

**mgr Maria Eckes-Kondak**

The dissertation addresses the issue of management aimed at increasing the value of projects. The main objective of the dissertation is to develop a method for measuring and assessing value in managing research and development (R&D) projects at a university. Taking into account the indicated research goal, auxiliary goals were developed concerning specific aspects of value-based project management. The main question related to the factors of increasing value in R&D projects was also posed and research hypotheses were formulated regarding the achievement of the greatest benefits for individual stakeholder groups in the projects in question.

The paper is theoretical-empirical in nature and consists of four theoretical and two empirical chapters. The theoretical part reviews the literature and develops schemes and tools to measure and evaluate value in a R&D project at a university.

The first chapter of the dissertation deals with the specifics of R&D projects. It characterizes the undertakings in question and describes the effects of their implementation. Moreover, on the basis of literature research, the author's life cycle of a R&D project at a university was developed.

The second chapter presents the dimensions of value in R&D projects. In this part, the values and their influence on the projects in question were defined. The importance of the synergy effect as a source of benefits in these projects was emphasized. Moreover, the criteria for measuring and assessing value in R&D projects were developed and the barriers for its maximization were indicated.

The third chapter is focused on the analysis of stakeholders in an R&D venture. The chapter describes how to manage stakeholders in the projects in question and the identification of stakeholders in a R&D project at a university was made. Based on this, the benefits to the stakeholders were identified in a R&D project in a university and value matrices for each stakeholder were developed.

The fourth chapter of the thesis focuses on the methodological aspects of managing an R&D project in a university. This chapter describes project management methodologies and classifies methods and techniques in the context of R&D. In addition, tools for increasing the value of an R&D project are developed and the importance of the project manager's managerial preparation and team collaboration is emphasized. In the empirical part, the fifth chapter describes the results of a study on value assessment in R&D projects at a university. A multiple case study method was used for the research, while an in-depth interview, an online survey, and an analysis of project evaluation criteria were used for data collection. The subjects of the research were project managers and representatives of their executive teams, and the subjects of the research were R&D projects planned, implemented, or being implemented by these managers.

The research culminates in the sixth chapter of the thesis, which develops a proprietary method for measuring and assessing value in research and development projects at a university. The chapter also describes the scope of changes in the R&D project management system and develops technical and organizational guidelines necessary for the effective implementation and functioning of this method in the management of the projects in question.

The author's concept aims to search for better methods of evaluating R&D projects at the university that will reflect the needs of stakeholders using the management methodology for increasing the value of projects.