

Resource Planning for the Publishing Project of a Scientific Monograph on Foreign Trade in Goods of Ukraine with EU Countries Using Microsoft Project

Author

Olesia Totska

Affiliation

The department of management,

Lesya Ukrainka Volyn National University (Lutsk, Ukraine)

Corresponding Author

Olesia Totska

Email: Totska.Olesia@vnu.edu.ua

Abstract

To increase the innovativeness of national economies, governments should allocate significant funds, including grants, to finance scientific research and development. The purpose of the article is to plan labor, financial, material resources and optimize the time of the project of publishing a monograph on foreign trade in goods between Ukraine and the EU countries using the Microsoft Project program within the framework of the grant of the President of Ukraine. The following methods were used: parameterization – to highlight the main characteristics of the publishing project; classification – to assign the project to different groups; structuring – to divide the project into separate hierarchical components; critical path – to plan its tasks; budgeting – to form its budget. The originality of the article lies in the detailed planning of the publishing project on foreign trade in goods between Ukraine and the EU countries, which is important in the context of Ukraine acquiring the status of a candidate for EU membership.

It was found that the project will involve labor resources – the author, reviewers, department, faculty academic council, university scientific council, university academic council, designer and publisher; material resources – 200 copies of the monograph; financial resources – author's salary, cover design costs, ISBN. The practical significance of the study lies in raising scientists' awareness of grant funding for scientific research and development. Its results can be used for planning the time, content, and budget of similar scientific and publishing projects; as well as when teaching subjects related to project management. Beyond its technical contribution, this study conceptualizes project planning as a form of temporal coordination within knowledge production systems. It argues that the ability to manage time, resources, and institutional processes is a key determinant of research outcomes and national research capacity.

Keywords: publishing project, project resource planning, labor resources, financial resources, material resources, Microsoft Project

Received: 02/04/2026

Revised : 14/04/2026

Accepted: 28/04/2026

1. Introduction.

The development of the scientific sphere in any country in the world inevitably leads to the emergence of innovations, that is, the introduction of new ideas, knowledge, theories, methods and technologies into practice. And this, in turn, affects the emergence of new goods and services, GDP growth, increasing the competitiveness of companies in particular and the country as a whole, the development of the national economy and the inflow of currency, if the

developments find their buyers abroad. Therefore, governments of states must allocate significant funds, including grants, to finance scientific research and development for their further implementation in the practical activities of enterprises, institutions, organizations in various spheres of economic activity.

If we take into account Ukraine, here during 2010–2024 there was a significant reduction in the number of personnel involved in the implementation of scientific research and development. This is shown in **Fig. 1**.

As can be seen from **Fig. 1**, during the analyzed period, the number of researchers decreased by 3.1 times, technicians by 3.9 times, and support staff by 1.8 times. The main reasons for this phenomenon are low wages, depreciation of fixed assets, as well as the emigration of scientists abroad and martial law in the country. For researchers, the dynamics of indicators was decreasing in all years except 2020, 2023 and 2024; for technicians – annually, except 2024; for support staff – in all years except 2016–2017, 2023–2024.

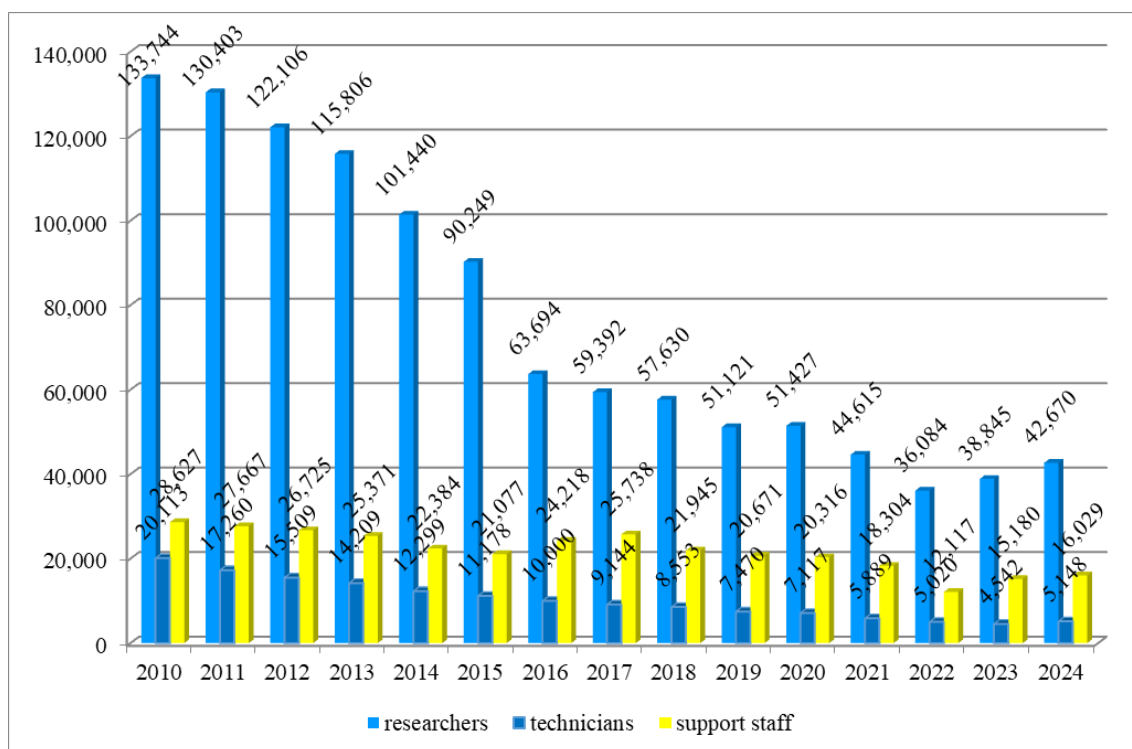


Figure 1. Number of employees involved in scientific research and development, people

Note. Compiled by the author based on statistical data (State Statistics Service of Ukraine, 2026a).

In turn, the share of spending on scientific research and development in Ukraine's GDP in recent years has been low:

2021 – 0.38%;

2022 – 0.33%;

2023 – 0.32%;

2024 – 0.37% (State Statistics Service of Ukraine, 2026b).

Note that scientists can publish the results of scientific research and development in various ways. They are shown in **Fig. 2**.

Publication of scientific research and development results
1. Publication of scientific articles in domestic and foreign journals
2. Publication of reports in the materials of national and international conferences
3. Publication of monographs
4. Publication of dictionaries, reference books, encyclopedias
5. Popular science publications (booklets, brochures, prospectuses, etc.)
6. Speeches at conferences and other communication events
7. Participation in exhibition events
8. Registration of protection documents for objects of intellectual property rights

Figure 2. Forms of publication of the results of scientific research and development

Note. Created by the author.

In this list, one of the most labor-intensive forms is the publication of monographs. After all, publishing books is a rather expensive business, which is preceded by a long writing period. In addition, their sale, and, accordingly, the receipt of profit, can be delayed in time. Therefore,

authors need to consider various options for publishing their works. One of the alternative ways to finance the publishing of books, in particular scientific monographs, is grant funds. Receiving a grant can cover not only printing costs, but also the salary of a scientific and pedagogical worker (hereinafter referred to as a SPW) planning to publish a book, and thus will be an additional incentive for him to conduct scientific research.

For example, the National Research Foundation of Ukraine holds the following scientific competitions:

- for receiving grants from the President of Ukraine to support scientific research and development of young scientists-doctors of sciences (up to 40 years old inclusive);
- for receiving grants from the President of Ukraine to support scientific research and development of young scientists-doctoral students (up to 35 years old inclusive);
- to receive grants from the President of Ukraine to support scientific research and development of young scientists – Doctors of Philosophy/Candidates of Sciences (up to 35 years old inclusive);
- to receive annual grants from the President of Ukraine to Doctors of Sciences (up to 45 years old inclusive) for conducting scientific research and development.

At the same time, starting in 2026, winners can receive from 300 to 700 thousand UAH to conduct their own research.

The topics of the applications submitted for the competition must correspond to one of the priority areas of science and technology development for the period until the termination or abolition of martial law in Ukraine, namely:

- 1) national security and defense;
- 2) fundamental scientific research on the most important problems of developing scientific and technical, socio-economic, socio-political, human potential to ensure the competitiveness of Ukraine in the world and the sustainable development of society and the state;
- 3) information and communication technologies;
- 4) energy and energy efficiency;
- 5) rational use of nature;
- 6) life sciences, new technologies for the prevention and treatment of the most common diseases;
- 7) new substances and materials (Verkhovna Rada of Ukraine, 2024).

Thus, the state implements a scientific and technological policy, stimulating scientific research and development in those areas that are important for its security, sustainable and innovative development.

Within the framework of the implementation of the grants of the President of Ukraine, expenses include only wages and accruals for them (the Unified social contribution rate is 22% of wages). In addition, personal income tax (18%) and military duty (5%) must be paid from the amount of earnings. However, winners, at their discretion, may direct part of the received salary to the publication of the obtained results in the form of monographs, scientific articles or conference abstracts. Since the implementation of the grants of the President of Ukraine must take place within eight months (from April to November inclusive), and improper fulfillment of the terms of the contract is grounds for its termination and the return of budget funds to the National Research Foundation of Ukraine in full, planning work on the monograph and its

publication requires considerable attention from the author. The use of various programs, in particular Microsoft Project or ProjectLibre, can provide great help in optimizing time and resource planning.

This study extends beyond a technical exercise in project planning by addressing a broader issue in political economy: the organization of knowledge production under institutional and temporal constraints. In many emerging and resource-constrained research environments, scientific output is shaped not only by intellectual capacity but also by the ability to coordinate time, funding, and labor. From this perspective, project planning becomes a structural mechanism that directly influences research productivity, knowledge quality, and the capacity of national research systems.

This study makes three main contributions. First, it provides a structured model for planning scientific publishing projects under constrained time and funding conditions. Second, it extends project planning into the domain of knowledge production by linking resource coordination with research system performance. Third, it offers practical insights for improving the efficiency of grant-based research and publishing activities.

Research Questions. The research will answer the following questions:

- 1) what is the optimal duration of a publishing project within the framework of the grant of the President of Ukraine;
- 2) what labor resources are needed for its implementation;
- 3) what will be the material result of the project;
- 4) what are the costs foreseen for the project;
- 5) what are the possible further directions of using the obtained results?

In addition to the operational questions, this study also explores the following analytical questions:

6) what do project-based planning models reveal about structural constraints in knowledge production systems;

7) how do temporal and resource limitations shape coordination processes and research outcomes?

2. Literature Review.

In recent years, the academic literature has produced a number of publications on various aspects of publishing projects. In particular, we would like to positively note the following:

on book preparation – Jalongo (2025) identified criteria for a high-quality edited book project and outlined the phases of book chapter development from self-assessment to completion of the production process; Jalongo et al. (2025) formulated recommendations for developing and writing book chapters; Saiya (2022) provided specific advice for novice authors planning to publish a scholarly book in a university press, from proposal writing to production.

In our opinion, these scholarly works should be used by authors when planning to write books;

on publishing planning – Kasianchuk et al. (2023) examined how publishers plan their business operations in the crisis of a pandemic and a full-scale invasion; Sari (2025) described the transformation of publishers' product and program strategies under the influence of institutional and celebrity-led book clubs. These scientific works are more intended for publishing workers who are forced to work in crisis conditions or change their own strategy and want to adopt the experience of other companies;

on the application of information technologies – Gudina vičius and Markelevičiūtė (2020) investigated the use of augmented reality technology in Lithuanian book publishing in

the market of small-language books; Kudriashova and Ternovyi (2024) designed an information system for authentication and access control to publishing and printing facilities; Kulishova and Sajek (2025) studied the possibility of improving editorial and publishing processes during the development of book covers using machine learning and generative artificial intelligence methods; Limbert and DeSanto (2025) considered the Open Book Environment (OBE) dashboard as an innovative tool that helps authors make informed decisions about the publication of their works; Ryan et al. (2023) investigated a blockchain publishing model that creates value for micropublishers; Senkivskyi et al. (2021) examined the information technologies used by online publishers throughout the entire process of their activities (tools for working with text, graphics, layout, and tools for implementing business processes). These publications have a more technical focus and allow readers to improve their awareness of modern innovative technologies in book publishing;

on financial issues – Amaral and Furnival (2023) identified business models and funding sources used by university publishers in Brazil to finance the publication of academic and scientific e-books in open access. These models can be borrowed by university presses in other countries, adapting them to the specific operating conditions.

As we can see, most of the aforementioned scientific publications either provide advice on writing books or describe the use of various modern information technologies in the production processes of book publishing. In contrast, the purpose of this article is to plan labor, financial, material resources and optimize the time of the project of publishing a monograph on foreign trade in goods between Ukraine and the EU countries using the Microsoft Project program within the framework of a grant from the President of Ukraine. Such a topic of the monograph corresponds to the second priority area of development of science and technology

in Ukraine – fundamental scientific research on the most important problems of development of scientific and technical, socio-economic, socio-political, human potential to ensure the competitiveness of Ukraine in the world and the sustainable development of society and the state. It is important in the context of Ukraine's acquisition of candidate status for EU membership.

3. Methodology.

This study adopts a qualitative, simulation-based approach to project planning and resource optimization. The following methods will be used to conduct the study:

- 1) parameterization – to highlight the main characteristics of a publishing project;
- 2) classification – to assign the project to different groups according to 11 essential features;
- 3) structuring – to divide the project into separate hierarchical components;
- 4) critical path (CPM) – for planning the tasks of a publishing project;
- 5) budgeting – for forming its budget.

Note that CPM consists in establishing cause-and-effect relationships between the work being performed, allows you to calculate possible calendar schedules for their implementation and provides a grid plan for the implementation of the work (Dovhan et al., 2017). Using this method will help identify critical project tasks, the delay of which will lead to an increase in the project duration. Therefore, their implementation should be under the close attention of the author of the monograph.

Budgeting, in our case, is the planning of the costs necessary for the implementation of the publishing project. Using this method will allow you to distribute the project's financial resources between individual tasks for their subsequent control.

The planning of the publishing project will be carried out using Microsoft Project, although the free software ProjectLibre can be used as an alternative.

It should be noted that this study adopts a simulation-based analytical approach rather than empirical observation. The model is constructed using assumed parameters to illustrate structural relationships between time, cost, and resource allocation. Therefore, the findings should be interpreted as analytical insights rather than predictive outcomes. Future research may extend this framework through empirical validation, comparative case studies, or sensitivity analysis.

A limitation of this study is that it is based on assumed parameters and does not include empirical validation.

4. Results.

Initial parameters for planning labor, financial, material resources and optimizing time for a monograph publishing project: let the SPW receive a grant from the President of Ukraine to conduct scientific research, within the framework of which it plans to spend part of the funds (up to 150 thousand UAH) on the preparation and printing of a monograph. He will write the book himself, but other SPWs will be involved for its review and recommendations, and a designer and a publishing house will be involved for the cover design and printing.

Characteristic features of a publishing project:

goal – writing and printing a monograph on foreign trade in goods between Ukraine and the EU countries;

hierarchical goals – preparatory (data collection), main (writing a monograph) and final stage (recommendation and printing a book);

coordinated implementation of tasks – writing and printing a monograph should take place in accordance with the calendar plan for performing scientific research within the framework of the received grant; all tasks are interconnected, and some are performed sequentially, some in parallel;

time frame – eight months (from 01.04.2026 to 30.11.2026);

budget – costs for the publishing project should not exceed 150 thousand UAH;

uniqueness – the monograph will consist of 27 sections – one for each EU country with which Ukraine trades goods; in each of them, analysis, trend extrapolation method, and fuzzy set theory will be used to study the data.

Further, this project will be classified according to various classification criteria as follows:

- 1) by scale – small;
- 2) by duration – short-term;
- 3) by industry affiliation – scientific;
- 4) by functional direction – research and development;
- 5) by the nature of the parties involved – local;
- 6) by the degree of complexity – complex (since the author must prepare a one-man monograph with a large number of sections in a short time);
- 7) by the composition and structure of the organizations involved – multifunctional;
- 8) by the requirements for the quality of the project – standard;

9) by the degree of obligation – mandatory;

10) by the degree of connection – independent;

11) by the number of participants – group (author – SPW, publishing house, etc.).

The project will use a standard calendar: working days – from Monday to Friday;
working hours – from 9.00 to 13.00, from 14.00 to 18.00.

We will begin resource planning for a scientific monograph publishing project using Microsoft Project by forming its tasks. **Tables 1–3** show for each project task the sequence number, its number in the work breakdown structure (WBS), financial costs for implementation, duration, start and end dates, predecessor task number, and names of resources involved.

Table 1 shows the preparatory stage of the project. It will last one day, since it is assumed that the author selected data on Ukraine's foreign trade in goods with EU countries for analysis and forecasting when applying for the grant, and may also continue this work in parallel with writing the sections of the monograph.

Table 1

Publishing project tasks (preparatory stage)

Task number	WBS	Task name	Costs, UAH	Duration, days	Start	End	Predecessors	Resource names
1	0	Publishing project	139,750.00	160	Wed 01.04.26	Tue 10.11.26		
2	1.1	Project start	0.00	0	Wed 01.04.26	Wed 01.04.26		
3	1.2	Preparatory stage	800.00	1	Wed 01.04.26	Wed 01.04.26		
4	1.2.1	Beginning of the preparatory stage	0.00	0	Wed 01.04.26	Wed 01.04.26	2	
5	1.2.2	Data collection for analysis and forecasting	800.00	1	Wed 01.04.26	Wed 01.04.26	4	SPW [50%]

Task number	WBS	Task name	Costs, UAH	Duration, days	Start	End	Predecessors	Resource names
6	1.2.3	End of the preparatory stage	0.00	0	Wed 01.04.26	Wed 01.04.26	5	

Note. Formed by the author.

Since, in addition to writing a monograph, the SPW must also be engaged in educational, methodological, scientific and organizational work at the university, it is assumed that half of his working time (four out of eight hours of a working day) will be spent on the project. This is reflected in the last column of **Table 1**.

Table 2 shows the main stage of the project. It requires the greatest time, since it will last 137 days. During this period, the author must write the introduction and conclusions of the monograph, as well as 27 subsections. It is assumed that writing the introduction and conclusions of the book will take one day, and the subsections – five days each. To complete this stage, like the previous one, only the author of the monograph will be involved. All tasks will be performed sequentially.

Table 2

Publishing project tasks (main stage)

Task number	WBS	Task name	Costs, UAH	Duration, days	Start	End	Predecessors	Resource names
7	1.3	Main stage	109,600.00	137	Wed 01.04.26	Fri 09.10.26		
8	1.3.1	Start of the main stage	0.00	0	Wed 01.04.26	Wed 01.04.26	6	
9	1.3.2	Preparing the introduction to the monograph	800.00	1	Thu 02.04.26	Thu 02.04.26	8	SPW [50%]
10	1.3.3	Analysis and forecasting of Ukraine's foreign trade in goods with Austria	4,000.00	5	Fri 03.04.26	Thu 09.04.26	9	SPW [50%]

Task number	WBS	Task name	Costs, UAH	Duration, days	Start	End	Predecessors	Resource names
11	1.3.4	Analysis and forecasting of Ukraine's foreign trade in goods with Belgium	4,000.00	5	Fri 10.04.26	Thu 16.04.26	10	SPW [50%]
12	1.3.5	Analysis and forecasting of Ukraine's foreign trade in goods with Bulgaria	4,000.00	5	Fri 17.04.26	Thu 23.04.26	11	SPW [50%]
13	1.3.6	Analysis and forecasting of Ukraine's foreign trade in goods with Greece	4,000.00	5	Fri 24.04.26	Thu 30.04.26	12	SPW [50%]
14	1.3.7	Analysis and forecasting of Ukraine's foreign trade in goods with Denmark	4,000.00	5	Fri 01.05.26	Thu 07.05.26	13	SPW [50%]
15	1.3.8	Analysis and forecasting of Ukraine's foreign trade in goods with Estonia	4,000.00	5	Fri 08.05.26	Thu 14.05.26	14	SPW [50%]
16	1.3.9	Analysis and forecasting of Ukraine's foreign trade in goods with Ireland	4,000.00	5	Fri 15.05.26	Thu 21.05.26	15	SPW [50%]
17	1.3.10	Analysis and forecasting of Ukraine's foreign trade in goods with Spain	4,000.00	5	Fri 22.05.26	Thu 28.05.26	16	SPW [50%]
18	1.3.11	Analysis and forecasting of Ukraine's foreign trade in goods with Italy	4,000.00	5	Fri 29.05.26	Thu 04.06.26	17	SPW [50%]
19	1.3.12	Analysis and forecasting of Ukraine's foreign trade in goods with Cyprus	4,000.00	5	Fri 05.06.26	Thu 11.06.26	18	SPW [50%]
20	1.3.13	Analysis and forecasting of Ukraine's foreign trade in goods with Latvia	4,000.00	5	Fri 12.06.26	Thu 18.06.26	19	SPW [50%]
21	1.3.14	Analysis and forecasting of Ukraine's foreign trade in goods with Lithuania	4,000.00	5	Fri 19.06.26	Thu 25.06.26	20	SPW [50%]
22	1.3.15	Analysis and forecasting of Ukraine's foreign trade in goods with Luxembourg	4,000.00	5	Fri 26.06.26	Thu 02.07.26	21	SPW [50%]
23	1.3.16	Analysis and forecasting of Ukraine's foreign trade in goods with Malta	4,000.00	5	Fri 03.07.26	Thu 09.07.26	22	SPW [50%]
24	1.3.17	Analysis and forecasting of Ukraine's foreign trade in goods with the Netherlands	4,000.00	5	Fri 10.07.26	Thu 16.07.26	23	SPW [50%]

Task number	WBS	Task name	Costs, UAH	Duration, days	Start	End	Predecessors	Resource names
25	1.3.18	Analysis and forecasting of Ukraine's foreign trade in goods with Germany	4,000.00	5	Fri 17.07.26	Thu 23.07.26	24	SPW [50%]
26	1.3.19	Analysis and forecasting of Ukraine's foreign trade in goods with Poland	4,000.00	5	Fri 24.07.26	Thu 30.07.26	25	SPW [50%]
27	1.3.20	Analysis and forecasting of Ukraine's foreign trade in goods with Portugal	4,000.00	5	Fri 31.07.26	Thu 06.08.26	26	SPW [50%]
28	1.3.21	Analysis and forecasting of Ukraine's foreign trade in goods with Romania	4,000.00	5	Fri 07.08.26	Thu 13.08.26	27	SPW [50%]
29	1.3.22	Analysis and forecasting of Ukraine's foreign trade in goods with Slovakia	4,000.00	5	Fri 14.08.26	Thu 20.08.26	28	SPW [50%]
30	1.3.23	Analysis and forecasting of Ukraine's foreign trade in goods with Slovenia	4,000.00	5	Fri 21.08.26	Thu 27.08.26	29	SPW [50%]
31	1.3.24	Analysis and forecasting of Ukraine's foreign trade in goods with Hungary	4,000.00	5	Fri 28.08.26	Thu 03.09.26	30	SPW [50%]
32	1.3.25	Analysis and forecasting of Ukraine's foreign trade in goods with Finland	4,000.00	5	Fri 04.09.26	Thu 10.09.26	31	SPW [50%]
33	1.3.26	Analysis and forecasting of Ukraine's foreign trade in goods with France	4,000.00	5	Fri 11.09.26	Thu 17.09.26	32	SPW [50%]
34	1.3.27	Analysis and forecasting of Ukraine's foreign trade in goods with Croatia	4,000.00	5	Fri 18.09.26	Thu 24.09.26	33	SPW [50%]
35	1.3.28	Analysis and forecasting of Ukraine's foreign trade in goods with Czech Republic	4,000.00	5	Fri 25.09.26	Thu 01.10.26	34	SPW [50%]
36	1.3.29	Analysis and forecasting of Ukraine's foreign trade in goods with Sweden	4,000.00	5	Fri 02.10.26	Thu 08.10.26	35	SPW [50%]
37	1.3.30	Preparation of monograph conclusions	800.00	1	Fri 09.10.26	Fri 09.10.26	36	SPW [50%]
38	1.3.31	End of the main stage	0.00	0	Fri 09.10.26	Fri 09.10.26	37	

Note. Formed by the author.

It should be noted that some tasks of this stage have time limits for completion, since it is assumed that the author must prepare four sections of the monograph per month:

13 Analysis and forecasting of Ukraine's foreign trade in goods with Greece – no later than 30.04.2026;

17 Analysis and forecasting of Ukraine's foreign trade in goods with Spain – no later than 31.05.2026;

21 Analysis and forecasting of Ukraine's foreign trade in goods with Lithuania – no later than 30.06.2026;

25 Analysis and forecasting of Ukraine's foreign trade in goods with Germany – no later than 31.07.2026;

29 Analysis and forecasting of Ukraine's foreign trade in goods with Slovakia – no later than 31.08.2026;

33 Analysis and forecasting of Ukraine's foreign trade in goods with France – no later than 30.09.2026;

37 Preparation of monograph conclusions – no later than 31.10.2026.

Table 3 shows the final stage of the project, which will last 22 days. For its implementation, in addition to the SPW, other participants will be involved: reviewers, chair, faculty academic council, university scientific council, university academic council, designer, publishing house. They will also allocate only part of their working time to participate in this project. Note that some tasks of the final stage will be performed in parallel, since different participants are involved in their implementation. Namely:

1) checking the monograph for plagiarism by the author; preparing reviews for the monograph by reviewers;

2) monograph cover design by the designer; assigning an ISBN to the monograph by the publishing house.

Table 3

Publishing project tasks (final stage)

Task number	WBS	Task name	Costs, UAH	Duration, days	Start	End	Predecessors	Resource names
39	1.4	Final stage	29,350.00	22	Fri 09.10.26	Tue 10.11.26		
40	1.4.1	Beginning of the final stage	0.00	0	Fri 09.10.26	Fri 09.10.26	38	
41	1.4.2	Checking the monograph for plagiarism	800.00	1	Mon 12.10.26	Mon 12.10.26	40	SPW [50%]
42	1.4.3	Preparing reviews for the monograph	0.00	3	Mon 12.10.26	Wed 14.10.26	40	Reviewers [50%]
43	1.4.4	Recommendation of the monograph for publication at a chair meeting	0.00	1	Thu 15.10.26	Thu 15.10.26	41;42	Chair [50%]
44	1.4.5	Recommendation of the monograph for publication by the faculty academic council	0.00	1	Fri 16.10.26	Fri 16.10.26	43	Faculty academic council [50%]
45	1.4.6	Recommendation of the monograph for publication by the university scientific council	0.00	1	Thu 22.10.26	Thu 22.10.26	44	University scientific council [50%]
46	1.4.7	Recommendation of the monograph for publication by the university academic council	0.00	1	Thu 29.10.26	Thu 29.10.26	45	University academic council [50%]

Task number	WBS	Task name	Costs, UAH	Duration, days	Start	End	Predecessors	Resource names
47	1.4.8	Monograph cover design	500.00	3	Fri 30.10.26	Tue 03.11.26	46	Designer [10%]; Cover design [500.00 UAH]
48	1.4.9	Assigning an ISBN to the monograph	450.00	1	Fri 30.10.26	Fri 30.10.26	46	Publishing house[5%]; ISBN [450.00 UAH]
49	1.4.10	Printing the monograph	27,600.00	5	Wed 04.11.26	Tue 10.11.26	47;48	Publishing house[50%]; Book [200 copies]
50	1.4.11	End of the final stage	0.00	0	Tue 10.11.26	Tue 10.11.26	49	
51	1.5	Project completion	0.00	0	Tue 10.11.26	Tue 10.11.26	50	

Note. Formed by the author.

Beyond its technical outputs, the model reveals an underlying structural constraint in knowledge production: the compression of complex intellectual work into fixed and often limited temporal frameworks. The requirement to complete a scientific monograph within a defined project period highlights the tension between research depth and administrative time constraints, suggesting that temporal coordination is a key determinant of research outcomes.

It should be noted that some tasks of this stage have start time restrictions, since it is planned that the meeting of the university scientific council will take place on the penultimate Thursday of the month, and the meeting of the university academic council will take place on the last Thursday of the month; they must be preceded by meetings of the chair and the faculty academic council:

43 Recommendation of the monograph for publication at a chair meeting – no earlier than

07.10.2026;

44 Recommendation of the monograph for publication by the faculty academic council –

no earlier than 14.10.2026;

45 Recommendation of the monograph for publication by the university scientific council

– no earlier than 22.10.2026;

46 Recommendation of the monograph for publication by the university academic council – no earlier than 29.10.2026.

All project resources are shown in **Table 4**. They are divided into three types: work, costs, material. It is assumed that all labor resources, as well as the SPW, will be involved in other work, so their participation in this project will be less than 100%.

Table 4

Resource sheet

Resource name	Type	Material unit of measure	Initials	Maximum units	Normal rate	Accrual	Master calendar
SPW	Work		SPW	50%	200.00 UAH/hour	Proportional	Standard
Reviewers	Work		R	50%	0.00 UAH/hour	Proportional	Standard
Chair	Work		C	50%	0.00 UAH/hour	Proportional	Standard
Faculty academic council	Work		FAC	50%	0.00 UAH/hour	Proportional	Standard
University scientific council	Work		USC	50%	0.00 UAH/hour	Proportional	Standard
University academic council	Work		UAC	50%	0.00 UAH/hour	Proportional	Standard
Designer	Work		D	10%	0.00 UAH/hour	Proportional	Standard
Publishing house	Work		PH	50%	0.00 UAH/hour	Proportional	Standard
Cover design	Costs		CD			Proportional	
ISBN	Costs		ISBN			Proportional	
Book	Material	copies	B		138.00 UAH	Proportional	

Note. Formed by the author.

The project Gantt chart is shown in **Fig. 3a-3b**.

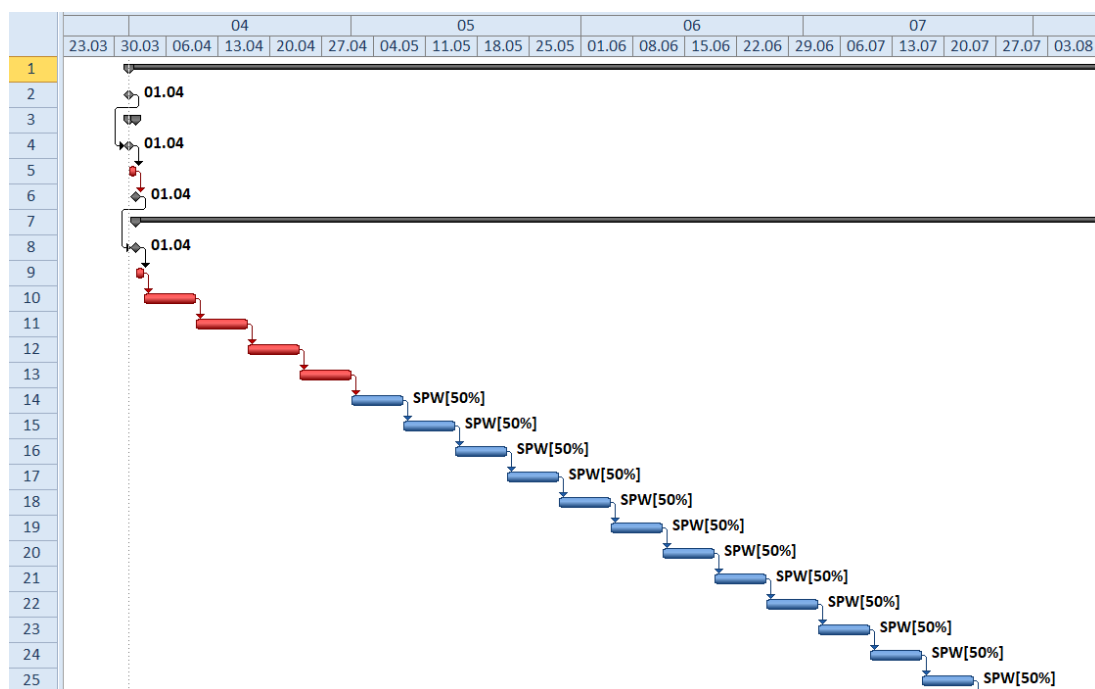


Figure 3a. Gantt chart of a publishing project (tasks 1-25)

Note. Created by the author based on **Tables 1-2**.

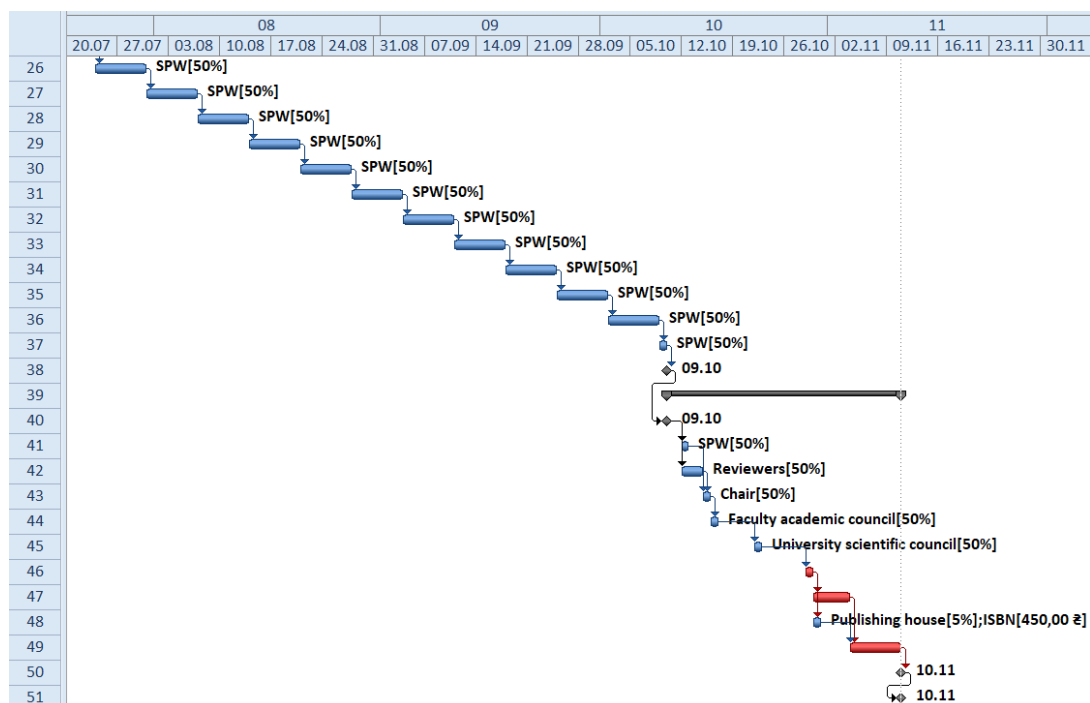


Figure 3b. Gantt chart of a publishing project (tasks 26-51)

Note. Created by the author based on **Tables 2-3**.

These figures show in red the critical tasks whose delay will increase the project duration.

In our case, these are tasks numbered 5, 9–13, 46–47, and 49.

5. Discussion.

Please note that the financial costs of the project are approximate, since the amount of grant funds for various competitions for conducting scientific research and development may differ, as well as change over time. In addition, this project does not take into account taxes related to the author's remuneration, namely accruals and deductions from wages:

- Single social contribution (22%);
- personal income tax (18%);
- military levy (5%).

However, we believe that this project can be used as a basis for other publishing projects, in particular monographs prepared based on the results of fundamental or applied research. Thus, they will contribute to the dissemination of new knowledge, the implementation of scientific developments in business practice, and the growth of the country's economy's innovativeness.

For example, similar constraints can be observed in grant-based research systems in Eastern Europe, where short funding cycles require researchers to compress complex projects into limited timeframes. In such cases, delays in institutional approval or publishing processes often affect the quality and dissemination of research outputs, reinforcing the importance of structured project planning.

The findings suggest that project planning is not merely a technical or managerial activity, but a structural component of knowledge production systems. In contexts where

research is tied to short-term funding cycles, scholars are required to align complex intellectual processes with externally imposed timelines. This may lead to standardization of outputs, reduced analytical depth, and constraints on innovation. Thus, temporal coordination becomes a critical factor shaping not only project execution but also the quality and scope of scientific work.

From a broader perspective, the organization of knowledge production has direct implications for national research capacity and long-term development. Efficient coordination of research projects contributes to scientific output, institutional performance, and innovation systems. Therefore, improving project planning frameworks is not only a managerial concern but also a matter of strategic importance for national development and policy design.

6. Conclusions.

Planning the publication of a monograph on foreign trade in goods between Ukraine and the EU countries using the Microsoft Project program within the framework of a grant from the President of Ukraine allowed us to obtain the following results:

1) project duration – from 01.04.2026 to 10.11.2026 (the time saved until the end of November can be used to present the monograph, write a report on the results of the grant implementation);

2) labor resources involved – author (with a salary of 200 UAH/hour); monograph reviewers (employees of other universities or scientific institutions); chair where the SPW works; academic council of the faculty to which the department belongs; scientific council of the university where the scientific research is being carried out; academic council of the same university; designer and publisher house;

3) the project involves the publication of 200 copies of the scientific monograph;

4) the project includes costs for cover design (500 UAH), assigning an ISBN to the monograph (450 UAH).

In total, the project budget will be 139,750.00 UAH, and the remaining funds in the amount of 10,250 UAH (provided that the amount of funds allocated for the preparation and printing of the monograph is up to 150 thousand UAH) can be used by the author to publish other scientific works related to the research topic, in particular scientific articles or conference abstracts.

Further directions for using the obtained results:

- 1) check whether the actual resource costs corresponded to the planned ones;
- 2) study the factors that influenced their change (if there were such deviations).

The practical significance of the study lies in raising scientists' awareness of grant funding for scientific research and development. The participation of researchers in grant projects will contribute to their creation of new knowledge, its implementation in the activities of economic entities, increasing the competitiveness of enterprises, and sustainable development of the country.

In addition, its results can be used in scientific and publishing activities – for planning the time, content and budget of similar projects. In particular, these can be individual or collective monographs with the results of scientific research in various fields of knowledge, carried out in scientific institutions or higher education institutions, financed by the National Research Foundation of Ukraine, the Ministry of Education and Science of Ukraine or another grant-giving institution. In this case, changes should be made to the project in terms of the

structure of the work (content of the book), time, labor and material resources, budget. It can also be used in educational activities – when teaching disciplines related to project management.

This study highlights that knowledge production is shaped by the interaction between time, resources, and institutional coordination. By conceptualizing project planning as a form of temporal governance, the analysis contributes to a broader understanding of how research systems operate under constraints. Future studies may build on this framework to examine comparative cases, institutional variation, and the role of digital tools in enhancing coordination efficiency.

More broadly, this study suggests that research systems should be understood not only in terms of funding and output, but also in terms of their temporal organization. The ability to coordinate time across multiple processes may become a defining feature of effective knowledge production systems in the future.

References

- Amaral, F. B. M. do, & Furnival, A. C. M. (2023). Business models for publishing open access books by Brazilian university presses. *RDBCI: Digital Journal of Library and Information Science*, 21, e023010. <https://doi.org/10.20396/rdbci.v21i00.8673169>
- Dovhan, L. Ye., Mokhonko, H. A., & Malyk, I. P. (2017). Upravlinnia proektamy: navch. posib. do vyvchennia dystsypliny dlia mahistriv haluzi znan 07 "Upravlinnia ta administruvannia" spetsialnosti 073 "Menedzhment" spetsializatsii: "Menedzhment i biznes-administruvannia", "Menedzhment mizhnarodnykh proektiv", "Menedzhment innovatsii", "Lohistyka" [Project Management: a study guide for masters in the field of knowledge 07 "Management and Administration" of the specialty 073 "Management" of

specializations: "Management and Business Administration", "International Project Management", "Innovation Management", "Logistics"]. Igor Sikorsky Kyiv Polytechnic Institute (In Ukrainian).

Gudinavičius, A., & Markelevičiūtė, G. (2020). Using augmented reality in book publishing from a small language market perspective. *Publishing Research Quarterly*, 36, 43-54.
<https://doi.org/10.1007/s12109-019-09704-1>

Jalongo, M. R. (2025). Contributing a chapter to a high-quality edited book: recommendations for academic authors. *Early Childhood Education Journal*.
<https://doi.org/10.1007/s10643-025-01868-0>

Jalongo, M. R., Narey, M. J., Kerry-Moran, K. J., & Aerila, J.-A. (2025). The edited collection: advice to editors of multi-authored volumes. *Early Childhood Education Journal*.
<https://doi.org/10.1007/s10643-025-01936-5>

Kasianchuk, V. O., Fiialka, S. B., & Honcharuk, T. H. (2023). Planuvannia diialnosti vydavnytstv non-fikshn literatury v kryzovykh umovakh [Planning the activities of non-fiction publishing houses in crisis conditions]. *Printing Technology and Techniques*, 2, 99-107. http://nbuv.gov.ua/UJRN/Titd_2023_2_12 (In Ukrainian).

Kudriashova, A. V., & Ternovyi, V. M. (2024). Proiektuvannia informatsiinoi systemy avtentyfikatsii ta kontroliu dostupu do vydavnycho-polihrafichnykh obiektiv [Design of an information system for authentication and access control to publishing and printing facilities]. *Computer Printing Technologies*, 2(2), 98-106.
http://nbuv.gov.ua/UJRN/Ktd_2024_2%282%29__11 (In Ukrainian).

- Kulishova, N., & Sajek, D. (2025). Using machine learning and generative intelligence in book cover development. *Journal of Imaging*, 11(2), 46.
<https://doi.org/10.3390/jimaging11020046>
- Limbert, H., & DeSanto, D. (2025). The open book environment (OBE) dashboard: a tool for increasing publisher transparency for authors, librarians, and the scholarly community. *Journal of Librarianship and Scholarly Communication*, 13(1).
<https://doi.org/10.31274/jlsc.18112>
- Ryan, M. D., Macrossan, P., Wright, S., & Adams, M. (2023). Blockchain and publishing: towards a publisher-centred distributed ledger for the book publishing industry. *Creative Industries Journal*, 16(1), 2-21. <https://doi.org/10.1080/17510694.2021.1939541>
- Saiya, N. (2022). Navigating the academic book-publishing process. *PS: Political Science & Politics*, 55(4), 783-787. <https://doi.org/10.1017/S1049096522000725>
- Sari, L. (2025). How institutional book clubs (and not publishers) shape what we read. *Logos*, 36(3), 13-25. <https://doi.org/10.1163/18784712-20240047>
- Senkivskyi, V. M., Yukhymchuk, R. V., & Kalynii, I. V. (2021). Metodolohichni zasady proiektuvannia onlain-vydavnytstva [Methodological principles of designing online publishing houses]. *Scientific Notes of the Ukrainian Academy of Printing*, 1, 19-28.
<https://doi.org/10.32403/1998-6912-2021-1-62-19-28> (In Ukrainian).
- State Statistics Service of Ukraine. (2026a). R&D personnel by occupation in 2010-2024.
<https://www.ukrstat.gov.ua/>

State Statistics Service of Ukraine. (2026b). Zdiisnennia naukovykh doslidzhen i rozrobok [Carrying out scientific research and development]. <https://stat.gov.ua/uk/publications/zdiysnennya-naukovykh-doslidzhen-i-rozrobok> (in Ukrainian).

Verkhovna Rada of Ukraine. (2024). Pro priorytetni napriamy rozvytku nauky i tekhniky: Zakon Ukrainy vid 11.07.2001 r. □ 2623-III [On priority areas of development of science and technology: Law of Ukraine dated 11.07.2001 No. 2623-III]. <https://zakon.rada.gov.ua/laws/show/2623-14#Text> (in Ukrainian).

Author Bio

Olesia Leontiivna TOTSKA – Doctor of Economic Sciences, Full Professor, Professor of the Department of Management (from 2023), Faculty of Economics and Management, Lesya Ukrainka Volyn National University (Lutsk, Ukraine). Scientific interests: international trade; management of higher education development; mathematical methods, models and information technologies in economics and management; project management.

Declaration of Interest

The author declares no competing interests.

Funding

Scientific research under the project "Foreign trade in goods of Ukraine with EU countries: analysis, forecasting, modeling" (registration number – No. 2025.02/0006) was carried out with the funds of the grant of the President of Ukraine provided by the National Research Foundation of Ukraine.

Data Availability Statement

This study does not report new empirical data. The analysis is based on existing literature and publicly available sources cited in the text.

Use of Generative AI

The author did not use generative artificial intelligence when writing the article.