Alicja Krawczyńska
Wroclaw University of Science and Technology (Poland)

Scrum in Project Risk Management in Cultural Institutions

A B S T R A C T

Cultural animation and education is one of the goals of cultural institutions. In practical terms, this goal is often implemented through projects, which are also a way to obtain additional financial resources. Hence, projects are part of the work of cultural institutions. Agility understood as flexibility in management, is, therefore, becoming a necessity in cultural institutions, and project risk management as an important part of the management process. This resulted to the proposal to apply the Scrum approach to risk management in projects implemented by cultural institutions. Empiricism, adaptation, and iteration are inherent in Scrum. In this respect, they correspond to both the mission of cultural institutions and the need to adapt activities to the changeability of the environment. Pilot research carried out in three cultural projects indicates that the proposed model of risk management using the Scrum approach allows to manage project risk thanks to systemised work of the project team, transparency of activities, and adaptation of the project to the variability of the environment in subsequent iterations resulting from the Scrum approach. This article presents the results of the research and their implications for project management in cultural institutions.

Alicja Krawczynska holds a master's and engineering degree in Management and Marketing. Her Ph.D. research investigates cultural project management, with a special focus on risk management and agile project management. Parrarelly works as a project manager at goodgames.pl engaged in training and educational games for cultural institutions. For many years working as a product and marketing manager in tourism and e-commerce as well as running musical events and art workshops. Through her experience, she connects the world of business, culture, and education. She is a member of the IBOK Association - Research Institute of Cultural Organisations. Email: alicja.krawczynska@pwr.edu.pl

References

Act on Organizing and Running Cultural Activity, Ustawa z dnia 25 października 1991 r. o organizowaniu i prowadzeniu działalności kulturalnej (Dz. U. 1991 Nr 114 poz. 493).

Asch, M. (2021), Scrum in der Bibliothek, available at: https://handschriftenportal.de/scrum-in-der-bibliothek/ (accessed 13 March 2022).

Bemmé, S. O. (2020), Kultur-Projektmanagement, Kultur- und Organisationsprojekte erfolgreich managen, Hamburg, Germany: Springer.

Brannen, J. (2005), Mixing Methods: The Entry of Qualitative and Quantitative Approaches into the Research Process, International Journal of Social Research Methodology, 3, Vol. 8 (3): 173-184.

Central Statistical Office (2021), Warsaw, Poland: CSO Statistical Yearbook 2020.

Central Statistical Office (2021), Warsaw, Poland: Culture in 2020.

Chaouch, S., Mejri, A., Ghannouchi, S. A. (2019), A Framework for Risk Management in Scrum Development Process, Procedia Computer Science, 164:188-192.

Ćwikła, M. (2016), Projekt to jest projekt. Specyfika zarządzania projektami kulturalnymi, Kraków, Poland: Attyka.

Dziurski, P., Pawlicka, K., Wróblewska, A. (2017), Wokół zarządzania kulturą. Rezultaty badania ankietowego, Załącznik Kulturoznawczy, 4: 33-70.

Gołuchowski, J., Spyra, Z. (ed.) (2014), Zarządzanie w kulturze, Warsaw, Poland: CeDeWu.

Jacyno, M., Kukołowicz, T., Lewicki, M. (2018), Kultura na peryferiach, Warsaw, Poland: NCK.

Jastrzębiec de Wykowski, T. (2019), Biznes Odczarowany, Kraków, Poland: ProCogita.

Jemielniak, D. (2012), Badania jakościowe. Metody i narzędzia, Warsaw, Poland: PWN.

Kerzner, H. (2005), Advanced Project Management. Polish Edition, Gliwice, Poland: Helion.

Klein, A. (2010), Projektmanagement für Kulturmanager, Wiesbaden, Germany: VS Verlag für Sozialwissenschaften.

Kocój, E., Szulborska-Łukaszewicz, J., Kędziora, A. (2019), Zarządzanie w sektorze kultury między teorią a praktyką, Kraków, Poland: Wydawnictwo Uniwersytetu Jagiellońskiego.

Konior, A., Pluszyńska, A., Gaweł, Ł. (2020), Zarządzanie w kulturze – teoria i praktyka, Warsaw, Poland: PWN.

Kutsche, E., Hall, M. (2016), Deliberate ignorance in project risk management, *International Journal for Project Management*, 28(3): 245-255.

Lewandowski, M. (2014), Czynniki utrudniające samodzielne opracowywanie planów strategicznych przez instytucje kultury, In: Zarządzanie w instytucjach kultury, Ł. Wróblewski (Ed.), Warsaw, Poland : CeDeWu.

Malciene, Z., Skaurone, L. (2017), Project Method Management organizing cultural events, Taikomieji tyrimai studijose ir praktikoje - Applied research in studies and practice, 13(1): 48-54.

Management control standards for the public finance sector, Komunikat Nr 23 Ministra Finansów z dnia 16 grudnia 2009 r. w sprawie ogłoszenia „Standardów kontroli zarządczej w jednostkach sektora finansów publicznych" (Dz. Urz. M. F. Nr 15, poz. 84.

Maximini, D. (2015), The Scrum Culture Introducing Agile Methods in Organizations, New York: Springer International Publishing.

MIK (2021), Kultura lokalnie. Między uczestnictwem w kulturze a partycypacją w zarządzaniu, available at: https://mik.krakow.pl/ publikacje/kultura-lokalnie-miedzy-uczestnictwem-w-kulturze-a-partycypacja-w-zarzadzaniu/ (accessed 12 March 2022).

Moran, A. (2014), Agile Risk Management, Berlin, Germany: Springer.

Mousaei, M., Gandomani, T. J. (2018), A New Project Risk Management Model based on Scrum Framework and Prince2 Methodology, International Journal of Advanced Computer Science and Applications, 4: 442-449.

Orankiewicz, J. (2014), Warunki skutecznego zarządzania projektem w kulturze, In: Zarządzanie w instytucjach kultury, Ł. Wróblewski (Ed.), Warsaw, Poland: CeDeWu.

Pritchard, C. L. (2015), Risk Management. Concepts and Guidance, (Fifth Edition), Boca Raton: CRC Press, Taylor & Francis Group.

Programy MKiDN (2020), available at: https://bip.mkdnis.gov.pl/pages/programy-mkidn..php (accessed 12 March 2022).

Schmidt, T. (2021), Das Fasziensystem der deutschen Kulturpolitik, Das Magazin von Kultur Management Network, 162(9-10).

Schwaber, K., Sutherland, J. (2020), Scrum Guide, available at: https://scrumguides.org/ download.html (accessed 23 March 2022).

Styhre, A., Borjesson, S. (2011), Project management in the culture industry: balancing structure and creativity, International Journal Project Organisation and Management, 3(1): 22-35.

Stoddard, M. M, Gillis, B., Cohn, P. (2019), Agile Project Management in Libraries: Creating Collaborative, Resilient, Responsive Organizations, The Journal of Library Administration, 59(5): 492-511.

Sutherland, J. (2017), Scrum, czyli jak robić dwa razy więcej, dwa razy szybciej, Warsaw, Poland: Witkom Salma Press.

Szczepanik, K., Wieczorek, J. (2020), 7 trendow agile na przyszłość, available at:

https://porzadnyagile.pl/028-7-trendow-w-agile-na-przyszlosc/ (accessed 12 March 2022).

Tavares, B. G., Silvia, C. E. S., Souza, A. D., Keil, W. (2020), A Risk Management Tool for Agile Software Development, Journal of Computer Information Systems, 61(6): 561-570.

Trocki, M., Grucza, B. (2007), Zarządzanie projektem europejskim, Warsaw, Poland: Polskie Wydawnictwo Ekonomiczne.

Wiśniewski, R., Pol, G., Pląsek, R., Bąk, A. (2021), Oswajając zmienność – kultura lokalna z perspektywy domów kultury, Warsaw, Poland: NCK.

Wróblewski, Ł. (ed.) (2014), Zarządzanie w instytucjach kultury, Warsaw, Poland : CeDeWu.

Wróblewski, Ł. (2015), Websites of Polish cultural and educational organizations in the Czech Republic – analysis and evaluation. Forum Scientiae Oeconomia, 3(1): 65-78.

Yin, R. (2015), Studium przypadku w badaniach naukowych. Projektowanie i metody, Kraków, Poland: Wydawnictwo Uniwersytetu Jagiellońskiego.

(2009), PRINCE2™ - Managing Successful Projects with PRINCE2™, London, England: The Stationery Office (TSO).

(2013), A Guide to the Project Management Body of Knowledge (PMBOK), (5th Edition), Pennsylvania: Project Management Institute.

(2016), Risiko. Das Monatsmagazin von Kulturmanagement Network Kultur und Management im Dialog, 113(8)

(2017), A Guide to the Project Management Body of Knowledge (PMBOK), (6th Edition), Pennsylvania: Project Management Institute.

15th annual State of Agile Raport (2021), available at: https://stateofagile.com/ (accessed 12 March 2022).