

I. IDENTIFICATION DATA

Thesis title:	Establishing Framework Conditions for Project Innovation Management in Rocket Industry through Standardisation in Organisation with Limited Financial Resources
Author's name:	Ondřej Marvan
Type of thesis :	master
Faculty/Institute:	Masaryk Institute of Advanced Studies (MIAS)
Department:	Institute of Economic Studies
Thesis reviewer:	Doc. Ing. Marek Jemala, PhD.
Reviewer's department:	Institute of Economic Studies

II. EVALUATION OF INDIVIDUAL CRITERIA

Assignment <i>How demanding was the assigned project?</i>	challenging
The diploma thesis assignment is quite complex. This thesis analyses the trends in Project management innovation in the rocket industry. The student analyses the impact on structured methods that optimize time, minimize risk, and reduce costs in innovation processes. The goal is an analysis of a set of standards compared to financial management, planning, and systems engineering. The described approaches to the project (standardization) and improvements aim to ensure better work efficiency and may increase the performance of academic research teams.	
Fulfilment of assignment <i>How well does the thesis fulfil the assigned task? Have the primary goals been achieved? Which assigned tasks have been incompletely covered, and which parts of the thesis are overextended? Justify your answer.</i>	fulfilled
The presented diploma thesis fulfils the specified assignment. There are interesting theoretical starting points and standardization process specifications. The work has a more complex (book) character.	
Activity and independence when creating final thesis <i>Assess whether the student had a positive approach, whether the time limits were met, whether the conception was regularly consulted and whether the student was well prepared for the consultations. Assess the student's ability to work independently.</i>	B - very good.
The student not only has a good level of interest in the topic, but he also works in the university environment of CTU in Prague. An honest and independent approach balanced the initial weakness in research orientation. He also benefited from knowledge and experience from the university environment.	
Technical level <i>Is the thesis technically sound? How well did the student employ expertise in his/her field of study? Does the student explain clearly what he/she has done?</i>	A - excellent.
The final thesis uses gained knowledge, professional literature, issues, and data appropriately. I would like to emphasize in a positive way the interesting macro and micro aspects of the issue and the description of university activities. It would be also interesting to compare more information and experience from institutions with a similar focus. However, this may be limited by data availability. I positively evaluate the research approach and complexity of the work.	
Formal level and language level, scope of thesis <i>Are formalisms and notations used properly? Is the thesis organized in a logical way? Is the thesis sufficiently extensive? Is the thesis well-presented? Is the language clear and understandable? Is the English satisfactory?</i>	A - excellent.
The formal and linguistic arrangement of the work is adequate. The scope of work is above standard. A minor drawback is the small size of some images.	

Selection of sources, citation correctness

A - excellent.

Does the thesis make adequate reference to earlier work on the topic? Was the selection of sources adequate? Is the student's original work clearly distinguished from earlier work in the field? Do the bibliographic citations meet the standards?

The student was actively interested in available literary sources. The selection of sources is interesting and appropriate, with the reminder already mentioned. Citation ethics and standards were followed.

Additional commentary and evaluation (optional)

Comment on the overall quality of the thesis, its novelty and its impact on the field, its strengths and weaknesses, the utility of the solution that is presented, the theoretical/formal level, the student's skilfulness, etc.

The mentioned standardisation issues are not sufficiently dealt with in the university environment; therefore, I evaluate the thesis work's focus very positively.

III. OVERALL EVALUATION, QUESTIONS FOR THE PRESENTATION AND DEFENSE OF THE THESIS, SUGGESTED GRADE

Project management in innovation can differ from precise construction, change, or implementation projects in a company or university. These projects usually follow a precise sequence of project activities based on project requirements and objectives. In the academic environment, especially for more radical innovations, accurate project planning and research are difficult. Many top companies are oriented to long-term innovation strategies, the current market situation, and developments in the number of innovation projects they implement with external institutions. Academic institutions also strive for the uniqueness, added value, safety, or usability of innovations. To achieve the goals of the innovation project, the conditions of the institution, trends, and market opportunities must be regularly analysed, and innovation processes must be adequately planned, often through the so-called Stage-gates, or testing investment, and proper management procedures, which enable the institution to start, implement, monitor, change and conclude innovative activities in a timely manner. In innovation, this means deciding on the openness and risks of innovation activities, processes for creating a suitable environment for innovation, a system of cooperation and communication with project stakeholders, and managing resources so that the application results bring certain resources for the next stages of innovation within the project life cycle. It is equally important to guide and prepare team members for upcoming challenges. It is critical to propose suitable indicators, milestones, and deliverables, and to cover the intangible aspects of the innovation process too. This can be done by focusing on innovation efficiency and sustainability. All these processes and capacities must include quality aspects, as well as change management within an academic environment.

The thesis has my approval for defence, and I recommend that the study be continued at the doctoral level.

Question: How do you think the university's innovation projects can be improved in terms of quality?

The grade that I award for the thesis is **A - excellent**.

Date: **2.6.2023**

Signature:

