



# Project Management and Viability of the Company: Case Study

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**Purpose:** This study investigates the critical role of project management in enhancing a company's operational viability, focusing on a Slovenian automotive industry company as a case study. The research scrutinises the efficiency of project and resource management and its direct correlation with the company's business performance amidst the backdrop of an ever-evolving global market. The study provides concrete evidence of how effective project management can drive business success by delving into specific project examples.

**Study Design/Methodology/Approach:** Adopting a mixed-methods approach, the study encompasses both qualitative and quantitative analyses. A case study of a selected company, which recently embarked on significant organisational restructuring to accommodate growing project demands, forms the core of our research. The study delves into the optimisation of project resources and its impact on the company's competitiveness and market position through detailed analysis, interviews, surveys, and comparing project management models before and after reorganisation. We employ descriptive statistics, inferential statistics, and content analysis to ensure a comprehensive understanding of the data.

**Findings:** The research reveals that systematic project management significantly contributes to the company's efficiency and competitiveness. Key findings include increased project team efficiency, cost reduction, and improved global market competitiveness. Additionally, the study underscores the importance of a structured project office and robust resource management in attaining and surpassing projected business outcomes. Concrete examples from specific projects illustrate how challenges were addressed and resolved, providing practical insights for similar contexts.

**Originality/Value:** This study contributes original insights into the strategic implementation of project management in a competitive industrial sector. By integrating theoretical knowledge with practical applications within the automotive industry, the research offers valuable perspectives on improving project management practices to enhance organisational viability and performance. Furthermore, the study's findings on resource optimisation and strategic project management provide a foundational framework for future research and practical applications in similar industrial contexts. The detailed case study examples enhance the practical relevance of the findings.

## Introduction

Project management efficiency and resource allocation in our company are fraught with issues that need addressing. The core problem is that our current approach lacks clarity. Different stakeholders have biases that colour their perspectives, and our data is limited and inconsistent. This means we are not fully understanding what is happening with our projects. The result? We are often inefficient in how we allocate and manage resources. We must collect and analyse our data more thoroughly and consistently to face these challenges. Only then can we improve how we manage projects and allocate resources.

We conducted thorough research within the selected company, designed as a case study. It employs between 300 and 350 skilled workers, of whom 100 are at the core of the breathing team.

Important historical developments related to this company took place in early 2018. At that time, an opportunity was reached, representing the first major step in the automotive industry. This step materialised through acquiring a large-scale project with a prominent role. This project represented as much as a third of the total annual turnover, which amounted to EUR 30.000.000. With this achievement, the company is on track to establish itself as a key player in the automotive industry while helping to strengthen its position in the market.

However, this story goes beyond the past, as it is also an excellent starting point for understanding the present and future of the company. The first step laid the foundations for continuous growth and development. By developing competencies, gaining experience and building relationships in the automotive industry, the company has created ever-increasing opportunities for its work and growth.

The steady growth and subsequent increase in the number of new projects also required the reorganisation of the company and the formalisation of a separate and independent project office for the automotive industry's needs. The transformation and integration of the enterprise into the new sales programme of the automotive industry, and consequently the transition from the existing way of working to a more intensive industry, has brought about profound changes in the corporate governance approach, in particular project management, monitoring and use of project resources, given the increase in the number of new projects, project resources needed to be monitored more systematically, using a data model and analysis to identify potential weaknesses and advantages. Appropriate reporting to management, however, constitutes the basis for optimising resources on projects and the company's viability.

The acquisition of resources, the primary financial resources and human capital, and their control is a core task of managing each company (Stone et al., 2020). The characteristics of companies' performance over the last 15 years are characterised by a flexible and less stable inflow of funding through various national and international projects (Boss and Krauss 2022). This is why knowledge of project management concepts is one of the pillars of corporate viability. Each project is complete with its microbusiness model (objectives, project duration, financial resources, human capital, project products) and must be organisationally integrated into the company's business model and contribute to its performance (Stare, 2011).

Organisation's business model and strategic approach to the management of projects

Project management is an end-to-end project management process (Heerkens, 2002). This includes planning, organising, managing and controlling all project elements to ensure completion in line with customer requirements and within the limited time and financial frameworks (Chelladurai & Kim, 2022). This may also include knowledge management, communication, monitoring of progress and monitoring of costs. To better understand the difference between a project and project management, it is first necessary to look at the definition of the project and the basic project management structure (Crawford, 2021).

“By definition, the project is a one-off, forward-looking and cost-bound and targeted complex process of logically related activities to create products or services in line with IATF standards of quality and buyer requirements” (Dajsuren and van den Brand 2019).

### ***Viability of the company***

Monitoring and analysing performance is crucial for a company's success. This section explores whether performance analyses vary depending on the company's activity and identifies key

performance criteria. Long-term profitability is the primary objective, and analysing business performance helps take corrective measures to bridge the gap between planned and achieved objectives.

The literature offers different definitions of business performance. In essence, it can be argued that this is each company's primary objective, which is reflected in an increase in profitability in the long term. Analysing and monitoring performance is, therefore, crucial for the company.

In determining the company's viability, the basic principle of management should be taken into account, namely how to achieve the best possible result by minimising investment. Management performance is measured using the management performance indicator and is calculated as the ratio between management objectives and means to achieve objectives (Pučko & Rozman, 2012):

The company's commercial success is defined as the primary purpose and purpose of the company's existence and functioning. A distinction can be made between a company's commercial and economic success. Business success is a financial statement and refers to the demonstration of an enterprise's performance over a shorter period of time. The length of the period may affect the credibility of the entity's reported performance. The economic success of the business can be determined through the value of equity capital. It is calculated as the difference between the market value of equity at the beginning of the business period and the market value of equity at the end of the financial period (Pučko, 2004; Englund & Graham, 2019).

Monitoring the firm's performance as a difference in value at the end and the beginning of a shorter period is inappropriate. A company's long-term success is often different from its short-term success. Therefore, in analysing the company's operations, it is best placed to seek to draw on the company's business performance, which has been established by accounting and to correct it in such a way as to bring it closer to the company's actual economic success (Pučko, 2004).

It is, therefore, crucial for the company that the company's viability is assessed and monitored. Different comparative bases can be used for this purpose. The monitoring of the company's performance by comparing performance with the performance achieved in the previous period, with the average success of companies within the same industry, with the performance of a related company and the planned success of the company are only some possible benchmark bases (Pulp, 2004).

### ***Monitoring the performance of the company***

Monitoring aims to achieve set objectives, such as increasing revenues and profits. It involves measuring profit or loss, comparing performance with previous periods, industry averages, or related companies, and making necessary adjustments to achieve business goals. (Pučko 2004).

Monitoring a company's performance can be defined as measuring profit or loss. The prudential accounting rules define profit or loss as identifying the difference between turnover and expenses related to sales (Due Diligence Accounting Rules, 2018).

Accounting indicators are relative numbers obtained when comparing two categories. They may be presented as shares, coefficients, or indices. An entity may choose which indicators to use to measure the viability of its operations. The use of indicators is regulated in the preparation of the annual financial report (Slovenia Institute of Audit 2018).

Analysing a company's business performance is important in monitoring and assessing its performance and identifying deviations between planned and achieved objectives. Based on the

findings from the analysis of business performance, the company must take certain measures to eliminate the differences between objectives and those achieved (Pučko, 2004; Ansoff et al., 2018).

### ***Changes, strategies and projects***

Strategic planning and strategic project management are two related processes used to achieve a company's long-term objectives. Strategic planning helps a company set guidelines and objectives for the future. It includes analysing the current situation, identifying opportunities and risks, and planning the changes needed to achieve the objectives (Kerzner, 2022).

Strategic project management, however, focuses on managing projects relevant to achieving the company's objectives. This includes aligning project objectives with the company's objectives and planning, implementing, and controlling projects to achieve the company's objectives (Hopkin, 2018; Wideman, 2022).

Strategic planning and project management are interlinked, as the strategic plans set out the company's objectives to be implemented by the projects (Luthans & Doh, 2018). Effective strategic planning and project management are key to the company's success and the achievement of its objectives in the long term (Veršič, 2018).

The changes, strategies and projects relate to the changes the company wants and how it will implement them. The company's strategy is a plan to achieve its objectives in the long term. Projects are specific activities undertaken by a company to achieve the objectives of its strategy. Strategic project management focuses on aligning projects with the company's strategy and effectively implementing projects to achieve the company's objectives (Mahapatro, 2022; Hitt et al., 2019).

It is often said that managing projects involving change management is the most difficult. This section shows the four basic inputs needed to develop the project management methodology. Any change in a company's organisation contains a so-called 'human' side, which may require people to change if the company wants to achieve its strategy (Brown et al., 2018; Thomas & Mengels, 2008).

### ***Research***

The research examined the research problem: effective management of projects/project resources from the point of view of the viability of the company. The study aims to provide systemic support for projects and improve overall company efficiency by designing and presenting an appropriate model for monitoring and controlling project resources. As part of our research, we examined the effective management of projects or project resources from the point of view of the company's viability. The fundamental purpose is to understand the data monitoring processes in the field of project resources for decision-making and successful management of the selected company.

We have prepared the research because we want to design and present an appropriate model for monitoring and controlling project resources in the context of the selected company's business. The model should allow for systemic support for projects in a selected company, allowing for major data analytics and thus verifying various project performance and effectiveness indicators. In this context, we examined how the systematic monitoring of the allocation of resources to projects and proper reporting to management allows for greater efficiency of the work on projects and contributes to a more efficient operation of the whole company, which is also reflected in the efficient planning of resources for the acquisition of new projects.

The objectives we set for the research are:

- Study literature and research in the field of project management.
- Examine the company's organisational regulations and standard IATF 16949 regarding monitoring, management, and control of the use of project resources.
- In the selected company, compare the monitoring of resources on projects before and after implementing the new data model and identify the strengths and weaknesses of the old and new project resource consumption monitoring model.

### ***Envisaged research questions and limitations to the problem***

This research aimed to understand how effective project management can enhance a company's operational viability, using a Slovenian automotive industry company as our case study. The research is qualitative and has a fundamental purpose of understanding data monitoring processes in the field of project resources for decision-making and successful management of the selected company (case study).

The research sought to answer the following research questions:

- How do we optimise resources through the different phases of the projects to successfully accomplish all tasks?
- How does the new resource management approach affect the work of the project manager?
- How do we design reporting to the company's management as a basis for decision-making?
- How do the results of the data model affect employee satisfaction?

Our research is already restricted because we selected a case study, and the research results need to be understood in the context of the selected company's operating conditions. Several methods and stakeholders have been chosen to make the results more objective.

First, we designed our study using a mixed-methods approach. This means we combined both qualitative and quantitative methods to get a well-rounded view of the situation. Our primary focus was on a company that employs between 300 and 350 workers, with 100 central to the project team. This company faced a significant change in early 2018 when it acquired a major project that comprised a third of its annual turnover, amounting to €30,000,000. This event marked a pivotal moment, leading to the need for restructuring to handle increasing project demands.

The assumptions made in our research assume that employees are made aware, prior to the launch of the pilot project, of the purpose, objective, and duration of the pilot project, as well as the monitoring of resource consumption on automotive projects. Earlier studies and training have been carried out to use and enter the data model. The assumption is that employees enter the data model in real terms of hours spent on projects. Stakeholders only see their table of hours spent and enter data for the current month; the head hides the previous month at the beginning of the month. The analyst and the results are presented on quarterly reports by the head of the project office. In order to better show and use the data, we reduced the monitoring of the use of resources to three projects that took place simultaneously in 2021 and 2022, which were comparable in scope and complexity.

For our data collection, we started with qualitative methods. We conducted semi-structured interviews with the company's management and project managers. These interviews were designed to explore their project management practices, how they allocate resources, and the effects of the restructuring on project outcomes. To support and enrich the interview data, we also performed a content analysis of relevant company documents, including project reports, internal communications, and organisational charts.

On the quantitative side, we distributed survey questionnaires to 4 project managers and 30 employees within the automotive segment. These surveys included various questions measured on a five-point Likert scale to capture perceptions of project management efficiency, resource utilisation, and employee satisfaction. Before rolling out the full survey, we conducted a pre-test on a small sample to ensure that our questions were clear and relevant. Based on the feedback, we made necessary adjustments to the survey; the questionnaire was drawn up in the 1KA application. Our questionnaire used arguments on a simple scale and a 5-step Likert scale. The introductory part of the survey contained demographic data. The resulting data were processed and interpreted using MS Excel and displayed in tables and charts. The data were analysed using descriptive statistics (frequency distribution, arithmetic mean, standard deviation) and reference statistics.

### ***Research methodology: Case studies and research plan***

We conducted the research as a case study at the selected company. We used a qualitative and quantitative approach. We used a comprehensive methodology, including a qualitative and quantitative approach. Combining these two methodological approaches allowed us to gain a deeper understanding and comprehensive insight into the research problem.

The qualitative approach allowed us to analyse the undertaking's specific aspects and context in-depth. This enabled us to explore employees' and management's subjective opinions, experiences, and views. Qualitative interviews, observation, and documentation analysis allowed us to understand the wider context in which the reorganisation and project changes took place.

However, the quantitative approach provided an empirical basis by allowing the collection of quantitative data to verify the statistical relevance of our findings. Analysing figures, data on productivity, costs and other quantifiable factors has provided an objective picture of the effectiveness of business change and reorganisation.

Our key method was a case study focused on the selected company. This allowed us to deepen our understanding of a realistic life case, analyse it from several different angles, and gain insights into its complexity through the research question. This brought together the advantages of the two methodological approaches and can provide a comprehensive understanding of the research problem and its impact on the company's operations.

In the context of the case study, we used different models, namely:

- Analysis and interpretation of the data model (the 2021 comparison and the upgrading of the data model in 2022)
- Interviews with the company's management
- Survey questionnaire for project managers
- Survey questionnaire among staff

Qualitative data have been processed using substantive text analysis and open coding. Quantitative data, using descriptive statistics, where we checked the reliability of the sample using the reliability method Cronbach's alpha. This method assesses how consistent and reliable the different measurement units (e.g. survey questions) relate to the same concept or arrangement. Cronbach's alpha measures internal consistency, i.e. how well individual units are linked to other units on the same scale. A higher coefficient alpha value normally indicates that the measurement is more reliable. Typically, alpha values range between 0 and 1, with higher values showing better internal consistency (Adeniran, 2019).

When it came to data analysis, we approached it from both qualitative and quantitative perspectives. For the qualitative data, we used thematic analysis to identify key themes and

patterns from the interview transcripts and document content. We employed open coding to categorise the categories semantically and triangulated our findings from different sources to ensure they were reliable and valid. For the quantitative data, we used descriptive statistics to summarise responses, such as frequency distributions, arithmetic means, and standard deviations. We also applied inferential statistics like t-tests or ANOVA to determine the significance of any differences observed between pre- and post-restructuring resource management practices. To ensure the reliability of our survey items, we calculated Cronbach's alpha, aiming for a value above 0.7.

In comparing the monitoring of resources on projects before and after the new data model was implemented, we identified the strengths and weaknesses of both the old and new models. This comparison allowed us to highlight significant improvements in project efficiency, cost reduction, and competitiveness. We used specific project examples to illustrate these changes concretely.

Our findings were then compiled into comprehensive reports for the company's management. These reports included detailed analyses and interpretations supported by visual aids like graphs and tables to enhance clarity. Based on our findings, we provided actionable recommendations for optimising resource management and improving project efficiency.

Finally, we assessed how the new resource management approach impacted employee satisfaction through survey responses and interview insights. We found that systematic monitoring and reporting led to improved project outcomes and overall company efficiency. The research concluded with actionable recommendations, emphasising the importance of strategic project management practices in enhancing operational viability, which can be applied to similar industrial contexts. All research steps were meticulously documented to ensure transparency and replicability, offering valuable insights into how project management can drive business success.

### ***Summary and interpretation of the data collected***

The basic purpose of the task was to understand the data monitoring processes in the area of project resources for decision-making and effective management. In particular, we asked how systematic monitoring of the allocation of resources to projects and proper reporting to management enable greater efficiency in the work on projects and contribute to a more efficient business as a whole, which is also reflected in the efficient planning of resources for the acquisition of new projects.

As part of our research, we sought to answer four research questions through a survey of 30 automotive industry employees, 4 project managers, and half a structured interview with the chairman of the company's management board.

R1: How can resources be optimised through the different phases of the projects to accomplish all tasks successfully?

The staff survey suggests that it is slightly in favour of newcomers, 54 %, which can help improve efficiency and innovation through new ideas. However, experienced employees, with a share of 37 %, must gain the necessary knowledge to bring projects to a successful conclusion. Optimisation results from the staff's experience correlating their operations under project management. 60% of project managers replied that they had been in this position for more than ten years and, as a whole, integrated the use of project resources in weekly reporting to management. It is apparent from the interview with the management that they were primarily led to reorganisation and opting in by a purchaser who wished to know the situation concerning the capacity and management of the projects. The initiative to set up a project office is also

reflected in the staff reply to question 6, where 34% consider that the company has neither been effective nor ineffective in implementing the projects over the last three years. 32% of respondents agree on occupancy, and 31% on motivation and satisfaction. 51% of the employees surveyed consider the development of technological progress to be effective.

All project managers saw the new model for the utilisation of financial resources as better; two of them considered the new model for the utilisation of time resources and estimated human resources to be significantly better. The effectiveness of the utilisation of human resources is also demonstrated by staff responses, where 71% consider communication within the project team to be the most important. The good work done by the project managers shows that 54% of staff believe that the work of the project leader and its management is very important. Nor can we ignore that 49% of employees consider updating skills within the project team very important.

Optimising resources in the project is crucial for the successful accomplishment of all tasks. Here are some steps you can take to optimise resources through the different phases of the project:

- **Planning:** In project planning, it is important to identify resource needs and allocate them between the different phases of the project.
- **Organisation:** Organise the team and resources to complement each other best.
- **Supervision:** Control resource use and monitor the project's progress to ensure efficient resource use.
- **Adaptation:** Monitor changes in the project and adapt resources as necessary to ensure that the project is implemented as planned.
- **Communication:** During the project, problems often arise that need to be solved. Successful problem-solving requires good communication between the team and resource managers.
- **Evaluation:** At the end of the project, it is important to examine how the project was implemented and how resources were used to improve resource management in future projects.

R2: How does the new resource management approach affect the work of the project manager?

The staff survey and the survey for project managers show that the firm has the right mix of experienced employees and young staff who can quickly and successfully integrate the new approaches to project management and the nature of the work. The Project Office consists of 4 project managers, three of whom have more than 10 years of work experience in the field and are formed by managers. This information is also confirmed in the Leaders' Survey, where the three managers completed more than five projects.

The project manager's work is also influenced by the employee's opinion on how the project manager is managed. As a result of the staff survey, 60% replied that the head had consulted the project members and then decided. 29% have experience with a head who chooses and divides the work among colleagues and supervises the work. The management's interest also influences the work of project managers in mobilising specific resources. One project manager replied that there is a medium interest in the use of time resources, and two, there is a medium interest in utilising human resources. Three think that there is a strong interest in using financial resources. However, an interview with management shows that efforts are being made to contain all three indicators: financial, time and human resources. According to the answer, the company aims to make the projects more complex by managing all three pillars. This is very effective in the area of accountability after assessing the factors affecting the effectiveness and efficiency of project management by the two project managers. The three leaders consider



accurate planning, communication, change management, and quality management to be effective factors.

The whole set of factors affecting the management and work of project managers leads to results that directly demonstrate the characteristics of a good project manager and the achievement of objectives. The management also shows this to business partners as a reference for security, quality, and capacity to attract new projects.

The new resource management approach can influence the work of the project manager in several ways:

- Better organisation: New approaches to resource management can help project managers organise and allocate resources, which can lead to more efficient work.
- Better supervision: New approaches to resource management can help project managers better monitor resource use and project progress, which may lead to a more successful implementation.
- Better communication: New approaches to resource management can help project managers communicate better and cooperate with team members and resource managers, which can lead to better problem-solving and improvements in project implementation.
- Better monitoring: New approaches to resource management can help project managers better monitor and adapt resources as needed, which may lead to better project implementation.
- Better evaluation: New approaches to resource management can help project managers better evaluate how the project was implemented and how resources were used, which can lead to better resource management in future projects.

However, it is crucial that new approaches are selected and adapted to the specific needs of the project and team and that the project leader becomes aware and trained to apply new methods.

R3: How do we design reporting to the company's management as a basis for decision-making?

Given that the company developed, adapted, restructured, and restructured over the years of operation on the global market in various programmes, as reflected in the response to the company's management interview, a rethinking of the method of reporting to management was necessary.

The replies from the survey with project managers show an assessment of the utilisation of project resources over the last three years, where progress was made in terms of increased transparency and an effective demonstration of model management and, thus, project resources. Management points out from the interview that input data obtained from project managers' reports has taken an important step towards motivating staff. The integration of key performance indicators aims to reward staff and set monitoring criteria for all three pillars (financial, time, and human resources) to set objectives and potential for new projects for buyers.

It is important to note that staff motivation and performance are established from the peak to the machine line employee. Through vertical promotion and knowledge of the causal results of the company's operations, each employee impacts the effectiveness and efficiency of project management.

The preparation of reports to the management of the company requires the following steps as a basis for decision-making:

- Identify target audiences: Before starting to draw up a report, it is important to identify to whom it is intended and what kind of information they need.
- Identify key data: Identify the key data you wish to provide in the report and classify them according to their relevance to management.
- Select suitable graphs and tables: To make the report more transparent and understandable, select suitable ways of displaying data, such as graphs and tables.
- Include analysis and interpretation of data: The report should include not only data but also an analysis and interpretation of data to help company management understand relevant trends and make decisions.
- Identify key measures: Specify the key actions that the company's management can take based on the data and analysis in the report.
- Specify the method and frequency of reporting: Set out the method and frequency of reporting that will enable the company's management to keep abreast of progress and make decisions.
- Test report: Check the test audience report and adapt it, if necessary, before sending it to the company's management.

It is important that the report contains relevant, accurate, and up-to-date data to help the company's management make decisions that will benefit the company.

R4: How do the results of the data model affect employee satisfaction?

As management, the data model was designed to allow a better overview of the entire project team's operations, monitoring, control and fairer incentives. This implies increased satisfaction for project managers and staff. This is also evidenced by the responses to the staff survey questionnaire, as satisfaction with the organisation of project management has increased after the implementation of the data model. 49% of staff are satisfied, and 26% are very satisfied with the changes in project management over the last three years. 60% are satisfied. The change had positive effects across the board.

The effectiveness of project management and the individual's influence through the different phases of the project through better communication, accountability, accurate planning, and change management are all the result of a systematic approach: transparency of the data model increases trust and employee satisfaction.

The results of the data model may have an impact on employee satisfaction in several ways:

- Increase in efficiency: If a data model helps a company better understand and manage its operations, it can increase employees' efficiency and enable them to work more efficiently.
- Increasing motivation: If the data model helps employees better understand and monitor their work and achieve better results, it can increase their motivation and satisfaction.
- Increasing the sense of control: If the data model helps employees to understand their work better and monitor it, this can increase their sense of control over their work and, consequently, their satisfaction.
- Increase the sense of belonging: If a data model helps a company better understand and manage its operations, this can increase employees' sense of belonging to the company, which can positively impact their satisfaction.
- Increasing confidence: If a data model helps a company to understand and manage its operations better, this can increase employees' confidence in the company and management, which can positively impact their satisfaction.

## Conclusion

The research results show that managing project resources (cost, time, human) and thus increasing staff efficiency and management's satisfaction is a key performance indicator for the company's good performance. Optimising and planning project resources based on the historical results of data models and knowledge of the buyer's requirements, norms and standards lead to better resource planning for new potential projects and increases competitiveness on the global market and, thus, the company's survival, which affects employees' satisfaction, their security and stability in building a career within a company. Taken together, it represents a very good starting point for optimising costs, working hours, human resources, progress in the valuation of calibration models, and preparing more competitive offers for new buyers. However, the satisfaction of employees, which is a key resource for managing efficient processes, should be addressed. Staff members are satisfied with their work on the projects when they are organised and within the planned time frames and when the project has good administrative support. The project manager, his management mode, and communication within the project team should maintain the culture within the company.

The automotive industry is specific and highly sophisticated in terms of its project phases and individual milestones, which are also intermediate stages of project maturity and, at the same time, safeguards for escalating processes. A timely reaction to the deviation is key to achieving the common objective, representing the largescale production in the automotive industry, or as expressed in the English SOP – Start of production.

The research aimed to optimise existing resources regarding project transparency, occupying staff and setting cost limits (budgets) for future projects in the automotive industry. The research results clearly show that it is crucial to focus on managing project resources, including costs, time and human resources. This approach raises the level of performance of employees while at the same time strengthening management's satisfaction, which represents essential performance indicators for the sustainable performance of the firm.

Optimal exploitation and planning of project resources, based on past data model outputs and compliance with customer requirements, norms, and standards, has proven crucial in improving resource planning in future projects. This approach contributes to raising the company's competitiveness in the global market, affecting its long-term viability and enabling growth and progress.

At the same time, the fundamental impact on employee satisfaction should be addressed as they are a key driver of efficient processes. Employees are satisfied when projects are organised and implemented within the planned timeframes while also contributing to effective administrative support to projects.

The role of the project manager is of utmost importance, as its management mode and the ability to communicate within the project team influence project performance. We also need to consider the company's general culture, which plays a key role in creating a working environment where employees reach their best potential.

The research results provide a solid basis for optimising processes, paying particular attention to reducing costs, making better use of working time, properly managing human resources, and upgrading evaluation models. This opens up opportunities to create more attractive offers for new customers, leading to sustainable growth in the long term.

The master's work results have important application value. At the level of the selected company, the results contribute to improving the project management model, which increases the company's efficiency. In addition, the results are useful for other stakeholders involved in project management who wish to make improvements in similar cases in their companies. Their

use of results allows for better resource management, reduced costs, and improved project management results.

The expected benefits and contributions of our research are multifaceted. On a practical level, our work has enabled the company to improve the model of monitoring and management of project resources, which will help to increase the efficiency of project management and, as a result, improve the company's operations. By establishing an important data analytics system, the company will be able to monitor key performance and efficiency indicators for projects, allowing for better decision-making and optimisation of resources on projects.

At the scientific level, our research contributes to understanding the processes for monitoring data on project sources and their impact on the company's performance. Our research complements existing knowledge by focusing on practical implementation and results in the selected company. This contributed to the development of scientific knowledge in the fields of project management and resource management and their impact on company performance.

Our research contributes to scientific literature in the form of a case study that provides insight into the practice and concrete application of a project resource monitoring and management model. This helps to spread scientific understanding and knowledge transfer in the field of project management.

Overall, our research has practical value for the selected company, as it will improve the project management model and operations' efficiency and effectiveness. At the same time, it will also provide scientific input by broadening the resource management knowledge of projects and their impact on company performance.

An additional possibility of upgrading the task is opened in the area of the linkage and optimisation of resources also in serial production and after the end of the serial production, where, due to the need for spare parts for 15 years after the conclusion of the latter, each supplier contractually commits to 10% of the annual serial quantity, which represents a significant potential and, at the same time, a bottleneck for new projects.

### **Original input to the practice and theory**

The research presented in this study makes significant contributions both practically and theoretically, although these contributions need to be more explicitly outlined. Practically, the study provides a detailed model for project resource monitoring and management, tailored specifically to a company in the automotive industry that has undergone significant restructuring. This model is based on real-world data and experiences, making it highly applicable for similar companies looking to enhance their project management practices. By adopting this model, companies can expect improvements in project efficiency, cost reduction, and resource optimisation.

Theoretically, the study contributes to the body of knowledge in project management by offering a nuanced understanding of how resource allocation and management practices impact overall business performance. It bridges the gap between theoretical frameworks and practical applications by demonstrating how strategic project management can be implemented effectively in a dynamic industrial environment. Additionally, the research highlights the importance of adapting project management theories to the specific needs of the automotive industry, thereby enriching the existing literature with context-specific insights.

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