

## SUMMARY OF THE PHD THESIS IN ENGLISH

Topic: Model of effective management of the EU project involving technological innovation implementation in the enterprise

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The company's ability to identify and implement innovations is one of the main sources of building its competitive advantage. Therefore, enterprises are looking for knowledge about innovations and sources of their financing. Technological innovations, measured in terms of new products, services and processes, are particularly desirable in enterprises, e.g. in the last three years<sup>1</sup>. This approach to innovation comes from the works of J. Schumpeter and was adopted by the *Oslo Manual*<sup>2</sup>, on the basis of which innovation was also defined in the documents of the European Union. The implementation requirement distinguishes innovation from other concepts such as invention<sup>3</sup>, as the innovation must be implemented or made available for use by others<sup>4</sup>. European Union funds are one of the most popular ways of financing research and development works and the implementation of technological innovations. Enterprises from the Śląskie Voivodeship that are looking for subsidies for the development of innovation can use them for instance through the Regional Operational Program of Śląskie Voivodeship<sup>5</sup> 2014–2020 (ROP of Śląskie Voivodeship for 2014-2020, in Polish: RPO WSL 2014–2020<sup>6</sup>). Despite the popularity of this source of financing, its effectiveness in the process of implementing technological innovations encounters a number of limitations. Beneficiaries of EU funds in many cases consider obtaining subsidies a necessary and sufficient condition for implementing innovations in an enterprise. However, the settlement of the project and maintaining its durability is also necessary. One of the factors determining the company's ability to achieve long-term competitive benefits resulting from the technological innovation implementation is the

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<sup>1</sup> J.B. Barney, N.J. Foss and J. Lyngsie, *The role of senior management in opportunity formation: Direct involvement or reactive selection*, ..., 2018, pp. 1325–1349.

<sup>2</sup> Cf. OECD, Eurostat, Ministerstwo Nauki i Szkolnictwa Wyższego, *Podręcznik Oslo. Zasady gromadzenia i interpretacji danych dotyczących innowacji*, ..., 2008; OECD/Eurostat, *Oslo Manual*, ..., 2018.

<sup>3</sup> E. Sońta-Drączkowska, *Zarządzanie projektami we wdrażaniu innowacji*, ..., 2018, p. 51.

<sup>4</sup> J. Kordos, *Pomiar i wykorzystanie innowacji. Czwarte wydanie „Podręcznika Oslo”*. ..., 2019, pp. 85–88.

<sup>5</sup> Cf. K. Pylak, *Wstępna ocena skuteczności i efektów realizacji celów RPO WSL*, ..., 2012.

<sup>6</sup> The translation “Regional Operational Programme for Śląskie Voivodeship” is used on the European Commission webpages.

effective management of the EU project<sup>7</sup>. The beneficiaries of EU funds have a number of regulations, guidelines and instructions on how to meet the formal requirements of the application procedure and the requirements for settling EU projects focused on the technological innovation implementation. However, the enterprises quite often lack knowledge on how to manage such projects. There was no scientific model of effective management of the EU project involving technological innovation implementation in the enterprise (financed from the European Regional Development Fund under the ROP of Śląskie Voivodeship 2014–2020). The dissertation adopts the definition of effectiveness as a relationship between the results achieved at time  $t_2$  and the intended and defined goals at  $t_1$ . If the result of  $t_2$  is in line with the objectives of  $t_1$ , then the activity was effective. An action may be ineffective but efficient if  $t_2$  goals are different from  $t_1$ <sup>8</sup>. Based on the analysis of the literature on the subject and preliminary research, the main research question was formed: Which factors can be defined as determinants of the model of effective management of the EU project involving technological innovation implementation in the enterprise? The main objective was defined: Creating a model for effective management of the EU project involving technological innovation implementation. The main hypothesis was formulated: If the determinants affecting the management of the EU project involving technological innovation implementation are identified, it will be possible to develop a model for the effective management of such a project. The main added value is: Determination of the model and its determinants, i.e. the stimulants and destimulants of the model of effective management of the EU project involving technological innovation implementation in the enterprise. For the purpose of solving the scientific problem of the dissertation, ideal models (theoretical, prospective and technologically realizable) were used, referring to G. Nadler<sup>9</sup>, M. Trocki, M. Szarucki and M. Juchniewicz<sup>10</sup> and to the concept called IDEALS (*Ideal Design of Effective and Logical Systems*).

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<sup>7</sup> A. Daniluk and E. Karpińska-Daniluk, *Skuteczność metod oceny projektów unijnych na przykładzie RPO WP 2014–2020*, ..., 2018.

<sup>8</sup> T. Pszczołowski, *Mała encyklopedia prakseologii i teorii organizacji*, ..., 1978, p. 61.

<sup>9</sup> G. Nadler, *Work System Design: The Ideals Concept*, ..., 1967.

<sup>10</sup> M. Trocki, *Metody projektowania organizacji*, ..., 1989, p. 165; M. Szarucki, *Modele doboru metod w rozwiązywaniu problemów zarządzania w ujęciu G. Nadlera*, „Zeszyty Naukowe UEK” 2016, nr 6 (954), Kraków; M. Juchniewicz, *Doskonalenie działalności projektowej w organizacji*, ..., 2019, pp. 82–84.