

Abstract

The subject of risk management in non-profit cultural projects, as examined in the doctoral dissertation, addresses the identified research gap. This gap involves the absence of systematic risk management methods in non-profit cultural projects and the limited number of publications regarding the application of Scrum in managing these projects. The research problem of the dissertation formulates the question: "How to adapt existing risk management methods in projects to those carried out in cultural institutions?". Within this problem, the need to develop a risk management method tailored to non-profit cultural projects using an agile approach, particularly the most popular variant, Scrum, which aligns with the specifics of project execution in cultural institutions, was identified.

The concept of the author's method presented in the dissertation and preliminarily verified in empirical studies is based on the "Knowledge and action" model and involves integrating the risk management process into Scrum iterations. The method was developed through a critical analysis of the literature on cultural project management and risk management in agile projects.

The method was verified through research using a multiple case study strategy. Data collection techniques included individual in-depth interviews, surveys, participant observation, and content analysis. Pilot studies were conducted across three cultural institutions. The outcomes of these studies, combined with a re-analysis of the literature, facilitated the development of the final iteration of the "Knowledge and action" method. This final version integrates Scrum elements with the PRINCE2® risk management process. Subsequently, the method was implemented in five projects across five different cultural institutions, allowing for the assessment of its applicability in non-profit cultural projects and the identification of areas requiring further research.

The research findings indicate that the "Knowledge and action" method is suitable for the specific nature of non-profit cultural projects, taking into account their non-commercial objectives, relatively short duration, and limited budgets. A key tool supporting the planning and systematic monitoring of project progress proved to be the universally accessible Product Register. Furthermore, the research shows that the method enhances team communication and task transparency. The applicability of the method within an organization depends on the project's complexity and organizational structure. Equally important is the consideration of the cultural project implementation context, which is also presented in the study.

The significance of the research lies in filling the gap in the literature on risk management in cultural projects and adapting agile management methods to this specific context. The research contributes to the professionalization of project management in cultural institutions by providing a scientifically validated tool that can be practically applied to enhance the effectiveness of non-profit cultural project execution. Additionally, the practical implications include the development of tools to support risk management, including a universal structure for the risk register and a predefined list of risks specific to cultural projects.

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