

practices can effectively address these issues. Consequently, businesses not only improve teamwork and minimize miscommunication but also enhance their competitive position in the constantly evolving global IT industry.

#### REFERENCES:

1. Kukharyk, V. V. (2022). Kros-kul'turni komunikatyvni bar'ieri u dilovii komunikatsii [Cross-cultural communication barriers in business communication]. In *Ekonomika pidpriemstva: vektory rozvytku v umovakh hlobal'nykh zmin* [Enterprise economy: vectors of development in the context of global changes]
2. Mahdi, D. A. (2022). Improving speaking and presentation skills through interactive multimedia environment for non-native speakers of English. *Sage Open*, 12(1), 21582440221079811.
3. Pop, A. M., & Sim, M. A. (2022). Cross-cultural communication in multinational companies. *The Annals of the University of Oradea. Economic Sciences*, 31(31), 1.
4. Salamin, N. A. (2024). Anhlovni ta sotsial'no-komunikatyvni aspekty v pidhotovtsi suchasnoho fakhivtsia u sferi okhorony pratsi [English and socio-communicative aspects in the training of a modern specialist in the field of occupational safety]. In *XIV Vseukrains'ka naukovo-praktychna konferentsiia «Problemy ta perspektyvy rozvytku okhorony pratsi» ta IV Vseukrains'ka naukovo-praktychna konferentsiia «Okhorona pratsi: osvita i praktyka»* [XIV All-Ukrainian scientific and practical conference "Problems and prospects of occupational safety development" and IV All-Ukrainian scientific and practical conference "Occupational safety: education and practice"] (pp. 31-33). Lviv: LDU BZhD.

**Yehor Momot**

*Kyiv National University of Technologies and Design (Kyiv)*  
**Scientific supervisor – Assoc. Prof., Maryna Vyshnevskia**

#### **THE USE OF AGILE AND SCRUM IN INTERNATIONAL IT PROJECTS: EXPERIENCE AND RECOMMENDATIONS**

Agile project management started in the late 1990s and became popular with the Agile Manifesto in 2001. It's a way to handle IT projects that makes success more likely. Agile is based on simple ideas like working together, being open, always improving, and adjusting to what the client wants. Unlike old-school project management, Agile is more flexible and better at keeping up with a client's needs, especially when those needs change along the way. Scrum, a subset of Agile, is a structured framework that organizes work into short iterations called sprints, typically lasting 2–4 weeks, guided by roles like the Scrum Master, Product Owner, and Development Team (Hassani-Alaoui, Cameron, & Giannelia, 2020).

Unlike traditional methodologies such as Waterfall, which follow a linear and sequential approach, Agile and Scrum emphasize iterative development, continuous feedback, and Scrum's iterative cycles, which allow teams to adapt quickly to changing requirements. International IT projects involve teams in different countries, which brings unique challenges like coordinating across time zones and cultures. Agile and Scrum help by keeping everyone connected through short, regular updates and clear task breakdowns. For instance, a team in the US might work with developers in India and testers in Poland, using daily online check-ins to stay aligned. These methods also let teams break big jobs into smaller, so each group knows exactly what to do. A real example is a company building an app with Scrum: they delivered working features every three weeks, even with team members in five cities across the globe (Schwaber & Sutherland, 2014).

The agile method encourages small teams and a few sub-teams per project to foster collaboration. As a consequence, the agile method is likely to require less process and planning to coordinate team activities. The agile method also uses short release schedules, which may vary from two weeks to six months. Time boxing is a concept that imposes fixed duration for the release of project deliverables, which helps reduce gold plating and scope creep. Constant testing ensures product quality and integration. Advantages of using the agile method include increased customer satisfaction, lower defect rates, and faster development times. Additionally, the agile method is an answer to rapidly changing requirements, as it uses early feedback on technology features of project deliverables. The agile method ensures that requirements are not crammed. These benefits would help organizations provide better customer service. Further, they are relevant in the present economy where globalization and a free marketing philosophy are affecting the perceptions of the customers in raising expectations to deliver products and services faster, cheaper, and better (Anantatmula & Anantatmula, 2008).

#### REFERENCES:

1. Anantatmula, V. S., & Anantatmula, M. (2008). *Global projects: How to manage them successfully?*. Gower Publishing.
2. Hassani-Alaoui, S., Cameron, A. F., & Giannelia, T. (2020). "We use scrum, but...": Agile modifications and project success.
3. Schwaber, K., & Sutherland, J. (2014). *Scrum: The art of doing twice the work in half the time*. Crown Business.