



**Politechnika
Śląska**

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PRACA DOKTORSKA

na temat:

**MODEL ZARZĄDZANIA PORTFELEM PROJEKTÓW
W PRZEDSIĘBIORSTWIE USŁUG GÓRNICZYCH**

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Zabrze, 2022

**SUMMARY OF PhD THESIS
entitled**

**„PROJECT MANAGEMENT PORTFOLIO SYSTEM”
IN MINING SERVICES COMPANIES**

written by

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The PhD thesis discusses problems of services companies, where the services are implemented as projects. That means the target is clearly defined, all actions and activities must be coordinated, the beginning and the end are set. The projects are one-time, unique and complex. Researched companies that concentrate on such a type of services, very often achieve their strategic goals by implementation of many projects. It is related to problems of multi-projects – relatively new trend in project management. There is no unified name of the system, that's why for the needs of the thesis we call it Project Management Portfolio.

On the ground of the science related to management system, there are lots of theoretical, general considerations presented. They are of application character and they contain practical guidelines for companies essentially concentrated on multi-projects implementation. In the thesis, I shown the synthesis of presented generalizations directed towards conceptualization of Project Management Portfolio System in a service company. In this model, the decision-making process related to projects selection for company's portfolio will be defined, taking into consideration the effectiveness of service companies' strategy and limited resources.

Service companies in coal mining are the subjects of the researches. Coal mining service companies are commercial law companies. Their activity concentrates on provision of services for coal mines on the principles of outsourcing. Services are provided on the basis of orders concerning specialist works such as first driving, preparatory, reinforcing and maintaining of the workings. The amount of ongoing projects causes that the companies are project management – oriented.

The dissertation consists of introduction, conclusion and 6 chapters. In the first chapter, the results of researches related to project management maturity in mining services companies are presented. The author conducted questionnaire surveys and interviews in 18 out of 20 mining services companies functioning in Poland. The author assumed that project maturity shall be related to project management portfolio system because common elements of single projects management bring improvements for the whole company.

The second chapter is dedicated to researches in the scope of project management portfolio in a company. Because of the wide range of problems, only those issues were chosen which are helpful for development of project portfolio management system in coal mining services companies.

The third chapter consists of research problem description, the goals of the research and its scope. Taking into consideration the specificities of mining industry, the research problem concentrates on the procedures in project management portfolio system of coal mining service company. It emphasizes rational decision-making process while selecting projects for portfolio and their implementation. In the respect of the defined research problem, the main goal of the thesis was formulated. The goal is development of project management portfolio system in a coal mining service company to implement its strategy, increase its value and ensure the balance as far as the risk is concerned. To solve the research problem and to achieve the main goal, there are three sub-targets of the thesis.

- 1) developing the concept of Project Management Portfolio model system in a chosen coal mining service company,
- 2) verification of developed concept of Project Management Portfolio model system in a chosen coal mining service company,
- 3) presenting recommendation regarding implementation and the use of Project Management Portfolio model system in practice.

In the fourth chapter the author's concept of Project Management Portfolio model system in a coal mining service company is presented. The concept shows solutions focused on rational project selection for projects portfolio, its evaluation and decision-making process about its implementation. To achieve it, an in-depth study of literature was required as well as interviews with senior staff of coal mining service companies and representatives of science. Several methods and tools were suggested to implement particular stages of the model system.

In the fifth chapter, the developed concept was implemented in a chosen coal mining service company to make the case study possible. That's why positive verification of agreed solutions was possible in practice.

The last sixth chapter shows recommendations, which present and describe the basic determinants for effective implementation and the use of the model system in coal mining service companies. They include :

- senior management staff's approval and support for the model system implementation,
- setting up an expert team to implement the system,
- convincing personnel that participate in Project Management Portfolio about usefulness of the model system,
- adapting the organization to the system/ defining tasks and responsibilities for the staff participating in Project Management Portfolio,
- regular trainings and consulting for the staff participating in Project Management Portfolio,
- systematic changes in organization culture,

Finally, the thesis shows synthetic summary of considerations and research.