visualized in Figure 1, are essential for monitoring outcomes, implementing corrective measures, and mini-

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mizing potential failures, thereby reinforcing the overall performance of management decisions.

To illustrate this framework (Fig. 1), the diagram depicts the sequential stages of decision-making: problem identification, alternative development, evaluation and selection of the final decision, implementation, and feedback with contingency planning. Iterative feedback loops are indicated by arrows, showing how the process adapts to emerging information, changing conditions, and potential implementation failures. The schematic highlights the integrated interaction of structural, behavioral, and informational dimensions, providing a coherent tool for analyzing and enhancing decision performance in organizational contexts.

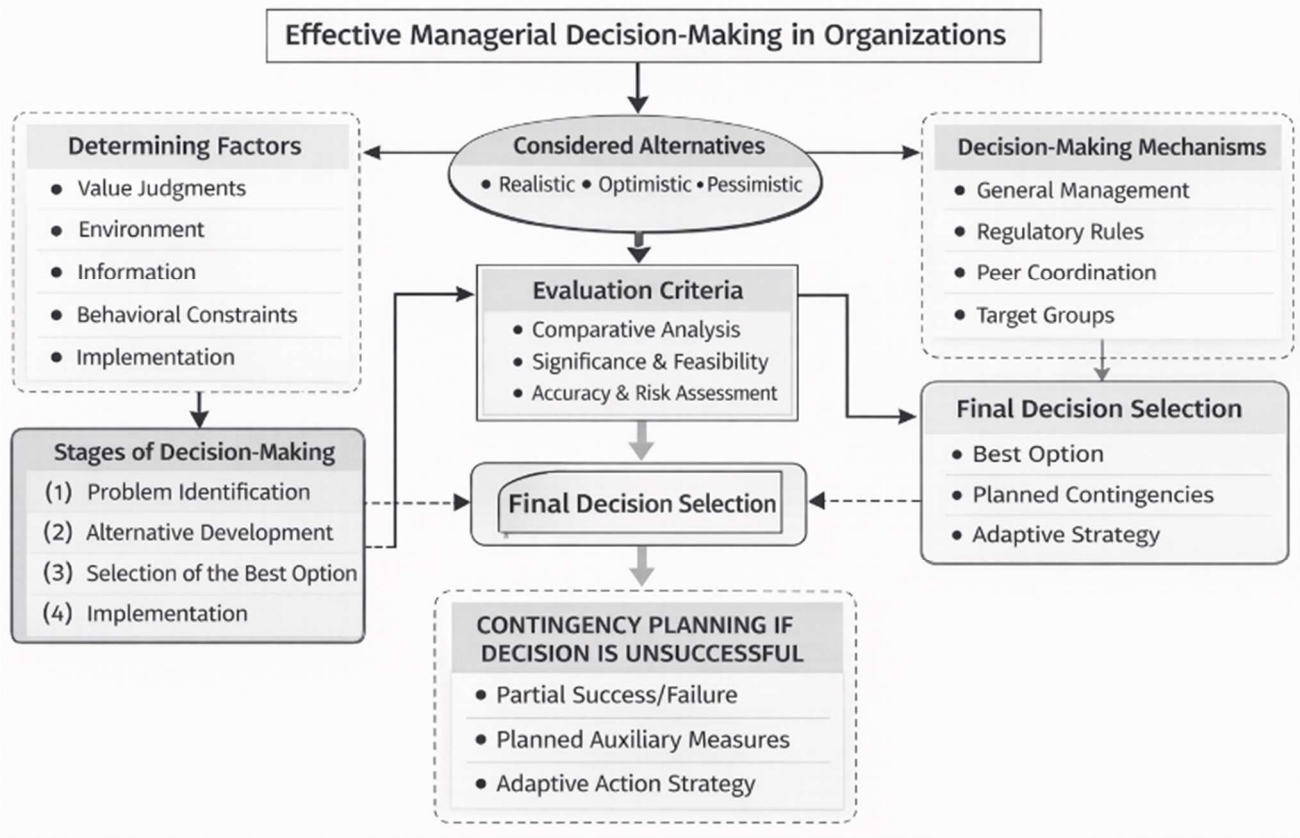

Fig. 1. **Effective managerial decision-making in organizations**
Source: compiled by the authors; visualization prepared using AI tools

The schematic presented in Fig. 1 visually reinforces the conceptual framework by clarifying the relationships between decision-making determinants and mechanisms across the sequential stages of managerial decision-making. It emphasizes that decision-making is a dynamic, iterative process rather than a linear sequence of actions. The

inclusion of contingency planning highlights the proactive management of partial successes, potential failures, and adaptive corrective measures, ensuring that organizational objectives are achieved despite uncertainty or unforeseen circumstances.

By mapping determinants–such as managerial value judgments, decision environment, information constraints, behavioral limitations, negative consequences, and interdependence of decisions–onto the mechanisms of general management, regulatory rules, bilateral interaction, target group-based decisions, and matrix structures, the diagram demonstrates the multidimensional nature of effective managerial decision-making. This visual tool illustrates the interplay between individual creativity, collective intelligence, and organizational structure, providing a coherent framework that can guide both theoretical analysis and practical application in complex organizational contexts.

Managerial decision-making can be defined as the systematic selection of an alternative among multiple potential solutions to organizational problems. Its necessity stems from the conscious and purposeful nature of managerial activity and is inherent at all stages of the management process, forming an integral component of every management function.

Unlike individual choice, managerial decision-making in organizations is often collective, involving coordination among multiple actors. The effectiveness of decisions is strongly determined by the completeness, reliability, and timeliness of available information, and decisions may be made under conditions of certainty, risk, or uncertainty.

Importantly, managerial decision-making is not a singular act but a structured and cyclical process. It involves continuous analysis of the situation, generation of alternatives, evaluation and selection of the most appropriate option, implementation, and iterative feedback to ensure alignment with organizational objectives and adaptability to changing conditions [9].

The proposed conceptual framework not only provides a theoretical understanding of managerial decision-making but also serves as a practical tool for organizations. By systematically linking decision-making determinants with operational mechanisms (Table 1) and illustrating their interactions through iterative stages (Fig. 1), the framework allows managers to assess decision performance, identify

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potential weaknesses, and implement adaptive measures to improve outcomes. Unlike traditional approaches that often consider determinants or mechanisms in isolation, this study emphasizes the integrated, multidimensional, and cyclical nature of decision-making, enabling evidence-based management practices and supporting organizational adaptability in dynamic and uncertain environments.

Modern project environments are characterized by complexity, uncertainty, and interdependence, where unexpected events frequently become the norm. Project managers face pressures including simultaneous management of multiple projects, resource constraints, stakeholder conflicts, and the need to balance cost, time, and performance objectives. Systemic factors, such as organizational culture, governance, and stakeholder expectations, significantly shape project outcomes and influence managerial decision priorities.

Key factors for project success include clear project definition, sound economic justification, appropriate strategy selection, effective communication, timely conflict resolution, and the alignment of organizational resources and culture with project objectives. Failure to account for these factors can result in project delays, budget overruns, or stakeholder dissatisfaction.

Building on the operational and cyclical model of managerial decision-making presented in Fig. 1, the study extends the framework to a higher, integrated conceptual level, which combines decision-making processes with project management and organizational meaning-based dimensions. While Fig. 1 illustrates the operational logic and cyclical stages of managerial decisions, contemporary organizational environments require a broader perspective that accounts for value creation, stakeholder interaction, and systemic project contexts.

The integrated conceptual framework is based on two interrelated analytical levels:

1. Organizational-structural level – encompasses managerial decision-making determinants, mechanisms, and cyclical process stages. Determinants include personal value judgments, decision-making environment, information constraints, behavioral limitations, negative consequences, and interdependence of decisions. These are operationalized through mechanisms such as hierarchical management, regulatory rules, bilateral interaction, group-based decisions, and

matrix structures. The decision-making process is conceptualized as a cyclical sequence of problem identification, alternative development, evaluation and selection, implementation, and feedback with contingency planning.

2. Meaning-based value level – represents project management as a value-creating and relationship-oriented process. Organizational culture, stakeholder expectations, globalization-driven challenges, and systemic uncertainty influence how project success is interpreted and shape managerial decision priorities. This level reflects the semantic and communicative dimensions of managerial and project activities.

The integration of these two levels enables the conceptualization of managerial and project decision-making as a multidimensional system, in which structural mechanisms are embedded within a broader semantic and value-oriented context. The framework provides a holistic tool for analyzing decision performance, project outcomes, and organizational adaptability in dynamic environments.

Fig. 2 illustrates this Integrated Decision–Project Management Model, showing the two interrelated levels and the iterative feedback loops between decision stages and project lifecycle phases.

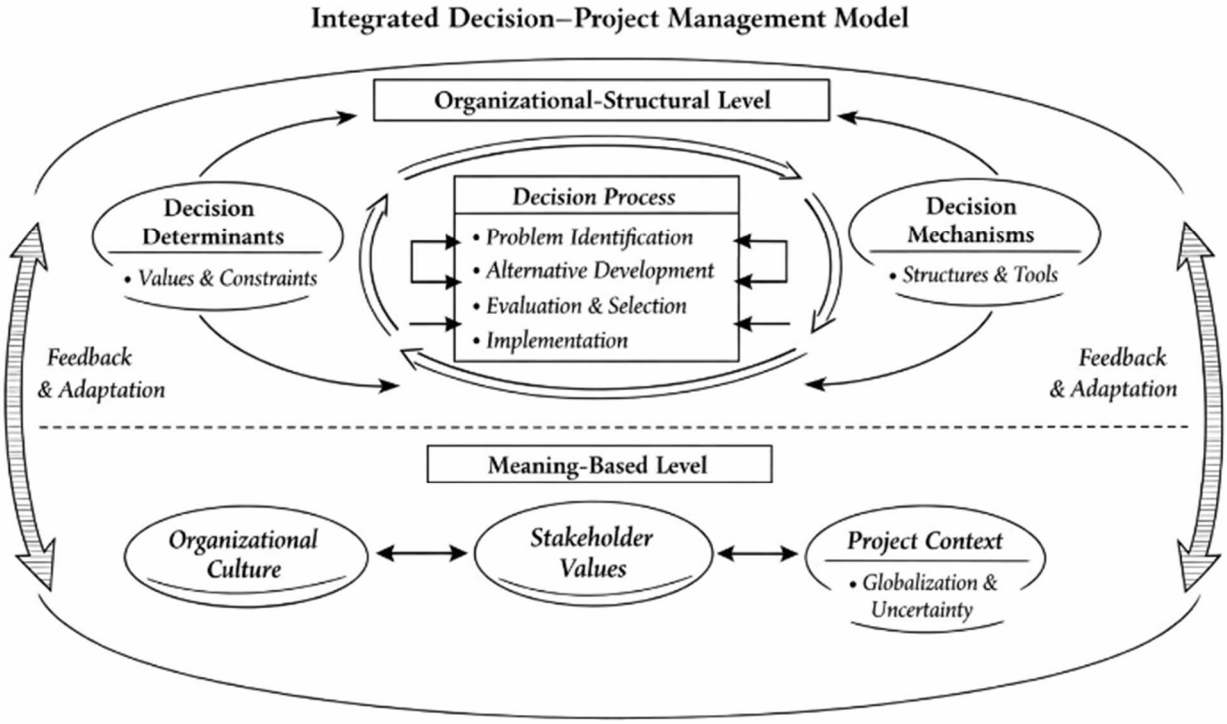

Fig. 2. **Integrated decision–project management model**
Source: compiled by the authors; visualization prepared using AI tools

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While Fig. 1 presents the operational decision-making cycle, Fig. 2 embeds this cycle into a broader organizational and project management context, highlighting both structural and meaning-based dimensions.

The diagram in Fig. 2 integrates the operational decision-making cycle presented in Fig. 1 into a broader organizational and project management context. At the organizational-structural level, the diagram demonstrates how managerial decision determinants and mechanisms interact within a cyclical process, encompassing problem identification, alternative development, decision selection, implementation, and feedback. Simultaneously, the meaning-based value level highlights the influence of organizational culture, stakeholder expectations, and systemic project factors on decision priorities, interpretations of success, and the alignment of managerial actions with strategic objectives.

Arrows connecting stages and levels indicate iterative feedback loops, emphasizing the dynamic and adaptive nature of managerial and project decisions. These loops facilitate continuous refinement of alternatives, adjustment of implementation strategies, and realignment of project objectives with organizational values. The model underscores that effective decision-making is not solely dependent on operational efficiency but also on the integration of structural mechanisms with value-driven considerations, enhancing both adaptability and strategic alignment.

By mapping the interactions between determinants, mechanisms, and contextual factors, Fig. 2 provides a comprehensive framework for understanding managerial and project decision-making as a multidimensional, dynamic, and systemic process. This conceptualization supports both theoretical analysis and practical application, illustrating how organizations can optimize decision effectiveness while simultaneously aligning decisions with stakeholder expectations and broader organizational goals.

The structural and procedural mechanisms of managerial decision-making, as presented in Table 2, serve as the operational foundation for embedding decisions into project processes. In this study, these mechanisms are mapped with the main decision determinants, such as values, environment, information, behavior, consequences, and interdependence, onto project management dimensions. This mapping demonstrates the integration of organizational decision logic with project

lifecycle stages, highlighting how managerial decisions translate into project actions and outcomes.

Table 2

Mapping of Managerial Decision-Making and Project Management Dimensions

Decision-Making Dimension	Project Management Dimension	Integrated Interpretation
Managerial value judgments	Project strategy selection	Value-driven strategic project decisions
Decision environment (certainty, risk, uncertainty)	Project risk and uncertainty management	Contextual project planning and risk mitigation
Information constraints	Project information and reporting systems	Data-driven project monitoring and control
Behavioral constraints	Stakeholder communication and conflict management	Behavioral dynamics in project teams
Negative consequences	Project performance criteria (cost, time, quality)	Trade-offs in project outcomes
Interdependence of decisions	Multi-project and portfolio management	Systemic coordination of projects
Decision stages	Project lifecycle phases	Integrated process logic
Feedback & contingency	Project monitoring and control	Adaptive governance
Value judgments	Stakeholder expectations	Meaning-based decision orientation

This mapping illustrates how the determinants and mechanisms outlined in Table 2 are operationalized within project management contexts. It links structural hierarchies and procedural rules with practical stages of project planning, execution, and monitoring. By doing so, the table emphasizes the multidimensional and systemic nature of managerial decision-making, demonstrating that decisions are not only operationally effective but also strategically aligned with organizational objectives and stakeholder expectations. Consequently, the integrated framework reinforces the cyclical, iterative, and adaptive characteristics

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of managerial and project decision processes, providing a coherent basis for both analysis and practice in complex organizational environments.

The integration of managerial decision determinants and mechanisms with project management processes, as presented in Fig.1–2 and Table 1, addresses these challenges by embedding operational, structural, and value-driven considerations into a holistic framework. This approach emphasizes adaptive, evidence-based decision-making, aligning project outcomes with organizational goals and stakeholder expectations.

Globalization and increasing competitive pressures further highlight the need for innovative, flexible, and responsive organizational processes. By linking managerial decisions with project lifecycle stages and systemic organizational factors, the proposed integrated framework provides a practical and theoretical tool for enhancing decision quality, project performance, and organizational adaptability in dynamic environments.

In summary, this study proposes a comprehensive and integrated framework that combines managerial decision determinants, operational mechanisms, and project management dimensions into a unified, multi-dimensional model. Unlike traditional approaches that often consider decision-making factors or mechanisms in isolation, the framework systematically links structural, behavioral, and informational aspects with practical stages of project planning, execution, and monitoring.

The integration of cyclical feedback, contingency planning, and value-based considerations ensures that managerial decisions are not only operationally effective but also strategically aligned with organizational objectives and stakeholder expectations.

The framework differs from existing models by explicitly embedding decision-making mechanisms within both organizational structures and project contexts, while simultaneously accounting for meaning-based, stakeholder-oriented dimensions. This allows organizations to analyze and improve managerial decisions holistically, enhancing adaptability, responsiveness, and the alignment of project outcomes with broader strategic goals. By offering a coherent, evidence-based, and practical tool, the proposed approach provides a foundation for optimazing decision performance, supporting effective project management, and reinforcing organizational resilience in complex and dynamic environments.

Conclusion. The study demonstrates that managerial decision-making in contemporary organizations is a multidimensional, iterative, and systemic process, shaped by the interaction of structural, behavioral, and informational determinants, and closely integrated with project management processes. Effective decisions arise not from isolated actions or linear procedures, but from the coordinated interplay of decision-making determinants, operational mechanisms, and project lifecycle stages.

The integration of personal value judgments, decision-making environment, information constraints, behavioral limitations, negative consequences, and interdependence of decisions with hierarchical, regulatory, bilateral, group-based, and matrix mechanisms ensures that managerial actions are both operationally effective and strategically aligned. Iterative feedback loops and contingency planning embedded within the framework enable organizations to respond adaptively to uncertainty, emerging risks, and partial successes or failures, reinforcing resilience and organizational agility.

By linking structural mechanisms with value-oriented, stakeholder-driven considerations, the framework provides a coherent tool for analyzing and enhancing decision performance, project outcomes, and resource coordination. It emphasizes that achieving successful organizational results requires not only procedural rigor but also attention to organizational culture, stakeholder expectations, and meaning-oriented project dimensions.

The proposed model offers both theoretical and practical contributions: it extends traditional managerial decision-making approaches by explicitly embedding decisions within project and organizational contexts, highlights the cyclical and adaptive nature of managerial processes, and supports evidence-based management practices. Future research may empirically validate the framework across diverse organizational types, sectors, and project complexities, as well as explore its integration with risk management, digital transformation, and decision-support technologies to further enhance managerial effectiveness and organizational adaptability.

Conflict of Interest: The authors declare that they have no conflicts of interest.

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ІНТЕГРОВАНА КОНЦЕПТУАЛЬНА МОДЕЛЬ УПРАВЛІНСЬКОГО ПРИЙНЯТТЯ РІШЕНЬ ТА ПРОЄКТНОГО МЕНЕДЖМЕНТУ: СТРУКТУРНІ, ПОВЕДІНКОВІ ТА ЦІННІСНІ АСПЕКТИ

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Анотація. *У дослідженні розроблено інтегровану концептуальну модель управлінського прийняття рішень, яка поєднує структурні, поведінкові та інформаційні виміри з процесами проєктного менеджменту та ціннісно-орієнтованими організаційними аспектами. Запропонована модель систематично пов'язує шість ключових детермінант прийняття рішень, зокрема управлінські ціннісні судження, середовище прийняття рішень, інформаційні обмеження, поведінкові обмеження, негативні наслідки та взаємозалежність рішень, із п'ятьма основними механізмами прийняття рішень, серед яких*

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ієрархічне управління, нормативні правила, двостороння взаємодія, групові та матричні підходи.

Вбудовування зазначених елементів у циклічний, ітеративний процес ідентифікації проблем, розробки альтернатив, оцінювання рішень, їх реалізації та зворотного зв'язку з плануванням альтернативних дій підкреслює динамічний та адаптивний характер управлінських рішень. Запропонована модель також інтегрує підходи проєктного менеджменту, демонструючи узгодженість детермінант і механізмів прийняття рішень зі стадіями життєвого циклу проєкту та організаційними цілями.

Ціннісно-смисловий рівень моделі відображає вплив організаційної культури, очікувань стейкхолдерів та системних факторів на пріоритети прийняття рішень і інтерпретацію успіху. Мапування цих взаємодій забезпечує багатовимірний інструментарій для аналізу ефективності рішень, оптимізації результатів проєктів та підвищення адаптивності організацій у складних і невизначених умовах.

Запропонований підхід відрізняється від традиційних моделей акцентом на взаємопов'язаності структурних, поведінкових, інформаційних і ціннісно-орієнтованих аспектів управлінського прийняття рішень. Він підтримує практики управління на основі доказів, сприяє узгодженню операційної ефективності зі стратегічними цілями та посилює стійкість, координацію і ресурсну ефективність організацій. Рамкова модель може бути застосована в різних типах організацій і секторах економіки, забезпечуючи теоретичні та практичні орієнтири для менеджерів у сучасних проєктно-орієнтованих організаційних середовищах.

Ключові слова: *управлінське прийняття рішень; детермінанти рішень; механізми прийняття рішень; проєктний менеджмент; організаційна культура; очікування стейкхолдерів; адаптивне управління; стратегічне узгодження.*

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