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HYBRID PROJECT MANAGEMENT IN IT PROJECTS

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Purpose: To examine the possibility of integrating agile and traditional methodologies in IT project management. The paper focuses on assessing how the integration of these two approaches can affect the effectiveness of project implementation in the IT industry, as well as on formulating recommendations for companies and project managers who want to consciously use the advantages of both agile and traditional project management methodologies in their work.
Design/methodology/approach: The research used qualitative methods, i.e. covert participant observation and in-depth interviews with experienced project managers. The theoretical background of the research was based on methodological studies in the field of project management, represented by the PMBoK standard, the Prince2 methodology and the Scrum Guide framework.
Findings: The results of the study indicate that conscious and flexible combination of methodologies contributes to greater team effectiveness and better quality of delivered products. Furthermore, they point to the need to develop internal good practice guides, standardise communication and reporting, and implement cyclical evaluation mechanisms that will allow the management model to be flexibly adapted to changing project conditions.
Practical implications: Key to the effectiveness of the hybrid approach is the active involvement of management and the PMO, who should set standards of operation, support project teams, and ensure transparency of processes.
Originality/value: The article brings original value by attempting to standardize the approach to the use of hybrid methodologies in IT projects. The proposed approach reduces inconsistencies in project implementation and facilitates the decision-making process at the management level.
Keywords: project management, hybrid methodologies, methodology integration, traditional project management methodologies, agile project management.
Category of the paper: research paper.

1. Introduction

In an era of dynamic technological development and ongoing digital transformation, IT projects are gaining strategic importance in the functioning of organisations — both in terms of innovation and market competition. Contemporary IT projects are characterised by high uncertainty, rapidly changing stakeholder requirements and pressure to shorten time-to-market. Therefore, effective project management is becoming a determining factor in the success of projects — in terms of quality, cost and timeliness (Serrador, Pinto, 2021; Jovanović et al., 2022).

In response to these challenges, organisations are increasingly turning to a variety of project management methodologies. On the one hand, there are agile approaches, such as Scrum or Agile PM, which offer flexibility, iterativeness and rapid response to changing requirements. On the other hand, there are traditional methodologies, such as PRINCE2 or PMBoK, which provide a structured framework, precise planning and strict control over implementation. Each approach has its advantages and disadvantages, but there is a growing need to integrate them in order to fully respond to the specific nature of IT projects (Mirzaei et al., 2025; Conforto et al., 2016; Moeuf et al., 2023). This is also related to the fact that the choice of an effective project management methodology is critical for a project's success (Joslin, Muller, 2015).

There is growing interest in the literature in hybrid models that seek to combine the strengths of agile and traditional approaches. For example, Reiff and Schlegel (2022) identify various hybrid models in their systematic review and point to gaps in understanding the conditions for their effective implementation. Azenha, Reis & Fleury (2020), on the other hand, emphasise that although hybrid approaches are increasingly used in technology organisations, there is a lack of empirical research describing their practical application and impact on project effectiveness. Almeida et al. (2024) analyse various hybrid scaling models in the context of IT organisations, pointing, among other things, to the need to adapt to the specific nature of the organisation and to continuously improve integration mechanisms. Zasa, Patrucco & Pellizzoni (2020) also discuss how traditional approaches can coexist with agile in organisational structures, drawing attention to integration challenges and cultural changes.

Given the above, the need for this research stems from the lack of clear, unified approaches to the use of hybrid methodologies, which in practice leads to discrepancies in implementation, inconsistencies and decision-making barriers at the management level. This article aims to fill this gap by empirically analysing the possibilities of integrating agile and traditional methodologies in the context of IT projects and formulating practical recommendations for managers and PMO departments. In order to achieve the aim of the research, the following three research questions were asked, i.e.:

1) How to integrate agile and traditional approaches in order to achieve the best project results?
2) What are the key benefits of integrating agile and traditional methodologies?
3) In what types of IT projects is the integration of agile and traditional methodologies most effective?

The paper is organised as follows. Section 2 presents a literature review. In this section characterizes hybrid methodologies combining traditional and agile project management. Section 3 describes the empirical research methods. Results are reported in Section 4. Discussion and conclusion, including theoretical and practical implications as well as future research are presented in Section 5 and 6.

2. Literature review

2.1. Project management methodologies – a comparison of traditional and agile approaches

In the literature (e.g. Žužek et al., 2020; Gemino et al., 2021; Copola Azenha et al., 2021; Krug et al., 2019), hybrid methodologies are most often defined as a combination of traditional and agile project management methodologies. By combining an agile approach at the operational level with a traditional approach at the decision-making level, hybrid project management seeks to combine the advantages of both management systems (Binder et al., 2014; Reiff, Schlegel, 2022). Some authors (e.g. Cavalieri Barbosa, Saisse, 2019; Boehm, Turner, 2005; Cooper, Sommer, 2018) also describe hybrid project management as the result of integrating the agile approach with existing traditional project management methodologies.

Considering the differences between the two approaches, it should be noted that while traditional methodologies are based on detailed planning and formal procedures, agile approaches focus on flexibility and rapid adaptation to change (Strojny, Szmigiel 2015). It is also impossible not to mention the project constraints triangle, which differs depending on the methodology used. In traditional approaches, a rigidly defined scope is key, while in agile methodologies, the priority is to maintain fixed resources and time frames, with the scope of the project remaining flexible and adaptable to changing needs (Liebert, 2017).

Another important difference between traditional and agile methodologies is the way the project life cycle is managed. In traditional approaches, such as PRINCE2 or PMBoK, the cycle is linear – the project is implemented according to strictly defined stages. Key project processes are clearly defined and planning is based on a detailed schedule. In agile approaches, such as Scrum or Agile PM, the project life cycle is iterative – the product is developed gradually, in short, repetitive stages. The schedules created are short-term and flexible, and teams focus on delivering value in each subsequent iteration, which allows the project to be adapted on

an ongoing basis to changing conditions and stakeholder expectations (Strojny, Szmigiel, 2015).

The organisational aspect of the project is another key difference between traditional and agile methodologies. Traditional approaches are based on a strictly defined organisational structure, in which the division of labour is precisely specified and documentation is kept in a comprehensive manner. In agile methodologies, the organisation of work is much more flexible, which allows for quick adaptation to changing requirements. Documentation is kept to a minimum, and the management model can be modified during the course of the project (Strojny, Szmigiel, 2015).

The approach to risk management also differs between traditional and agile approaches. In traditional methodologies, risk management is a key process, involving detailed planning, identification of threats, their analysis (both qualitative and quantitative), preparation of a response strategy, and continuous monitoring and control of risks. In the agile approach, however, risk is treated in a more flexible manner – instead of formal procedures, agile methodologies assume that risk is an inherent part of every project and should be mitigated through the work itself. Daily team meetings, constant contact with the client and iterative delivery of parts of the product are activities that minimise potential threats (Trzeciak, Spałek, 2016).

With regard to change management in projects, in the traditional approach, any change in requirements is seen as a potential threat to the stability of the project and is subject to formal approval procedures. On the other hand, in agile methodologies, changes are treated as a natural and desirable part of the project management process. Changing requirements are seen as an opportunity to deliver greater value to the client and can be easily incorporated into subsequent iterations of the project (Łabuda, 2015).

Another difference worth noting is the personal aspect and the organisation of the project team. In the traditional approach, team members have specific roles and competences, and their tasks are strictly defined. In agile methodologies, the team functions in a more flexible and self-organising manner. Unlike the traditional approach, there is no emphasis on narrow specialisation – team members often perform different roles and their competences complement each other. The priority in these methodologies is cooperation, open communication and close integration of the team with the client (Strojny, Szmigiel, 2015).

When choosing a methodology, it is also worth considering various criteria that influence the selection. An important criterion is the size of the project, as traditional methodologies, thanks to their detailed processes, may work better in large projects. When using agile approaches, it may be more difficult to coordinate the activities of multiple teams and departments within the company. Communication with the client should also be taken into account when choosing a methodology. In an agile approach, contact is frequent and direct, which allows for ongoing verification of expectations and avoids misunderstandings. In traditional methodologies, on the other hand, the client is involved less frequently – mainly

at the beginning and end of the project. This can lead to a situation where the final product does not fully meet expectations, and corrections are costly and time-consuming. Another important factor in choosing a methodology is how the schedule is set. If the project requires strict adherence to set deadlines, classic methods based on detailed planning and clearly defined work stages may be a better choice. On the other hand, in a situation where deadlines are more flexible and may change depending on progress, agile methods, which allow for greater freedom in the organisation of tasks, will work better (Chmielarz, 2012).

In summary, when choosing a project management methodology, it is important to be aware that, despite the availability of many methodologies, there is no single methodology that is suitable for all projects. Methodologies are a set of specific patterns, rules and procedures that help to avoid mistakes, although they do not eliminate them entirely. Therefore, the final choice of methodology depends largely on the nature of the project, customer preferences and organisational context, so it is important to find the right balance between control and flexibility.

2.2. The use of methodologies in IT projects – results of literature research

The IT industry is one of the fastest growing sectors of the economy, characterised by dynamic changes and constant innovation. The IT industry is distinguished by the rapid introduction of new technologies, tools and changing trends. This dynamic nature of the industry means that in IT project management, it is crucial to adapt to changes and quickly adjust to constantly evolving requirements. Therefore, choosing the right IT project management methodology is fundamental to achieving project effectiveness and efficiency in this industry (Pietras, Szmit, 2003). Below are the results of research by various authors who have focused on traditional and agile project management methodologies and their integration in IT companies.

A study conducted by Krysiak and Głowania (2017) analysed project management methods in the IT industry. The authors based their conclusions on a survey of 200 people working in this industry. The results of the study indicate that classic methodologies, despite their formalisation, are still used in management, albeit by a small minority. Only 12% of respondents use classical approaches such as PMBoK or PRINCE2. The remaining 88% prefer agile approaches, with Scrum being the most popular, chosen by 62% of respondents. It is worth noting that 11% of survey participants declared that they do not use any project management methodology. The survey also showed that classic approaches are more commonly used in large companies with over 250 employees that operate on the basis of Polish capital. These results show that the IT industry is clearly dominated by an agile approach to project management, although classic approaches are still used in specific cases.

In turn, research conducted by Brzozowski (2020) focused on analysing the use of different approaches to project management in various types of organisations, including the IT sector. The author based his conclusions on empirical research conducted between 2016 and 2018

using a questionnaire survey. Analysing the results concerning the use of any project management methodologies in individual industries, Brzozowski points out that the IT sector uses them most often. Over 27% of the IT companies surveyed implement a comprehensive approach, consisting in the full application of one selected methodology. In turn, over 30% of organisations declare that they use a diversified approach, combining elements of different methodologies. The largest number, almost 41% of companies, indicated the integrated use of project management methodologies, which means that they implement selected practices but do not rely on the full framework of any of the methodologies. Only a small percentage of organisations – just over 1% – declared that they do not use any project management methodology. In his research, Brzozowski also noted that agile methodologies are dominant in the IT sector, which also achieved the highest score in the assessment of their usefulness.

Further research by Łapuńka, Marek-Kołodziej & Jagoda-Sobalak (2017) focused on the management of innovative projects, with particular emphasis on the development of new products, which is typical for IT projects. Based on their analyses, they concluded that a complete departure from the traditional waterfall model of project management in favour of an agile approach is not a good solution for organisations. This is due to the fact that classic models, based on a sequential approach to task execution, have been used for a long time and are well-established. At the same time, the authors emphasise the need to adapt practices to the specific nature of a given project. They propose a hybrid approach combining elements of both models – the so-called agile-waterfall – as a solution dedicated to new product development projects. They point out that the integration of selected practices from agile and traditional approaches can improve project management efficiency, especially in terms of flexibility and early problem detection. Among the agile practices that are worth implementing in traditional models, the authors mention, among others, regular and frequent team meetings, continuous integration of work enabling early detection of errors and increasing project flexibility, direct communication and systematic feedback, and prioritisation of tasks with the participation of customers. The authors' research clearly indicates a growing trend towards integrating elements of agile and traditional methodologies, which facilitates the management and implementation of project objectives.

As can be seen from the above analysis, the method of managing IT projects is a widely discussed topic in the literature on the subject. The authors emphasise that the choice of the appropriate methodology depends on many factors, but the agile approach is dominant. Nevertheless, not all IT companies are advocates of agile approaches, as they prefer traditional approaches such as PMBoK or PRINCE2, which have been used in organisations for years. Hybrid approaches that integrate traditional methodologies with agile methodologies are also becoming increasingly common, which is particularly useful in more complex projects that require both flexibility and strict control over the schedule.

Although the literature increasingly discusses hybrid approaches combining agile and traditional project management methodologies, there is still a lack of clear and unified procedures describing how such integration should be implemented in practice. Existing studies mainly focus on describing the use of methodologies rather than providing consistent frameworks for their integration in IT projects. Consequently, further empirical research is needed to better understand how hybrid methodologies are applied and under what conditions they contribute to project effectiveness.

3. Methods

The research was conducted in an international IT corporation that is a leader in its industry. The company operates in a highly competitive market characterised by strict regulatory requirements. In such conditions, project management requires a high degree of flexibility and the ability to adapt quickly to new challenges. To meet these requirements, the organisation uses a hybrid approach, combining elements of agile and traditional methodologies.

The research was conducted using a qualitative method, employing covert participant observation and in-depth interviews. In-depth interviews were conducted with four project managers in the IT industry who have at least five years of experience in IT project management. The full characteristics of the respondents are presented in Table 1.

Table 1.
Characteristics of the research sample

Person	Age	Education	Project management experience	Certificates	Gender
A	32	Master's degree in management	5 years	PRINCE2 Foundation, Scrum Master	K
B	37	Master's degree in production engineering	6 years	PRINCE2 Foundation, AgilePM	M
C	42	IT Systems Engineer	12 years	PRINCE2 Practitioner, AgilePM	M
D	50	Master's degree in management	10 years	PMP, AgilePM	K

Source: own elaboration.

The diversity of participants in terms of age, education, certifications and professional experience allowed for a better understanding of the phenomenon under study from different perspectives. This made it possible to learn about different project management methods and approaches used by managers depending on their experience and the projects they work on.

The selection of respondents was deliberate and based on the assumption that the interviewees had expert knowledge and practical experience of working in a hybrid project environment. This allowed us to obtain detailed information on the practices used, the challenges and the benefits of integrating agile and traditional methodologies.

The research procedure involved the preparation of a semi-structured interview scenario, which included questions about the approaches used in project management, the challenges encountered, the benefits of integrating methodologies, and the factors influencing the effectiveness of project teams. The scenario serves as a guide, but the interviews are flexible in nature, as the questions are explored in depth depending on the interviewees' answers, which allows for more detailed and valuable information to be obtained. The interviews were conducted individually, in the form of face-to-face meetings or online conversations, depending on the availability of the respondents. Each interview lasted between 30 and 60 minutes and was recorded with the consent of the participants. The analysis of the collected material consisted of identifying recurring themes and comparing the different perspectives of the interviewees, and then allowed for the formulation of practical conclusions and recommendations on the best ways to combine agile and traditional approaches in IT project management.

The research tool used in participant observation was an observation sheet, which allows for the systematic recording of observations and key information about the course of project processes. The observation was conducted in several project teams implementing IT projects of various types. It covered both projects carried out independently and an analysis of solutions used by other project managers. This made it possible not only to capture our own work experiences, but also to understand the good practices and challenges faced by other project leaders in the organisation. The observation focused primarily on medium-sized projects that concentrated on software development. These were mainly tactical projects that indirectly supported the implementation of the company's strategy.

The research observation period lasted two years, which allowed for the collection of a wide range of data on hybrid project management methods. Such a long observation period made it possible to collect material on various aspects of IT project implementation, both from a theoretical and practical perspective. During the research, an important element of the analysis was to identify challenges and problems arising at various stages of project implementation, as well as ways to solve them. During this time, numerous notes were made documenting key observations related to work methodology, decision-making and the integration of different management approaches.

4. Results

The responses of project managers regarding the possibility of integrating methodologies indicate that the organisation under study has general guidelines for integrating agile and traditional approaches, but these are not fully formalised. More experienced managers emphasised the freedom to adapt the way they work to the specifics of the project, while less

experienced managers pointed to the uncertainty resulting from the lack of clear procedures, especially at the beginning of the project. The organisation promotes the so-called hybrid model: iterative value delivery combined with classic planning, budget and quality management (modelled on PMBOK and PRINCE2). However, detailed solutions are left to the project team to decide.

In everyday practice The project managers surveyed indicated that in everyday practice they combine agile value delivery (e.g. sprints) with classic planning and control tools. One of the respondents emphasised that they use Scrum to carry out day-to-day tasks, but planning and project progress control are based on classic methodologies, which allows us to report in accordance with the requirements of the Steering Committee. In the projects observed, despite using the Scrum framework, some project managers regularly declare that they use planning elements characteristic of classic methodologies, such as creating detailed schedules, setting milestones, and formal risk management. Others, however, emphasised that for smaller or more dynamic projects, it is natural to use general product roadmaps rather than detailed schedules. Furthermore, according to the project managers surveyed, the initial project assumptions in the company are highly structured (in line with the classical approach), but changes that arise during implementation are introduced adaptively – updated in the backlog and discussed at ongoing meetings, which enables a quick response to business needs. In addition, it was also pointed out that risks are identified in accordance with classical methodologies, but their updating is agile, treating the register as a "living document".

In projects led by the managers surveyed, quality management is based mainly on a classic approach due to the specific nature of the industry. Quality-related processes are defined at the project planning stage and include detailed guidelines on coding standards, testing rules, and formal product verification and validation procedures. Comprehensive quality assurance plans are prepared for projects, specifying, among other things, unit, integration and system testing methods, as well as acceptance criteria for each functionality. At the same time, the respondents pointed out that agile elements, such as ongoing testing, support faster error detection and are a valuable addition to the classic approach, as well as contributing to improving the quality of the final product and shortening the time to deliver value to the customer.

In the area of stakeholder management, more experienced managers prefer agile, partnership-based relationships, while less experienced managers rely on formal documents and reports.

During the interviews, project managers also pointed to situations where traditional approaches complemented the limitations of agile methods and vice versa. Agile methodologies focus on flexible value delivery in short iterations, which often results in a lack of a comprehensive view of the project in the long term. On the other hand, in situations requiring a quick response to changing business needs, classic approaches showed limitations related to the high rigidity of processes and documentation. In such cases, the use of agile methodology

elements, such as product backlog, daily stand-up meetings and incremental delivery of solutions, allows managers to increase the flexibility of their activities and accelerate implementation.

The project managers interviewed identified several key challenges related to the integration of agile and traditional methodologies. More experienced managers pointed out that the most difficult aspect is maintaining a balance between a flexible approach to change and meeting formal requirements related to project reporting and control. An additional challenge identified by all interviewees was managing internal communication within the team, in particular the need to clearly define which elements of the process are carried out in an agile manner and which according to classic standards. According to managers, a lack of such transparency can lead to misunderstandings or divergent expectations within the project team.

The analysis showed that in the IT organisation surveyed, the integration of agile and traditional methodologies is deliberate, but not fully formalised. Interviews with project managers revealed that experienced managers appreciate the ability to adapt their working methods to the nature of the project, while less experienced managers perceive the lack of precise procedures as a barrier to effective task completion. It was also observed that elements of both approaches complement each other. As a result, combining both approaches allows for synergy and benefits both project teams and the entire organisation.

The benefits of integrating methodologies most frequently mentioned by project managers included: (1) increased flexibility, (2) a better fit between the approach and the type of project, and (3) the ability to respond more quickly to changes. Moreover, junior project managers were more likely to indicate that the structure of classic management gives them a sense of security and facilitates control over the project. Classic tools, such as schedules and risk registers, were their reference points for progress management and reporting. In turn, more experienced project leaders emphasised the advantages of the agile approach in day-to-day task execution, especially in terms of team engagement and speed of action. What is more, the managers surveyed indicated that in the areas of budget, schedule and scope, combining approaches allows for better control over key parameters. Classic tools such as Gantt charts, milestones and budgeting support precise planning, while agile practices – backlog and sprint management – allow for quick adjustments to the scope in line with current priorities and prevent team overload. Most managers also noted that a hybrid approach improves communication: Scrum meetings increase information flow and accountability, while formal communication channels facilitate collaboration with stakeholders and report preparation. As a result, the integration of approaches was perceived by respondents not as a compromise, but as a way to manage modern IT projects more effectively. Project managers unanimously emphasised that the hybrid approach has a positive impact on project implementation effectiveness. Iterative value delivery allows for quick detection of non-compliance, while classic control mechanisms ensure stability, quality and compliance with requirements. The integration of methodologies also improves work transparency and team engagement.

The research also found that the integration of agile and traditional methodologies is best applied in larger-scale projects with a high degree of uncertainty and a complex structure. Not only the nature of the project itself, but also organisational maturity, flexibility of work culture and clearly communicated rules of cooperation are key to the successful implementation of this approach. Table 2 summarises the characteristics that facilitate and hinder the integration of project management methodologies.

Table 1.
Features that facilitate and hinder the integration of project management methodologies in IT projects

Area	Features conducive to effective integration	Features hindering integration
Project type	Medium and large projects, high complexity, changing requirements, longer duration	Small projects with clear requirements and short duration
Nature of requirements	Frequent changes, need for an iterative approach	Stable and fully defined requirements
Organisational structure	Flexibility, no excessive bureaucracy, team autonomy	Rigid hierarchy, excessive control, lack of team autonomy
Organisational culture	Openness to change, trust in the project manager, supportive management style	Conservatism, strong central control, low acceptance of experimentation
Team experience	Knowledge of working in different methodologies, ability to adapt and make decisions	Lack of experience in working in a hybrid environment or low methodological competence
Communication and transparency	Clear definition of the project management style, communication of the principles and objectives of the hybrid approach	Uncertainty in the choice of methodology, lack of understanding of the practices used by the team
Project phase management	Ability to flexibly switch between agile and classic approaches depending on the project stage	Strict adherence to a single methodology throughout the project

Source: own study.

As shown in Table 2, well-functioning hybrid projects were characterised by transparency regarding the chosen working style, openness to adaptation, and a conscious separation of areas where agility or classic control mechanisms work best. On the other hand, a lack of clarity and failure to communicate methodological assumptions significantly reduces the effectiveness and commitment of the team. These conclusions confirm that the success of integration lies not only in the method itself, but in its thoughtful and flexible implementation in projects.

5. Discussion

The article posed three research questions. The first question referred to the way of integrating agile and traditional approaches in order to achieve the best project results. The second was related to the key benefits of integrating agile and traditional methodologies, and the third referred to the types of IT projects for which the integration of agile and traditional methodologies is most effective.

Answering the first question, it can be indicated that integrating agile and traditional methodologies is challenging, but at the same time offers a number of opportunities to improve IT project management. Management plays a key role in the effective implementation of a hybrid approach, as it sets the direction for organisational change, supports teams and establishes rules and standards of operation. What is more, effective integration of methodologies requires not only knowledge of both approaches, but above all, their conscious application based on a reliable diagnosis of project characteristics, such as its scale, complexity, risk level and team structure. According to research, the greatest effectiveness in IT project management can be achieved through a thoughtful combination of approaches tailored to the specifics of a given project. On the one hand, such integration allows for flexible response to changes and increases team efficiency, while on the other hand, it provides structure, control and predictability. This is also confirmed by the results of other researchers (e.g. Gemino et al., 2021; Reiff, Schlegel, 2022), which indicate that a hybrid approach to project management can deliver the same budgetary, time, scope and quality results as a traditional approach, while achieving the same level of stakeholder success as an agile approach.

Regarding the second research question, it should be noted that the analysis of interviews with project managers clearly indicates that the integration of agile and traditional methodologies in the IT environment brings a number of benefits to both project teams and the entire organisation. The hybrid approach allows combining the predictability and formalism of traditional methodologies with the flexibility and iterativeness of agile approaches. This combination promotes greater efficiency, improves the quality of delivered products and team engagement, and increases stakeholder satisfaction through better transparency and faster response to change. These results are consistent with reports from other researchers (e.g., Azenha, Reis, Fleury, 2020; Binder et al., 2014; Reiff, Schlegel, 2022).

Answering the third research question, it is important to point out that the integration of agile and traditional methodologies is an effective approach to IT project management, especially in environments characterised by high complexity, changing requirements, longer duration and the need for rapid adaptation. This is also revealed in Tanveer's (2015) research, which indicates that hybrid project management is particularly suitable for larger organisations and projects. Furthermore, effective integration of methodologies is possible primarily in organisations with a flexible structure, an open organisational culture that supports experimentation and rapid learning, and project teams with the relevant experience and ability to make decisions in conditions of uncertainty. Features conducive to integration also include the presence of a PMO supporting teams, the use of tools that promote transparency of activities, and the willingness to switch between agile and classic approaches depending on the stage of the project.

6. Conclusion

The article contributes to the literature on project management, focusing on the possibilities of integrating agile and traditional methodologies in the IT project environment. The results obtained indicate that the integration of agile and traditional approaches enables organisations to combine operational flexibility with structured governance, supporting adaptation to changing requirements while maintaining control over project objectives, budget and schedule. Furthermore, the article assesses the potential of the hybrid approach as a practical solution for reconciling dynamic business needs with the requirements of formal project supervision.

From a theoretical perspective, the study contributes to the discussion on hybrid project management by showing that hybrid methodologies should be treated as context-dependent configurations rather than fixed models, which reflects the ongoing debate concerning the lack of unified procedures for their implementation.

In practical terms, the article responds to the needs of companies running IT projects, showing how the integration of agile elements with traditional PMBOK or PRINCE2 standards allows long-term project goals to be harmonised with current operational requirements. The findings also served to define the following recommendations.

As for the organisation, the following recommendations are proposed: (1) developing internal standards or a guide to good practice in the use of a hybrid approach. An important element of such a guide should be the establishment of clear criteria for selecting the proportion of the agile and classic approaches, depending on the characteristics of a specific undertaking (type and scale of the project, its complexity, or regulatory conditions), (2) introducing mechanisms enabling cyclical assessment of the impact of scope changes on the budget and deadlines, e.g. through strategic reviews involving stakeholders, and the development of a transparent change management policy that clearly defines when decisions can be made by the team and when they require management approval, (3) standardisation of the communication model in hybrid projects. Such a model should include both agile elements (such as short, frequent team meetings and backlog updates) and classic elements (e.g. monthly progress reports, meetings with the Steering Committee). This standardisation can take the form of a so-called "project communication template" or a communication procedure within the PMO (Project Management Office), (4) development of a uniform project report template that takes into account key performance indicators (KPIs), scope implementation status, budget utilisation, schedule and problem identification, and (5) introduction of systematic methodological reviews and project audits, carried out on a regular basis. Such activities will not only allow for ongoing assessment of the compliance of project practices with the methodology assumptions, but above all for the identification of gaps, risks and areas for improvement. It is important that the evaluation is constructive, serves learning at the organisational level and leads to real process improvement, rather than merely meeting formal

requirements. The conclusions drawn from the audits should be translated into specific improvement measures, e.g. updating the methodology guide, modifying the tools supporting the work of project teams, or correcting reporting procedures.

Future research may focus on developing and validating unified frameworks for implementing hybrid project management methodologies in different organisational and project contexts, as well as on identifying factors that influence their long-term effectiveness in IT environments.

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