

Effectiveness of project management in Higher Education Institutions

Summary

Project management is the subject of research in various fields and scientific disciplines. In the literature on the subject, one can find studies referring to project management in organizations, mainly in the field of social sciences, but also in the humanities and law.

In this dissertation, research was carried out based on social sciences. In the discipline of management and quality sciences, the research subject was Higher Education Institutions (HEI), in which an attempt was made to assess the effectiveness of project management. HEI is characterized by strong standardization of processes and procedures, both internal and external, which means that they operate within restrictive legal conditions. This impacts the organization of work and procedures related to project management.

Effective project management can be understood as the ability of an organization to use available resources, including human resources (employees of project management office (PMO), project teams, etc.), technical (hardware, software, tools, etc.) and organizational (work culture, division of responsibilities and competences, organization of work, etc.), as well as financial (source of project financing, size of budget, own contribution, etc.) to achieve the planned goals.

The literature query shows that researchers devote a lot of space to the subject of project management, both from the perspective of the project team and stakeholders involved in the implementation of projects, but also about selected elements of project management (e.g. knowledge management, quality management, change management, risk management, and others). In the literature, a lot of space is devoted to the competencies of project managers and project management offices, the issues of the effectiveness of accounting for funds obtained in projects, or the evaluation of the achieved project results. However, there is still a noticeable gap when it comes to comprehensive studies presenting quantitative and qualitative indicator analyses of the assessment of management effectiveness in public sector units, such as academic public universities.

As part of the research procedure, the aim was to assess the effectiveness of project management in Higher Education Institutions and to develop recommendations that will enable the effectiveness of project management in HEI to be improved. In addition, specific objectives

were formulated, which are the result of diagnosed epistemodural, empirical, and application gaps. For research purposes, the main hypothesis was formulated, assuming that the effectiveness of project management in Higher Education Institutions is conditioned by the human, organizational, and technical resources used by HEI in the project management process. In addition, three partial hypotheses were formulated, indicating the importance of employee certification, project management methodologies used, and IT tools supporting project management.

To achieve the objectives of the study and verify specific research hypotheses, the procedure was divided into several stages. A systematic review of the literature on the subject was carried out. A deliberate, non-random selection of respondents for the study was carried out using selection criteria. As a result, five public HEI technical universities with an academic profile were selected for the research, where the number of educated students ranged from two to six thousand. The individual entities were employees of individual project management offices in the audited HEI. The research was carried out in five voivodeships in Polish. The time range has been limited to the years 2017 - 2021. The research methods characteristic of the scientific discipline of management and quality science were used in the paper. The choice of methods depended on the subject and subject of the study. For the research, proprietary synthetic indicators were developed based on several indicators for assessing the effectiveness of project management, the data of which came from individual HEIs.

The results of the study indicated that the effectiveness of project management is influenced by several factors, including the certification of PMO employees, methodologies, and IT tools supporting project management, but they are not the most important. In assessing the effectiveness of project management, special attention should be paid to the organizational structure and culture. The conclusions from the research can be a practical source of information for decision-makers in HEI. As part of the doctoral dissertation, the research results can bring significant added value and be used for work related to shaping the project management process carried out by individual HEI departments.

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(date)

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