

Abstract

A comprehensive model of effective management of computerisation projects designed for a specific environment of public universities, which is based on a continuous improvement cycle, has been summarised during the PhD dissertation. It derives from the theoretical foundations of the issue analysed, in particular the process, resource and knowledge management of the organisation. The core of theoretical considerations are the agility of the organization and the agile management in the context of the specificity of the public body as a public university and its response to changes in the environment. Theoretical considerations were used to derive a systematic project management methodology for implemented IT projects in public universities.

The proposed model is the result of practical studies carried out in a pilot study for the selected university. These included a sequence of projects to implement a wide range of IT projects over a decade, taking into account the use of locally developed improvement elements which constitute the good practices worked out during previous projects. This enabled the use of findings from practical work on projects, while constantly correcting the model.

Proof of validity of the proposed model is a study carried out in several other public universities, in the form of structured interviews (in-depth). They pointed to the similarity of the challenges and problems encountered in the implementation of the information systems in these universities. The structure of the interviews was based on the model developed in the pilot studies.

In the first step, the model defines activities at the university level, which allows you to systematically prepare for subsequent changes. The second step is to prepare for a given IT project in the form of a so-called PreProject – a series of actions that provide the foundation for the proper design and embedding in the university environment. The third step is to formulate guidelines for a differentiated approach to the implementation of IT projects of different sizes: Large, Medium and Small, distinguished by their distinctive criteria and characteristics. The final step is to make extensive use of the available, wide-ranging infrastructure to maintain developed and implemented systems and to exploit the knowledge and experience of already carried out projects and their consolidation in the organizational culture of the university.

The dissertation provides a comprehensive solution for the management of IT projects dedicated to the specificity of a public university.