

УДК 658.012.2:004.4(477):338.28
DOI: 10.60022/3(3)-25S

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FORMULATING STRATEGIC PRIORITIES FOR DIGITAL PROJECT MANAGEMENT AND MAKING MANAGEMENT DECISIONS IN THE IT SECTOR IN AN UNSTABLE ECONOMIC ENVIRONMENT

Abstract. *The digitalization of the economy and the acceleration of technological change are fundamentally transforming approaches to business process management in the IT sector. Amid structural shifts caused by the war in Ukraine, supply chain disruptions, and rising cyber threats, the effectiveness of management decisions has become a decisive factor in the survival of IT businesses. Despite macroeconomic instability, the Ukrainian IT sector has demonstrated resilience, maintaining 95 % of its operational activity. However, digital transformation is often fragmented, highlighting the need for a systematic approach to setting*



strategic priorities. This article examines the essence of digital transformation in project management as a multi-level process involving the implementation of cloud technologies, artificial intelligence, and big data analytics. Based on an analysis of companies' activities in 2020-2024, it has been demonstrated that the active use of digital platforms (Jira, Asana, Monday.com, etc.) increased the proportion of projects completed on time from 52 % to 76 % and raised customer satisfaction to 84 %. This confirms that digitalization is critical for maintaining project manageability in crisis conditions. The authors highlight a number of strategic priorities: increasing the adaptability of management systems, strengthening customer-centricity, ensuring cybersecurity, and developing human capital. Particular emphasis is placed on the role of a new-generation leader capable of shaping a strategic direction in an environment where technology serves merely as a tool. This paper examines the potential of the "AI-augmented project management" model, which enables the automation of reporting and monitoring, freeing up the manager's time for strategic engagement. It is concluded that 2026 will be a pivotal year for the industry, as AI transitions from the experimental stage to an operational necessity. It is argued that the success of IT companies in an unstable environment depends not only on the chosen tools but also on the depth of technology integration into management decision-making and risk management processes. The article contains practical recommendations for improving the management of Ukraine's IT sector, taking into account the challenges of martial law and the prospects for post-war recovery.

Keywords: management decision-making, IT projects, economic transformation, change management, strategic management in IT, business planning, management methods and models.

ФОРМУВАННЯ СТРАТЕГІЧНИХ ПРІОРИТЕТІВ ЦИФРОВОГО ПРОЄКТНОГО МЕНЕДЖМЕНТУ ТА ПРИЙНЯТТЯ УПРАВЛІНСЬКИХ РІШЕНЬ В ІТ-СЕКТОРІ В УМОВАХ НЕСТАБІЛЬНОГО ЕКОНОМІЧНОГО СЕРЕДОВИЩА

Анотація. У статті досліджено формування стратегічних пріоритетів цифрового проєктного менеджменту в ІТ-секторі в умовах економічної нестабільності та воєнного стану. Розкрито сутність цифрової трансформації як комплексного процесу, що змінює управлінську логіку та організаційну культуру. Проаналізовано вплив сучасних цифрових інструментів та платформ на ефективність реалізації проєктів, що підтверджується позитивною динамікою дотримання термінів і бюджетів. Виокремлено ключові стратегічні пріоритети: клієнтоцентричність, кібербезпеку, гнучкість управління та розвиток людського капіталу. Особливу увагу приділено переходу до моделі сучасно менеджменту, де автоматизація рутинних завдань з допомогою AI-інструментарію дозволяє керівникам зосередитися на ефективному формуванні, моніторингу та коригуванні стратегії компанії. Обґрунтовано, що інтеграція актуальних технологій із гнучким ризик-менеджментом є необхідною умовою виживання ІТ-бізнесу в нестабільному середовищі.

Ключові слова: прийняття управлінських рішень, ІТ-проєкти, трансформація економіки, управління змінами, стратегічне управління в ІТ, бізнес-планування методи та моделі менеджменту.

Formulation of the problem. The digitalization of the economy and the acceleration of technological change are fundamentally transforming approaches to business process management in the IT sector. Project management, which has traditionally served as a core tool for organizing the operations of IT companies, is undergoing significant changes driven by digital transformation, global competition, and economic instability. Amid structural shifts caused by military operations, supply chain disruptions, reduced investment flows, and rising risks, the effectiveness of management decisions has become a determining factor for the survival and development of the IT business.

For Ukraine, the IT sector is of strategic importance, as it remains one of the few economic sectors demonstrating relative resilience even amid war and macroeconomic instability. At the same time, the operations of IT companies are accompanied by increasing project complexity, higher demands on implementation speed, product quality, and cybersecurity measures. Under such conditions, traditional approaches to project management prove insufficiently effective, highlighting the need for their digital transformation.

Thus, the problem lies in the fact that the digital transformation of project management is often fragmented and is not accompanied by the systematic formulation of strategic priorities and coordinated management decisions. This reduces the potential for utilizing digital technologies and limits the ability of IT companies to adapt to an unstable economic environment.

Analysis of recent research and publications. The issues of digital transformation in administration and the development of project management are actively explored in the works of domestic and foreign scientists. A significant body of research is devoted to the implementation of agile project management methodologies, such as Scrum, Kanban, and others, digital project management platforms, as well as the use of artificial intelligence and data analytics to develop systems for identifying problems, managing crisis situations, and making immediate management decisions.

The relevance of researching the strategic priorities of digital project management stems from the persistent instability of the global and national economic environment. An analysis of the current literature allows us to identify several fundamental aspects of this issue.

In particular, significant attention in contemporary research is devoted to the shift in the very philosophy of management through the transformation of the management paradigm itself. Thus, Ukrainian scholars Matsola M., Trukhan L., Sheketa Ye., and Kaziuka N. [1, p. 464] emphasize that the transformation of modern project management is impossible without the emergence of a new generation of leaders. The authors emphasize that it is human capital and adaptive leadership qualities that will be decisive in shaping the future of the IT sector, where technology is merely a tool, and the strategic direction will be determined by a qualitatively new type of management.

The experience of recent years has served as a catalyst for the development of adaptive management models. For example, Peshko M. and Melnyk O. [2, p. 16] analyze the specifics of adapting project management during IT crises, which is critical for understanding the industry's survival under extreme conditions. This idea is further developed by researchers Petryk M. and Garafonova O. [3, p. 83], who propose specific adaptive models that allow projects to remain stable even under conditions of complete economic uncertainty.

Scientific studies have demonstrated that the effectiveness of IT project management directly depends on the accuracy of management decisions. In particular, Kaziuka N., Sheketa Ye., Matsola M., and Koliedina K. [4, pp. 136-138] examine in detail innovative methods, models, and decision-making techniques in rapidly changing environments. The study emphasizes the importance of selecting appropriate digital tools that minimize errors in the context of a dynamic IT market.

An analysis of the content of scientific works on the subject under study demonstrates that digitalization processes are viewed as the foundation for developing modern strategies. Thus, contemporary scholars Bagley R., Buchynska T., and Homotyuk V. [5, pp. 47-48] explore the general principles of applying project management in the digital economy, while Kalach G. and Korzhovnik Y. [6, p. 138] focus on the profound transformation of the entire enterprise management system under the influence of digital technologies. In their works, researchers Oliinyk A., Tolochii O., and Shcherbyna Y. [7, p. 66] confirm that digitalization is a key factor in improving management efficiency, enabling enterprises to remain competitive.

In her research, Trushkina N. [8] demonstrates that risk management processes take on particular importance in an unstable environment. She examines the theoretical aspects of integrating project risks into the overall risk management system of IT companies, which is essential for making informed strategic decisions. As one of the promising tools for ensuring the security and transparency of management processes, Petkun S. and Pomazansky Y. [9, pp. 64-69] highlight blockchain technologies, identifying them as one of the priorities of modern digital management.

Thus, an analysis of the current literature indicates a shift in emphasis from classical management methods to hybrid, adaptive, and high-tech approaches. A review of theoretical research allows us to identify several key conclusions that demonstrate the feasibility of establishing strategic priorities in the IT sector based on: the development of leaders' digital competencies; the implementation of intelligent decision-support systems; the flexibility of management models in response to economic crises; and the use of cross-cutting technologies (blockchain, cloud solutions) to optimize processes.

The research highlights that the intensification of diverse approaches to the digitalization of project management enhances the transparency of management processes, reduces overall costs associated with organizing, operating, and maintaining a business, and improves communication among project participants. At the same time, the authors also point to an increased likelihood of adverse and undesirable events in the form of various risks that may negatively impact the operations of firms and organizations during structural shifts in business processes related to digital transformation; in particular, companies will, in the future, be more likely to face personnel, organizational, technological, and other constraints.

A review of the scientific literature on this issue confirms the need for the further development of a comprehensive digital project management strategy that would combine technological tools with flexible risk management methods. It is also worth noting that most studies do not sufficiently account for the specific operating conditions of the IT sector in countries with unstable economies and high levels of risk, particularly under martial law, which is highly relevant to Ukraine. This necessitates further research aimed at establishing strategic priorities for digital project management, taking into account structural shifts and the instability of

the economic environment.

The purposes of the article are to examine the characteristics of the digital transformation of project management in the IT sector and to justify strategic priorities and management decisions in the context of economic instability and structural shifts.

To achieve this goal, the following tasks are set:

- to reveal the essence of the digital transformation of project management;
- to identify the key factors influencing the impact of economic instability on IT project management;
- analyze digital tools and project management methodologies;
- justify the strategic priorities of digital project management;
- identify areas for improving management decisions in Ukraine's IT sector.

The main material presentation. The digital transformation of project management is a complex, multifaceted, and multi-level process that involves changing not only management tools but also management logic, organizational culture, and decision-making processes. It encompasses a wide range of management methods, approaches, models, and technologies, as well as the implementation of digital platforms, the automation of planning and control, and the use of big data analytics, artificial intelligence, and cloud technologies.

Project management in the digital environment is characterized by a high degree of flexibility, customer focus, and rapid adaptation to changes in the external environment. In this context, digital transformation is not only a technological but also a strategic process that determines the long-term development prospects of IT companies.

The IT market grows every year (despite crises, pandemics, or wars), and according to the Global Market Report [10], its volume will reach nearly \$14 billion by 2026 (for comparison, in 2021 this figure exceeded \$9 billion). In Ukraine, the sector is also developing: according to the study "Ukrainian IT Industry: Reboot in the Wartime", the IT sector maintained 95 % of its operational activity during the full-scale war [11]. At the same time, economic instability creates additional challenges for the implementation of IT projects, particularly in the form of limited financial resources, currency fluctuations, unstable demand, and increased operational risks.

Structural changes in the economy are shifting the priorities of clients and markets, requiring a reevaluation of project management strategies. In the context of war, these factors are exacerbated by workforce migration, infrastructure issues, cyber threats, and the need to ensure business continuity. In such conditions, digital project management tools become critical for maintaining project manageability and efficiency.

Digital transformation has been a priority for years, but in 2026 it is firmly moving from aspiration to operational necessity: organizations are scaling digital initiatives beyond pilot stages and embedding them into everyday business operations [12].

The modern IT sector actively uses digital project management platforms such as Jira, Trello, Asana, and MS Project, which automate planning, monitoring, and communication (Table 1).

Table 1

Overview of Leading Project Management Tools and Platforms

№	System	Key Features	Who It's For	Price (starting at)
1	Trello	Visual boards, checklists	Small businesses	Free
2	Asana	Tasks, timelines, integrations	Medium-sized businesses	\$10 per user/month
3	Jira	Agile, Kanban, reporting	IT companies	\$15 per user/month
4	Monday.com	Customization, process automation	Any business	\$10 per user/month
5	ClickUp	Tasks, documents, chat	Startups, SMBs	\$7 per user/month
6	Notion	Knowledge base, tasks	Small businesses	\$8 per user/month
7	Wrike	Project management + reporting	Large companies	\$24 per user/month
8	Planfix	Task management + CRM + automation	SMBs, companies with custom processes	\$7 per user/month
9	Smartsheet	Tables + automation	Small businesses	\$7 per user/month
10	Microsoft Planner	Integration with 365, corporate teams	Corporations	\$6 per user/month

Source: compiled by the authors based on data [13]

The adoption of Agile methodologies allows for shorter product development cycles and faster responses to changes in customer requirements.

Using project management software improves the process of managing and monitoring all stages of a project. According to statistical data [14]: due to poor project management, nearly 11,4 % of resources

(time, money, etc.) are always wasted; 54 % of users believe that project management services save several working hours per day; 54 % of project managers lack adequate access to project data, which complicates the workflow; only 22 % of companies use task managers in their work; 77 % of high-performing companies regularly use project management services. It is estimated that the project management systems market will be worth \$9.81 billion and will grow by 10,6 % by 2026.

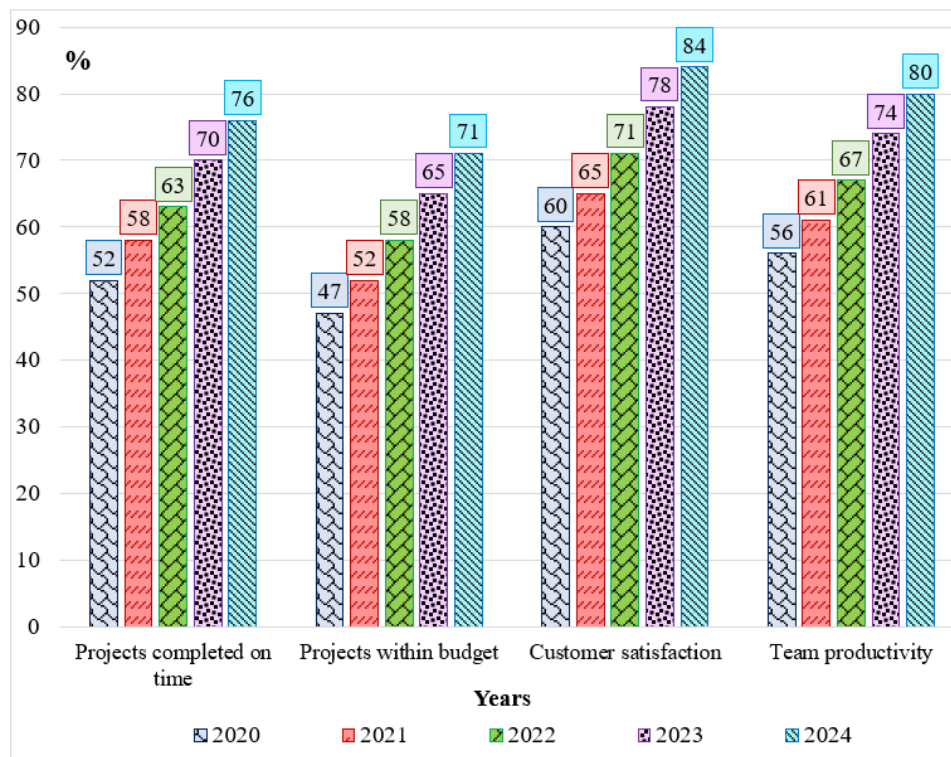


Fig. 1. The impact of digital tools on the effectiveness of IT projects in Ukraine, 2020-2024, %
Source: built by the authors based on data [15]

The results of the analysis of trends in key performance indicators for IT projects for 2020-2024 (Fig. 1) demonstrate a steady increase in management effectiveness against the backdrop of the active implementation of digital project management tools. In particular, the share of projects completed on time rose from 52 % in 2020 to 76 % in 2024, representing an increase of 24 percentage points. A similar trend is observed regarding adherence to budget constraints – the indicator rose from 47 % to 71 %.

Customer satisfaction level increased from 60 % to 84 %, confirming the positive impact of digital platforms for communication, task monitoring, and transparency in management processes. Team productivity over the same period rose from 56 % to 80 %, indicating the optimization of internal business processes, a reduction in transaction costs, and increased staff motivation. The most intense growth was observed in 2022-2024, driven by the forced transition to remote work formats, the acceleration of the digitalization of management processes, and the integration of analytical and cloud-based project management platforms. Thus, it can be noted that companies that do not use project management tools face a higher risk of failure: task managers save time, money, and human resources and provide a vast array of solutions for project management. According to research, only 35 % of executives are satisfied with their project management tools; at the same time, about 52 % of users are very disappointed with the software they use; interestingly, about 95 % of project managers use more than one application to control their workflows [16].

Table 2

Overview of Leading Project Management Tools and Platforms

№	Tolls of project management	Brief description	Advantages
1	Trello	Trello is based on the concept of a board on which you can create lists and cards with tasks. Cards can be moved between lists to track progress	Simple and intuitive interface, ideal for better task management, special extensions and integrations for different needs

Continued from Table 2

2	Asana	Asana allows you to create tasks, set deadlines, prioritize them and distribute them to the team. It is possible to create projects and subtasks for better task management	Ability to manage complex projects, convenient notification system and flexibility in customization
3	Microsoft Project	Microsoft Project is a powerful tool for creating schedules, defining tasks and resources, managing budgets and establishing dependencies between tasks	Integration with other Microsoft products, extensive capabilities for developing schedules and project details
4	Jira	Jira specializes in software development management. It allows you to create and track tasks, bugs, incidents and dependencies between them	Ideal for software development, the ability to individualize tasks and a large community of users
5	Basecamp	Basecamp offers a centralized place for team communication, tasks and documents. It is possible to create projects, name tasks and discuss them within the platform	Simple and friendly interface, effective for collaboration and communication
6	Monday.com	Monday.com provides tools for creating custom boards and tracking project progress. It is possible to create tables, graphs, calendars and notifications.	Flexible customization options, a large number of templates and integration with other tools.
7	Smartsheet	Smartsheet is a combination of a spreadsheet and a project manager that allows you to create charts, tables and other types of data organization.	integration with spreadsheets, ease of working with data and opportunities for automating processes.
8	TeamGantt	TeamGantt is a specialized solution for creating Gantt charts. It is possible to create, edit and track project schedules.	easy to use, convenient visualization and specialization on Gantt charts.
9	Wrike	Wrike is a software for managing workflows and projects that provides various tools for collaboration.	specialization in workflow management, the ability to configure projects and tasks.
10	Airtable	Airtable combines elements of a spreadsheet and a database. It is possible to create custom solutions for organizing projects.	flexibility in creating custom solutions, the ability to work with data in the form of a table.
11	TeamWork	TeamWork is a comprehensive project management tool that allows teams to create tasks, assign them to responsible persons, set deadlines, and share comments and files.	full set of tools, collaborative work on documents, notification system.
12	Podio	Podio is a collaboration platform that combines the functions of a social network and project management tools. It allows you to create «collaboration spaces», add tasks, distribute them between participants, and communicate	collaboration in one place, parameterization and customization, convenient accounting and analytics.
13	Proofhub	Proofhub is an integrated project management platform that combines planning, collaboration, file sharing, and reporting functions. It allows teams to better interact and keep track of project tasks.	convenient calendar, communication tools.
14	Workzone	Workzone is a tool aimed at task management and team communication. It allows you to create tasks, set deadlines, have discussions, and make changes to plans.	Centralized task management, flexible project management, time management.
15	Hive	Hive is a project management tool for teams of any size. The tool has a user-friendly interface, project management features, advanced analytics, and uses AI, making it a comprehensive solution.	Versatility, reports and analytics, HiveMind feature using AI.

Source: compiled by the authors based on data [17]

The use of data analytics and artificial intelligence in project management helps predict risks, optimize resources, and improve the quality of management decisions. Cloud technologies ensure data accessibility and the ability to work remotely, which is particularly relevant in times of instability.

The following strategic priorities for digital project management in the IT sector are worth highlighting:

- increasing the flexibility and adaptability of management systems;
- growing attention to and strengthening a customer-centric focus;
- accelerating innovative development and integrating its results and outcomes into operations;
- strengthening measures to establish, maintain, and ensure the stable functioning of cybersecurity measures;
- ensuring an effective human capital development system.

Implementing these priorities helps boost the competitiveness of IT companies and ensure their sustainable development amid economic instability. Indeed, digital transformation is changing approaches to management decision-making, making them more informed and responsive. The use of digital analytical tools helps reduce the subjectivity of decisions and increase their effectiveness. At the same time, management decisions in times

of instability require consideration of high levels of risk and uncertainty, which reinforces the role of strategic planning and scenario analysis. The digital transformation of project management is essential for the IT sector to function effectively amid economic instability and structural shifts. Establishing clear strategic priorities and implementing modern digital project management tools help enhance the adaptability, efficiency, and competitiveness of IT companies.

The adoption of digital project management methodologies, such as Agile, Scrum, and others, combined with analytical platforms, cloud services, and automated planning systems, allows for a significant reduction in project cycle times, a substantial decrease in operational costs, and an improvement in the quality of processes for identifying problems within the organization, developing solutions to problematic situations, and refining management decision-making processes. These processes are particularly relevant for IT sector of Ukraine, which is subject to the negative impact of currency fluctuations, a shortage of personnel, and growing cybersecurity requirements, and is “surviving” under martial law.

Thus, 2026 will be a decisive year for IT project management. AI is no longer an experimental tool, and expectations for software will continue to rise. According to the WEF’s Future of Jobs 2025 report, fully 50 % of employers surveyed plan to reorient their business strategy in response to AI, and 80 % are actively upskilling workers to handle AI-based roles and processes. Rather than AI replacing project managers, the emerging model is AI-augmented project management: routine tasks like status reporting, effort tracking, or even drafting of project documents can be automated, freeing project leaders to focus on strategy and stakeholder engagement [12, 18].

Although organizations are characterized by a high level of technical and digital proficiency in implementing cutting-edge developments in project management and transformational technologies [19], there remain areas for improvement in reporting, operational and strategic management processes, as well as in updating requirements regarding staff qualifications and training.

Thus, these project management trends indicate that highly effective organizations are distinguished not only by the tools they use but also by how effectively they integrate technology, define success, and manage risks. Those who combine intelligent technologies with strong management and inclusive workforce practices will set the standard for future project management.

The digital transformation of project management has a direct impact on the formation and establishment of strategic priorities for IT companies as one of the fundamental factors driving their development and increasing efficiency in a rapidly changing, dynamic economic environment. The main areas for implementing these solutions include increasing management flexibility, a customer-centric approach, developing and strengthening innovation potential, ensuring adequate digital security, and making substantial investments in human capital. Implementing these priorities contributes to the growth of IT companies’ competitiveness and ensures their sufficient resilience in an unstable economic environment.

Conclusions. In an environment marked by high uncertainty, increasing risks, and limited resources, it is digital project management tools that enable IT companies to become more adaptable and respond quickly to changes in the external environment. Therefore, the conducted research leads to the conclusion that the digital transformation of project management in the IT sector is not a temporary trend, but a strategic necessity in the context of economic instability and structural shifts.

Thus, the digital transformation of project management serves as a vital tool for the strategic management of the IT sector, enabling not only the minimization of the negative impact of economic instability on the information technology sector and the organizations directly involved in it, but also creating the conditions for long-term development and integration into the global digital space. Prospects for further research in the field of digital transformation of project management in the IT sector are linked to the need for an in-depth analysis of the impact of specific digital technologies on the effectiveness of managerial decision-making. In particular, it is advisable to study the possibilities of using artificial intelligence and machine learning for risk forecasting, resource optimization, and the development of scenarios for IT projects.

Particular attention should be paid to assessing the economic effectiveness of the digital transformation of project management, specifically the development of a system of metrics that allow for the quantitative measurement of the impact of digital tools on the financial performance of IT companies. Another promising area is research into the impact of digital transformation on organizational culture, staff motivation, and the development of digital competencies among project managers.

In the context of Ukrainian realities, further research should focus on analyzing the adaptation of digital project management to the conditions of martial law and post-war economic recovery, as well as on developing practical recommendations for the integration of Ukrainian IT companies into global digital ecosystems.

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Отримано: 06.02.2026

Прийнято до публікації: 12.03.2026

Опубліковано: 15.03.2026