

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ
ІМЕНІ СЕМЕНА КУЗНЕЦЯ

ЗАТВЕРДЖЕНО

на засіданні кафедри
готельного, ресторанного бізнесу
і крафтових технологій
Протокол №14 від 22.08.2026 р.



ПОГОДЖЕНО

Проректор з навчально-методичної роботи

Каріна НЕМАШКАЛО

УПРАВЛІННЯ ПРОЄКТАМИ В ГОТЕЛЬНО-РЕСТОРАННОМУ БІЗНЕСІ

робоча програма навчальної дисципліни (РПНД)

Галузь знань
Спеціальність
Освітній рівень
Освітня програма

І Транспорт та послуги
І2 Готельно-ресторанна справа та кейтеринг
другий (магістерський)
Готельно-ресторанна справа

Статус дисципліни
Мова викладання, навчання та оцінювання

обов'язкова
англійська

Розробник
д.т.н., професор

Віталій Безсонний

Завідувач кафедри
готельного, ресторанного
бізнесу і крафтових
технологій

Оксана ДАВИДОВА

Гарант програми

Оксана ДАВИДОВА

Харків
2026

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF ECONOMICS**

APPROVED

at the meeting of the Department
of Hotel and Restaurant Business
and Craft Technologies
Protocol №14 of 22.08.2026



AGREED

Vice-rector for educational and methodical work

Karina NEMASHKALO

PROJECT MANAGEMENT IN HOTEL AND RESTAURANT BUSINESS

Program of the course

Field of knowledge
Specialty

**J Transport and Services
J2 Hotel and Restaurant Business and Catering**

Study cycle
Study programme

**second (Master's)
Hotel and Restaurant Business**

Course status
Language

**mandatory
English**

Developer:
Doctor of Technical Sciences
Professor

Vitalii BEZSONNYI

Head of the Department
of Hotel and Restaurant
Business
and Craft Technologies

Oksana DAVYDOVA

Head of Study Programme

Oksana DAVYDOVA

**Kharkiv
2026**

INTRODUCTION

The course “Project Management in Hotel and Restaurant Business” is a compulsory educational component of the Master’s degree programme in Specialty J2 “Hotel and Restaurant Business and Catering”. The course develops a systemic understanding of project-oriented management of hospitality business development and the ability to initiate, justify, plan, organise, implement, monitor, control and close projects while taking into account strategic objectives, stakeholder value, resource constraints, risks and uncertainty.

The course comprises 4 ECTS credits (120 hours), including 16 hours of lectures, 16 hours of practical classes and 88 hours of independent work. The programme is structured into 8 topics; each topic includes 2 hours of lectures, 2 hours of practical work and 11 hours of independent work.

The purpose of the course “Project Management in Hotel and Restaurant Business” is to develop the ability to initiate, design and manage development projects in the hotel and restaurant business; justify managerial decisions concerning project scope, schedule, cost, resources, team, risks, quality and stakeholders; and apply contemporary standards, agile and hybrid approaches, and digital tools to create value and achieve planned outcomes in a changing business environment.

The objectives of the course are:

- to acquire knowledge of contemporary concepts, principles, life cycles and project management standards and the specifics of their adaptation to the hotel and restaurant business and catering;

- to develop the ability to identify project opportunities, define objectives, value, outcomes and success criteria, and prepare a Project Charter and Business Case;

- to master tools for planning project scope, work structure, schedule, resources, procurement, budget, communications, quality and risks;

- to develop skills in managing project teams and stakeholders, organisational change, conflicts and cross-cultural interaction;

- to develop the ability to monitor and control projects using performance indicators, data and digital systems; manage changes and deviations; and evaluate project outcomes, benefits and lessons learned after project completion.

The subject matter of the course comprises the principles, processes, methods, models and digital tools used for the initiation, justification, planning, implementation, monitoring, control and closure of development projects of hotel and restaurant businesses.

The object of the course is the project activity of hotel and restaurant businesses aimed at the creation and modernisation of hospitality facilities; development and implementation of products, services, technologies and digital solutions; and organisational, marketing, infrastructural, social and other changes.

The learning outcomes and competencies formed by the course are defined in table 1.

Table 1

Learning outcomes and competencies formed by the course

Learning outcomes	Competencies
LO 01	GC3, GC7, SC1, SC2, SC3, SC5, SC8, SC13
LO 02	SC6
LO 03	SC8, SC12
LO 04	SC1, SC2, SC13
LO 05	GC3, GC7, SC1, SC2, SC3, SC4, SC5, SC8, SC13
LO 06	SC1, SC8, SC13
LO 07	GC3, GC8, SC1, SC3
LO 08	GC3, GC7, SC1, SC2, SC5, SC6, SC8, SC12, SC13
LO 11	SC1, SC3
LO 12	SC8
LO 13	GC7, SC1, SC5, SC12

where LO 01. Develop and make effective decisions concerning the development of hotel and restaurant businesses, taking into account objectives, resources, constraints and risks; ensure their implementation; analyse and compare alternatives; assess risks and the likely consequences of their impact.

LO 02. Communicate fluently in Ukrainian and English, both orally and in writing, when discussing professional issues, research and innovation in the hotel and restaurant business.

LO 03. Develop, implement and apply contemporary methods for evaluating the effectiveness of innovations in the hotel and restaurant business.

LO 04. Monitor market conditions in the hotel and restaurant services market.

LO 05. Assess new market opportunities, formulate business ideas and develop marketing activities under uncertain conditions and requirements that require the application of new approaches, methods and tools of socio-economic research.

LO 06. Locate the necessary data in scientific literature, databases and other sources; analyse and evaluate these data; systematise and organise information to solve complex professional tasks.

LO 07. Study development models of international and national hotel and restaurant chains and corporations.

LO 08. Initiate, develop and manage development projects of hotel and restaurant businesses, taking into account information, material, financial and human resource provision.

LO 11. Conduct research and/or innovation activities aimed at obtaining new knowledge and creating new technologies and types of services or products in the hotel and restaurant business and broader multidisciplinary contexts.

LO 12. Communicate one's knowledge, conclusions and arguments clearly and unambiguously to professional and non-professional audiences, including learners.

LO 13. Develop a structured quality-oriented system of innovative managerial decisions for hotel and restaurant businesses and continuously support their dynamic development through the generation and implementation of innovative solutions.

GC3. Ability to analyse, evaluate, synthesise and generate new ideas.

GC7. Ability to make well-grounded decisions.

GC8. Ability to work in an international context.

SC1. Ability to apply scientific, analytical and methodological tools and use interdisciplinary research to analyse the development of global and local hotel and restaurant service markets in order to solve complex development problems in the hotel and restaurant business.

SC2. Ability to systematise and synthesise information while taking into account the cross-cultural specifics of hotel and restaurant businesses.

SC3. Ability to plan and provide resources for the activities of hotel and restaurant businesses.

SC4. Ability to create and implement product, service, organisational, social, managerial, infrastructural and marketing innovations in the operations of hotel and restaurant businesses.

SC5. Ability to ensure effective service, commercial, production, marketing and economic activities of hotel and restaurant businesses.

SC6. Ability to coordinate and regulate relationships with partners and consumers.

SC8. Ability to develop crisis-management programmes for corporations, hotel and restaurant chains, and individual hotel and restaurant businesses.

SC12. Ability to integrate knowledge and solve complex problems in hotel and restaurant business in multidisciplinary contexts, in new or unfamiliar environments, and under conditions of incomplete or limited information.

SC13. Ability to concentrate knowledge and skills on the key drivers of hotel and restaurant industry development and continuously facilitate the dynamic development of hotel and restaurant businesses through the generation and implementation of innovative solutions under conditions of uncertainty and alternative choices.

COURSE CONTENT

Content module 1: Methodology, Initiation and Planning of Projects in Hospitality

Topic 1: Project-Oriented Management in Hotel and Restaurant Business

Operational and project activities of hotel and restaurant businesses. Project, programme and portfolio; project product and outcome; value and benefits. Project life cycle and product life cycle. Project environment, value delivery system, strategic alignment and governance. Types of hospitality projects: development and reconstruction of facilities, service and product innovations, digitalisation, marketing, organisational, environmental and social projects.

Contemporary standards and approaches: PMBOK® Guide (Eighth Edition), ISO 21502:2020, PRINCE2 Project Management (Version 7), Agile and Scrum. Predictive, iterative, incremental, adaptive and hybrid delivery models. The tailoring principle – adaptation of methodology to the scale, complexity, risk and context of a specific project. Roles of the customer, sponsor, project manager, project team and other stakeholders.

Topic 2: Project Initiation and Justification in Hotel and Restaurant Business

Identification of a problem, opportunity or need. Development of the project vision, SMART objectives, expected outcomes, value, benefits and success criteria. Project Charter: purpose, boundaries, key deliverables, assumptions, constraints, milestones, initial risks and project manager authority. Identification and preliminary analysis of stakeholders.

Project analysis and Business Case: information environment; monitoring market conditions in hotel and restaurant services; analysis of the market, demand, competitors and market trends; technical, operational, organisational, legal, social and environmental feasibility. Comparison of alternatives. Business plan and feasibility study. Basic indicators of investment feasibility and efficiency: cash flows, break-even point, payback period, NPV and IRR; consideration of uncertainty in initial assumptions.

Topic 3: Planning Project Scope, Deliverables and Work Structure

Collection and analysis of product and project outcome requirements. Definition of project scope, deliverables, acceptance criteria and project boundaries. Work decomposition and Work Breakdown Structure (WBS), WBS Dictionary, work packages, control accounts and milestones. Responsibility assignment matrix for deliverables. Scope baseline and requirements traceability.

Project Management Plan and integration of individual plans. Scope change management: change request, assessment of impacts on schedule, cost, resources, risks and quality; approval and updating of baselines. Planning specifics in adaptive and hybrid projects: roadmap, product backlog, value prioritisation and progressive elaboration of requirements.

Topic 4: Schedule, Resource, Procurement and Contract Management

Schedule planning: defining activities, logical dependencies, duration estimation, calendars and constraints. Network diagrams, critical path, time reserves, PERT estimation, Gantt chart and milestones. Schedule compression and optimisation,

resource levelling. Coordination of the project schedule with the continuous operations of a hotel, restaurant or catering business.

Project resource management: human, material, technical, information and infrastructure resources; assessment of resource requirements, availability and workload. Make-or-buy analysis. Procurement planning, supplier selection, technical specifications, procurement documentation, contract types, contract administration and performance control. Supply-chain risks and alternative suppliers.

Content module 2: Finance, Team, Risks, Quality and Project Performance Control

Topic 5: Project Cost, Budget and Financial Performance Management

Estimation of work and resource costs: analogous, parametric, expert and detailed bottom-up estimation. Direct and indirect costs, capital and operating expenditures, reserves for known and unknown risks. Cost estimate, budget and cost baseline; financing and cash-flow plan. Life-cycle cost and total cost of ownership for equipment, digital systems and hospitality infrastructure.

Cost control and forecasting: Planned Value (PV), Earned Value (EV), Actual Cost (AC), schedule and cost variances, SPI and CPI indices, and project completion forecasts. Principles of Earned Value Management (EVM) and their application to managerial decision-making. Scenario analysis and analysis of budget sensitivity to changes in demand, prices, schedule and resource constraints.

Topic 6: Team, Stakeholder, Communication and Change Management

Project organisational structures and allocation of responsibilities. Team formation, roles, project manager competencies and the RACI matrix. Leadership, motivation, delegation, teamwork, psychological safety and conflict management. Specific features of cross-functional and cross-cultural teams in international hotel and restaurant business.

Stakeholder identification and analysis; power-interest matrices and engagement plan. Communication plan: information needs, communication channels, frequency, responsibilities and reporting. Interaction with owners, investors, partners, suppliers, employees, consumers and regulators. Management of organisational change, employee resistance and transition from the project to stable operations.

Topic 7: Project Risk, Quality, Sustainability and Resilience Management

Risk and uncertainty in hospitality projects. Risk management planning, identification, Risk Register, qualitative probability-and-impact analysis and prioritisation; elements of quantitative analysis. Response strategies for threats and opportunities, risk owners, triggers, reserves, response plan and monitoring. Operational, financial, market, human-resource, technological, safety, reputational and supply-chain risks.

Planning, assurance and control of project quality and its deliverables; metrics, checklists, acceptance criteria, cost of quality and continuous improvement. Integration of sustainability, resource efficiency, accessibility, social responsibility and ethical considerations into project decisions. Business resilience and continuity, crisis-management measures, scenario planning and preparedness for operational disruptions.

Topic 8: Project Execution, Monitoring, Digital Tools, Closure and Benefits Evaluation

Organisation of project execution; management of workflows, issues, dependencies and changes. Monitoring system: KPIs, milestones, plan-versus-actual analysis, status reporting, dashboards, and control of schedule, cost, resources, risks and quality. Integrated change control.

Digital systems for project planning and coordination (Microsoft Project, Jira, Asana and others), collaborative work and version control. Opportunities for applying data analytics and artificial intelligence, with mandatory verification of input data, assumptions and results.

Project closure: acceptance of deliverables, transfer to operations, contract closure, final reporting, archiving of documentation and release of resources. Lessons learned and organisational knowledge base. Post-project evaluation: achievement of objectives, actual outcomes, benefit realisation, stakeholder satisfaction and management effectiveness. Presentation and defence of an integrated Project Management Plan in hospitality.

The list of practical (seminar) / laboratory studies in the course is given in table 2.

Table 2

The list of practical (seminar) / laboratory studies

Name of the topic and/or task	Content
Topic 1 Task 1	Practical Assignment No. 1. Development of a project concept and Project Charter in hospitality: problem/opportunity, objectives, value, product and deliverables, success criteria, key constraints, life cycle, delivery approach and preliminary list of stakeholders.
Topic 2 Task 2	Practical Assignment No. 2. Development of a project Business Case: monitoring market conditions in hotel and restaurant services; analysis of demand, competitive environment and market trends; comparison of project implementation alternatives; formulation of key assumptions; assessment of feasibility, benefits and costs; calculation of the break-even point, payback period and basic efficiency indicators using the given case.
Topic 3 Task 3	Practical Assignment No. 3. Scope planning: collection of requirements, definition of deliverables and acceptance criteria, development of the WBS and WBS Dictionary, establishment of the scope baseline, and processing of a change request with assessment of its impact.
Topic 4 Task 4	Practical Assignment No. 4. Project schedule and resource planning: development of a network diagram and Gantt chart, determination of the critical path and time reserves, preparation of a resource plan and procurement/contract matrix.

Topic 5 Task 5	Practical Assignment No. 5. Preparation of the project cost estimate and budget; allocation of reserves and cash flows. Performance analysis using Earned Value Management: calculation of PV, EV, AC, SV, CV, SPI and CPI and preparation of a brief project completion forecast.
Topic 6 Task 6	Practical Assignment No. 6. Team and Stakeholder Management Plan: RACI matrix, power-interest map, communication plan; analysis of a conflict or resistance-to-change situation and development of a managerial decision.
Topic 7 Task 7	Practical Assignment No. 7. Integrated Risk and Quality Management Plan: Risk Register, probability-impact matrix, response strategies and contingency measures; definition of quality metrics, acceptance criteria and sustainability/resilience indicators for a hospitality project.
Topic 8 Task 8	Practical Assignment No. 8. Integrated project control and closure: preparation of a status report/dashboard, analysis of deviations and changes, selection of corrective actions, closure checklist, lessons learned, and a brief presentation and defence of the integrated Project Management Plan.

The list of self-studies in the course is given in table 3.

Table 3

List of self-studies

Name of the topic and/or task	Content
Topic 1	Study of contemporary project management standards and methodologies; comparison of PMBOK®, ISO 21502, PRINCE2 and Agile/Scrum in terms of logic, roles, life cycle and tailoring opportunities. Selection and classification of 3–5 examples of development projects for a hotel, restaurant or catering business.
Topic 2	Collection of initial market and organisational data for the student's own training project; monitoring market conditions in the relevant segment of hotel or restaurant services; analysis of demand, competitors and key market trends; formulation of the problem, objectives, benefits and success criteria. Preparation of a draft Business Case and alternatives analysis; verification of initial assumptions.
Topic 3	Development of a list of requirements, deliverables and acceptance criteria; preparation of a detailed WBS and work-package dictionary. Study of the scope control mechanism and development of a change scenario affecting schedule, budget and quality.

Topic 4	Advanced study of schedule, network and resource planning. Refinement of activity durations and dependencies for the student's own project; preparation of a project schedule, resource calendar, procurement list and supplier selection criteria.
Topic 5	Preparation of a detailed cost estimate, budget, reserves and cash-flow forecast for the student's own project. Solution of EVM exercises and analysis of budget sensitivity to changes in prices, schedule and scope of work.
Topic 6	Study of leadership, teamwork, stakeholder engagement and communication approaches. Preparation of a RACI matrix, stakeholder map and communication plan for the student's own project; analysis of potential resistance to change.
Topic 7	Expansion of the Risk Register and response plan; preparation of quality and deliverable acceptance criteria. Analysis of sustainability, resource efficiency, social responsibility, accessibility and business resilience requirements relevant to the selected project.
Topic 8	Integration of individual plans into a single Project Management Plan; preparation of a KPI system, status report template, list of managerial decisions to be taken in the event of deviations, and project closure procedure. Completion of the written project package and presentation for defence.

The number of hours of lectures, practical (seminar) studies and hours of self-study is given in the technological card of the course.

TEACHING METHODS

In the process of teaching the course, in order to acquire certain learning outcomes, to activate the educational process, it is envisaged to use such teaching methods as:

Verbal methods - visualised lectures, problem-based lectures, explanations, heuristic discussions, discussions of managerial alternatives and analysis of professional situations (Topics 1–8).

Visual and digital methods - demonstration of life cycles, WBS, network diagrams, Gantt charts, risk and stakeholder matrices, budgets, EVM indicators, dashboards and examples of digital project management systems; analysis of hotel and restaurant business cases (Topics 1–8).

Practical methods - competency-oriented assignments, case analysis, calculation tasks, development of a Project Charter and Business Case, WBS, schedule and resource plan, budget, RACI matrix, Risk Register, Quality Management Plan, status report and project closure package (Topics 1–8).

Project-based and problem-based methods - an integrated individual project assignment in which students progressively develop an integrated management plan

for a real or simulated development project of a hotel or restaurant business and defend their managerial decisions (Topics 1–8).

FORMS AND METHODS OF ASSESSMENT

The University uses a 100-point cumulative system for assessing the learning outcomes of students.

Current control is carried out during practical classes and independent work and is aimed at checking the level of achievement of the learning outcomes and the students' ability to apply project management tools to specific development tasks of hotel and restaurant businesses.

For courses with a form of semester control as grading, the maximum amount is 100 points; the minimum amount required is 60 points.

The final control includes current control and assessment of the student.

Semester control is carried out in the form of grading.

The final grade in the course is the sum of all points received by the student during the current control.

During the teaching of the course, the following control measures are used:

Current control: competency-oriented practical assignments (6 points each; eight assignments during the semester – the total maximum number of points is 48); current tests covering the content modules (16 points each; two tests during the semester – the total maximum number of points is 32); an individual integrated project assignment in the form of an Integrated Project Management Plan in Hospitality (maximum score – 20 points).

The individual integrated project assignment is completed throughout the semester. Its key decisions and final project package are presented and defended during Practical Assignment No. 8.

The maximum score for the course is 100 points. The minimum score required to pass the course is 60 points.

Semester control: Grading

More detailed information on the assessment system is provided in the technological card of the course.

RECOMMENDED LITERATURE

Main

1. HoReCa : підручник : Т. 5. Управління проєктами / А. А. Мазаракі, М. Г. Бойко, М. В. Босовська та ін. ; за ред. А. А. Мазаракі. – Київ : Державний торговельно-економічний університет, 2024. – 200 с. DOI: <https://doi.org/10.31617/p.knute.2024-236>
2. Project Management Institute. A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Eighth Edition and The Standard for Project Management. – Project Management Institute, 2025. – 408 p.
3. Нечипорук О. В. Особливості управління проєктами у кризових умовах: досвід України під час війни. Resilience of Science in a Changing World:

- Interdisciplinary Perspectives and Solutions : Proceedings of the 1st International Scientific and Practical Internet Conference, January 29–30, 2026. Dnipro : FOP Marenichenko V. V., 2026. P. 190–194. URL: <https://repository.hneu.edu.ua/handle/123456789/40879>
4. Нечипорук О. В. Вплив штучного інтелекту на управління проєктами: автоматизація прийняття рішень і ризику. Актуальні питання у сучасній науці. Серія «Економіка». 2026. № 1 (43). С. 112–125. URL: <https://repository.hneu.edu.ua/handle/123456789/40882>
 5. Безсонний В. Л. Проєктний підхід до впровадження та оцінювання результативності екологічного менеджменту готельно-ресторанного бізнесу. Вісник Харківського національного університету імені В. Н. Каразіна. Серія «Екологія». 2026. № 34. С. 168–180. DOI: <https://doi.org/10.26565/1992-4259-2026-34-13>
 6. Давидова О. Ю., Балацька Н. Ю. Науково-методичний підхід до оцінки ефективності управління бізнес-процесами створення цінності підприємств ресторанного господарства. Економічна парадигма. Серія: Економічні науки. 2026. № 3 (107). С.103-115. DOI: <https://doi.org/10.25313/economics-2026-3-107-25>
 7. Shtal T., Davydova O., Sysoieva S., Logvinkov S., Zhukov V. Innovative risk management in the hotel and restaurant business: Scientific and practical aspect. Scientific Bulletin of Mukachevo State University. Series Economics. 2024. Vol. 11, No. 2. P. 116–125. DOI: <https://doi.org/10.52566/msu-econ2.2024.116>
 8. Жуков В. В., Нечепуренко К. Б. Теоретичні та методологічні основи управління проєктними ризиками у готельному бізнесі. Науковий вісник Міжнародного гуманітарного університету. 2026. № 210. С. 97–106. URL: <https://repository.hneu.edu.ua/handle/123456789/40079>
 9. Kozlova I., Herashchenko I., Mazhnyk L. et al. The Role of Digital Technologies in the Project Management Implementation Based on the Intellectual and Innovative Development of the Enterprise. Journal of the University of Zulia. 2024. Vol. 15, No. 42. P. 543–558. URL: <http://repository.hneu.edu.ua/handle/123456789/32707>
 10. Жуков В. В., Нечепуренко К. Б. Теоретичні та методологічні основи управління проєктними ризиками у готельному бізнесі. Науковий вісник Міжнародного гуманітарного університету. 2026. № 66. С. 97–106. URL: <https://repository.hneu.edu.ua/handle/123456789/40079> ; <https://journals.mgu.od.ua/index.php/econom/issue/view/33>
 11. Жуков В. В. Особливості проєктного фінансування для підприємств готельного і ресторанного бізнесу в умовах євроінтеграції. Причорноморські економічні студії. 2023. № 81. С. 173–178. URL: http://bses.in.ua/journals/2023/81_2023/29.pdf
 12. Kozryieva O., Sobakar M. Project management as a tool for ensuring sustainable development of enterprises. Actual Problems of Innovative Economy and Law. 2026. No. 3. P. 86–93. URL: <https://repository.hneu.edu.ua/handle/123456789/41602>

13. Чорна Н. П. Аналітичний інструментарій управління інноваціями: навчальний посібник. Тернопіль: ФОП Осадца Ю.В., 2022. 214 с.
<https://api.dspace.wunu.edu.ua/api/core/bitstreams/def86b17-7a65-4dad-993b-8bb4743a3f81/content>

Additional

14. ISO 21502:2020. Project, programme and portfolio management — Guidance on project management. – International Organization for Standardization, 2020.
15. ISO 21511:2018. Work breakdown structures for project and programme management. – International Organization for Standardization, 2018.
16. ISO 21508:2026. Project, programme and portfolio management — Earned value management. – International Organization for Standardization, 2026.
17. ISO 21512:2024. Project, programme and portfolio management — Earned value management implementation guidance. – International Organization for Standardization, 2024.
18. ISO 21513:2026. Project, programme and portfolio management — Guidance on post-project and post-programme evaluation. – International Organization for Standardization, 2026.
19. Микитюк П. П. Управління проєктами : навч. посіб. – Тернопіль : ТНЕУ, 2014. – 270 с.
20. Ноздріна Л. В., Ящук В. І., Полотай О. І. Управління проєктами : підручник / за заг. ред. Л. В. Ноздріної. – Київ : Центр навчальної літератури, 2010. – 432 с.
21. Фесенко Т. Г. Управління проєктами: теорія та практика виконання проєктних дій : навч. посіб. – Харків : ХНАМГ, 2012. – 181 с.
22. Гуменюк А.М. Аналіз сучасних підходів до визначення сутності поняття «Сфера гостинності» / А.М. Гуменюк // Інвестиції: практика та досвід. – 2022. – № 1. – С. 55–60 URL: http://www.investplan.com.ua/pdf/1_2022/10.pdf
23. Сенчугов Д. Ю. Сучасні теорії управління інноваційними ІТ-проєктами / Д. Ю. Сенчугов /Scientific method: reality and future trends of researching: collection of scientific papers «SCIENTIA» with Proceedings of the II International Scientific and Theoretical Conference, August 25. - Zagreb, Republic of Croatia: European Scientific Platform. – 2023. – P. 66 – 69. <https://repository.hneu.edu.ua/handle/123456789/30054>

Information resources

24. Project Management Institute. PMBOK® Guide. Офіційна сторінка стандарту. URL: <https://www.pmi.org/standards/pmbok>
25. International Organization for Standardization. ISO 21502:2020 — Guidance on project management. URL: <https://www.iso.org/standard/74947.html>
26. PeopleCert. PRINCE2 Project Management (Version 7). URL: <https://www.peoplecert.org/browse-certifications/project-programme-and-portfolio-management/PRINCE2-2>

27. Schwaber K., Sutherland J. The Scrum Guide. Official current version (November 2020). URL: <https://scrumguides.org/scrum-guide.html>
28. Agile Manifesto. URL: <https://agilemanifesto.org/>