

Title: Project Planning and Management in the Organisation

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Host Organisation: MEND

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Executive Summary

Project management is key in ensuring clearly defined goals while taking into consideration requirements, solutions to arising problems and features that demonstrate accomplishment. This report will provide a critical analysis on project management tools and techniques that are essential in a project management life cycle. Each tool will be researched in detail with definitions as well as applied to the host organisation to show effectiveness. The author will provide a conclusion to highlight key areas of success and challenges faced throughout the project cycle.

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1.0 Introduction to Project Management

Planning for a project is essential. Project management includes justification and reasons for undertaking the project, the required achievements (deliverables), breakdown of the work structure, time/cost constraints and the management of quality for the project to be deemed successful (Field and Keller, 1998).

2.0 Overview of the Organisation MEND

MEND is a not for profit organisation that is actively involved in the local Muslim communities of Britain to empower them in politics and media. MEND encourages British Muslims to engage with political and media institutions to ensure awareness and competence in strengthening democracy and positive Muslim portrayal (MEND, 2019).

3.0 Findings

3.1 QUAD Chart

The quad chart incorporates four categories that are structured to communicate and summarise complex information to the audience. The condensed format engages a clear message of goals and objectives via a coherent story. The four main categories contain information that are logical and explicit to support the author's decision making (Ford and Wei, 2015, p. 275-284).

The quad chart enabled an assembled a list of:

- 1. Purpose** – recognition of the needs to execute the objectives such as creating an awareness of Islamophobia and its effects on society and an end to religious discrimination.
 - Real life experience of Islamophobia
 - To reduce hate crime on the streets of Swansea
 - To reduce institutionalised Islamophobia
 - To reduce religious discrimination
 - Close loopholes in legislation that do not include the protection of Muslims as a group.
- 2. Stakeholders (Audience)** – who will be affected and impacted by the MEND project and why are they low/medium/high in ranking in priority

- South Wales Police
- City Council
- Muslims of Swansea
- The local community who actively want to make a change
- Welsh ambulance service
- MEND
- Students (undertaking project).

3. Desired end results – the overall goal is the end to Islamophobia and protection of Muslims whether it be biased media reporting, ineffective legislation or lack of Muslim participation (in media and law making).

- The fair treatment for all (equality)
- Protection of Muslims (inclusion)
- Law change to include Muslims.

Secondary benefits (unmeasurable) includes the targeting, engagement and participation of all walks of life such as the young (EYST), young adults (universities) and all ethnicities and backgrounds (Swansea Mosque).

4. Measures of success – specific acts carried out to fulfil our overall goal such as participative activities:

- Good turnout to the workshops/ exhibition (number of tickets sold)
- Creation of awareness
- Lobby for change in legislation via workshops and exhibitions
- Feedback from project peers and attendees
- Networking with other organisations and exchanging contact details

Secondary benefits (measurable):

- Law protection implementation
- Personal ethics align with those of MEND and their campaign for change.

3.1.1 Stakeholder Analysis

Stakeholder is effectively those people who may or may not be directly involved with the organisation or project but would still hold an interest to the completion and success of the organisation's goals. Roles such as managers, team members, the sponsor, the champion and client all contribute and influence its outcome. The technique of a stakeholder analysis in project management is to identify important stakeholders to ensure that valuable

focus is put on these contributors and concentrate time and energy where it is most needed (Baker and Baker, 2000) (Field & Keller, 1998).

Through the application of a stakeholder analysis to the MEND project the author (and team) has recognised five key stakeholders who play a pivotal role in ensuring the execution of the objectives set out by MEND. These are:

- Muslim community (high): MEND's objectives are to ensure the Muslim community are equipped with knowledge and know their rights in legislation
- People of Swansea (low): create an awareness whereby the citizens can identify and help support any victims of Islamophobia they encounter in Swansea
- Swansea Council (medium): beneficial to the Swansea city council to reduce hate crime in Swansea. Holding events such as workshops/exhibitions are valuable to the cause
- Police (medium): record statistics to know the scope and level of Islamophobia in the current climate and protect victims targeted
- MEND (high): actively lobbying for change through biased media and politics. Holding workshops/exhibitions/masterclasses ensure the message is spread to all
- Students (undertaking the project) (high): the team gained knowledge while completing the module and acquired education on Islamophobia to benefit personal lives
- Ambulance service (low): need to have full training in Islamophobia and offer their services.

3.1.2 Risk Assessment

Team members undertaking a project must identify the risk factors that can impact the project's time, quality, cost and objectives. Inadequate handling of risk can lead to lack of transparency and overall loss on all levels. It is important for project teams to set up a risk assessment framework to ensure:

- Focused risk identification and management
- Conscious of least amount of deviation to the organisation's objectives/goals
- Early effective communication to vocalise issues to stakeholders and organisation.

(Project Management Institute, 2019).

Upon a risk analysis assessment, the author (and team) has concluded the following risks that could hinder the objectives set out:

- Impact high/ likelihood high- Risk of low/no attendance: ensure effective advertising with prior notice
- Impact high/ likelihood medium- generic poster distribution: no information of MEND's involvement so a MEND specific poster needs to be advertised
- Impact medium/ likelihood low- Link on poster for ticket sales not working effectively: ensure correct information and link before distribution of posters
- Impact high/ likelihood low- Not enough time allocation: workshop needs to be timed to ensure enough time is allocated to execute workshop and leave time for Q&A at the end
- Impact high/ likelihood high- Confusion in booking tickets online as there were two events taking place: clarity on the advertised link and consistency to link online for tickets to the MEND workshop
- Impact low/ likelihood medium- Venue stall too small: clarity on venue stall size before event
- Impact medium/ likelihood low- Short notice of event to the team undertaking task: need notification in advance to plan marketing activities to ensure success

3.1.3 Work Breakdown Structure (WBS)

A WBS is a basic element in the management of a project. Progress monitoring is organised to split packages of work which in turn provides a framework for an organisation and enables control of work. Achieving a good structure with an assemble of customised hierarchical list of components will ensure a competent estimate for the project (Field and Keller, 1993).

The author (and team) took the top down WBS approach in structuring each phase of the task list as this was found to be to an advantage as identification of the organised tasks that needed doing could be established and dividing them in to work packages enabled the finer details to be added while working down the phases (Field and Keller, 1993). **Phase one** included the Initial meeting with MEND (brief set out). **Phase two** implemented the planning of tasks such as marketing of the events (exhibitions and workshops). The

marketing involved printing of posters and advertising. MEND provided all sources of information regarding dates/times via email and face to face interactions and emailed the poster that is to be distributed. The phase also included the planning of the exhibition activities such as:

- Making signs for the exhibition stall
- Sourcing of hijabs for the exhibition stall (interaction activity)
- Self defence equipment for the exhibition stall (interaction activity)
- Sourcing of sweet boxes and sweets for the exhibition stall
- Create feedback box for the event (pens/paper)
- Buy ingredients for cupcakes and bake cupcakes
- Researching MEND beforehand so we are equipped with knowledge for the event day.

Two more tasks were set out by MEND after the first workshop/exhibition took place. These required the team to attend a media masterclass in Cardiff to further gain knowledge on MEND's involvement nationwide and to hold a MEND stall on the university campus to demonstrate that lessons were learnt from previous activities. MEND required the team to RSVP by email to accept the masterclass invitation and students contacted the lecturer to seek permission to hold the stall and email MEND to provide the literature.

Phase three involved the execution of marketing such as the poster distribution to the mosque, EYST, university (UWTSD) and Swansea businesses. Advertising included social media advertising of event via Facebook, Instagram, Snapchat, LinkedIn and WhatsApp. Word of mouth advertising included family, friends, peers and colleagues. The team ensured advertising was done on all platforms. Execution of exhibition activities included:

- Displaying signs on the stall of planned activities
- Displaying hijabs and mirror for attendees to try on
- Self-defence demonstration on attendees
- Displaying sweet boxes on stall for attendees to take
- Receiving feedback from attendees on author's (team's) efforts
- Displaying cupcakes on stall for attendees to take
- Networking with other organisations to create awareness of MEND.

Phase four included:

- Feedback collection

- Monitoring and evaluation
- MEND presentation
- Completion of report.

3.1.4 Gantt Chart and MEND

A Gantt chart is a tool which helps enable the planning and scheduling of a project. The Gantt chart simplifies complex projects. Tasks are converted into a table format with start dates/ completion dates as well as scheduling of tasks and duration each task will take. Progress level can also be monitored. At a quick glance accurate scheduling can be determined with the traits of a Gantt Chart's visual display (Association for Project Management, 2019). The author (and team) utilised the Gantt chart to break down tasks into manageable time bound workloads. This has helped to determine the size of the individual tasks and relate it to the time frame for completion. To ensure all activities planned were to be completed in its best outcome the team delegated the tasks to each member's strength in creativity and experiences.

3.1.5 Monitoring and Evaluation (MEND)

Monitoring and evaluation are a management tool which is powerful for decision makers to track progress of a project. The building and sustaining of a monitoring and evaluation requires effort, time and resources. Stakeholders are interested in actual outcomes:

- Have policies, programs and projects led to the desired outcomes and results?
- Has monitoring the project objectives determined that the project is still on the right track?
- Have problems encountered along the way been rectified?
- How has progress been measured?
- How can success be distinguished from failure?

(Kusek and Rist, 2004)

Mckinsey's 7s Model Framework and MEND

The 7s framework was introduced in the late 1970s and was focused more on thinking about organisational effectiveness. As organisations grew in complexity so did the framework in relation to influencing factors on

organisations ability to change (Mckinsey and company, 2008). The seven elements of the model are categorised as “hard” or “soft” (MindTools, 2019). The “hard” elements are strategy, structure and systems. These three elements are easily identified as they are formal processes such as organisational charts and IT systems. The breakdown and identification of the application of the “hard” elements to MEND are:

Strategy

- Feedback from exhibition attendees on interaction/engagement from team via written feedback (objectivity)
- Implementation of awareness via networking with other organisations (exchange of contact details) (objectivity)
- Media masterclass attendance to further enhance knowledge on Islamophobia (participation via written tasks to show knowledge gained)

Structure

- Devised a WBS and Gantt Chart to breakdown tasks into manageable workloads with schedules/deadlines (objectivity)
- Delegated tasks within team with clear objectives (drawn from members own strengths)

Systems

- Activities such as regular monitoring of tasks and progress via discussions face to face, email and WhatsApp (within the team and with host organisation).

The four “soft” elements, shared values, skills, style and staff can be more difficult to describe and are less tangible and is often influenced by organisational culture. However, these elements are just as important (MindTools, 2019). The four “soft” elements impacting the desired outcome are:

Shared Values

- Teams' values align with MEND and demonstrated via research and discussions on MEND and their campaigns on change
- Demonstration of shared values through planned activities (hijab tutorials, self-defence demonstration, handing out treats and networking) (subjectively)

Skills

- Continuous communication with MEND
- Continuous communication amongst team members
- Team initiative through ideas and activities
- Group support (subjectively)
- Establishing team members' creativity

Style

- Effective management style from MEND, leadership style approachable (can discuss ideas/problems easily) (soft evaluation)
- Team style: empower each other to obtain success

- Build on each other's ideas to further enhance creativity

Staff

- Written feedback from MEND (Sophia and Sahar) (objectivity)
- Opinions/review from Lecturer (Shehla) (subjectivity)
- Access to MEND literature/resources

(Mindtools, 2019).

On evaluation, the author and team should have communicated better with questions and information with MEND (stakeholder) to ensure all tasks were discussed and negotiated in the initial meeting. The WBS had been the most time consuming as there were so many phases of each task and each phase had to be built on further to ensure all aspects were covered. MEND's approach in introducing a new task was only after the previous task was completed, so the team referred to the WBS to add on the tasks and the activities that required developing (Wysocki, 2014). Objectivity was key and the team were critical in scope change and adapting to an edited WBS. On a positive note it worked to the team's favour as referring to the WBS enabled the team to monitor the progress made. Post evaluation, the author and the team worked extremely well together as each member contributed equally to the tasks while drawing on each individual strength such as:

- One member is a keen baker so took on the cupcakes task
- One member is a hijab wearer so took on the task of obtaining hijabs and demonstrating a hijab tutorial
- One member is a qualified martial arts instructor.

The individual members have established their roles effectively within the team hence the success in executing the goals required by MEND.

4.0 Conclusion

The author can conclude that managing the project for MEND was a learning curve especially for all the positive and negative aspects that took place along the way. The drawbacks overall have been established as key questions were not communicated with MEND in terms of the number of tasks as this left the team deflated in knowing that a task could not be completed (netball) due to time constraints and no negotiations took place in terms of times and dates of each event so the team had to plan personal constraints to suit MEND. On the positive side, the MEND organisation is an excellent initiative in tackling Islamophobia and through the tools and techniques the team were able to

work task by task to ensure the criteria was met in determining desired outcomes and gain knowledge in the process. The Quad chart enabled the team to determine the purpose of undertaking the project as this gave a clear view of the “why” to wanting to deliver the project in the first place. The teams’ personal morals aligned with those of MEND thus motivation was in place early on. The desired outcomes also ensured the team were on board with the deliverables in terms of benefits in undertaking tasks such as exhibitions and what results were to be expected in the end. Most importantly the risk analysis enabled the team to be critical of all the things that could go wrong and further rectify each issue to ensure success in future events. The WBS enabled the tasks to be broken down into manageable bites ensuring the finer details could be added phase by phase. The Gantt chart demonstrated a clear time scale and gave a view of deadlines to be adhered to.

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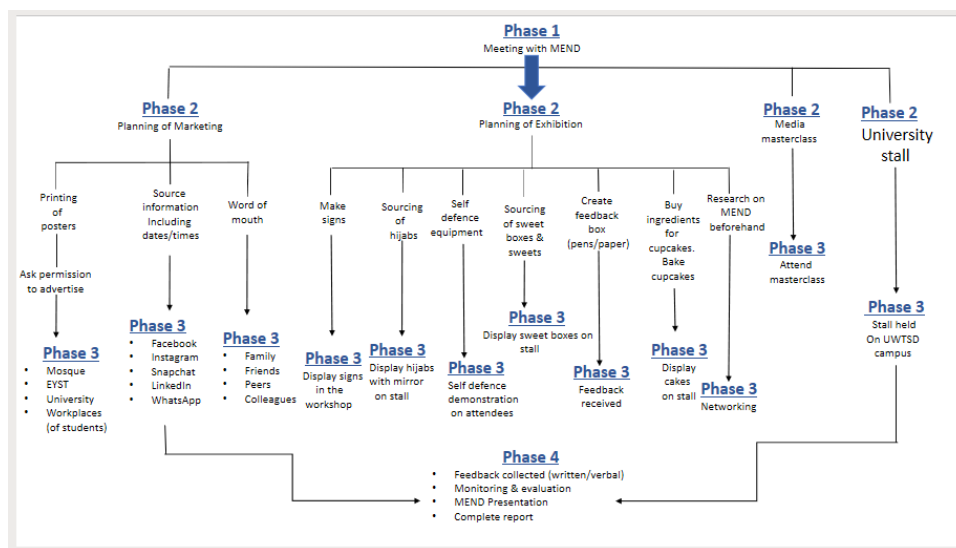
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8.0 Appendix

Title MEND Project: Raising awareness, inclusion for all. Legislation protection and education awareness	
<u>Purpose</u> • Real life experience of Islamophobia • To reduce hate crime on the streets of Swansea • To reduce institutionalised Islamophobia • Religious discrimination • To stop demonisation of Muslims • Close loopholes in legislation that do not include the protection of Muslims as a group (Racial and Religious Hatred Act 2006)	<u>Stakeholders (Audience)</u> • South Wales Police • City Council • Muslims of Swansea • The community (Public who want to actively make a change) • Welsh ambulance service • Victim Support • MEND • Students
<u>Desired End Result</u> • The fair treatment for all • Treated equally as other citizens • Protection of Muslims • Law change to include Muslims • Inclusion of Muslims	<u>Measures of Success</u> • Good turnout to the workshop/exhibition (number of tickets sold) • Creation of awareness (the understanding of message dialogued to define Islamophobia) • Change in legislation (workshops/exhibitions to lobby for change to protect Muslims) • Interactions made with participants (ask for feedback on activities and communications at the workshop)
<u>Secondary Benefits (Unmeasurable)</u> Target the engagement/participation of all walks of life to participate such as: • The young (Eyst) • Young adults (Universities) • All ethnicities/backgrounds (Swansea mosque)	<u>Secondary Benefits (Measurable)</u> • Law protection implementation morally incorporated • Personal ethics align with those of MEND and their campaign for change

Priority H/M/L	Stakeholder	Stakeholder's Perspective	Action
H	Muslim Community	Target audience	To gain knowledge and know rights in Britain
L	People of Swansea	To gain knowledge on Islamophobia	Identify hate and report/help
M	Swansea Council	Working in partnership with MEND to prevent hate crime in Swansea	To prevent hate crime by awareness and education
M	Police	Record statistics, offer support to victims and offer legal advice	Prevent/protect and support victims of Islamophobia
H	MEND	Actively campaign for the cause to end victimisation of Muslims	To promote and prevent Islamophobia through workshops, exhibition and masterclasses
H	Students (undertaking the project)	Academic qualification and education	To successfully complete the module and report he findings
L	Ambulance Service	Availability in time of need equipped with right training	Medical assistance to victims of Islamophobia

Impact H/M/L	Likelihood H/M/L	Risk	Mitigating Action
H	H	People not attending	Advertise more effectively with plenty of notice prior to event
H	M	Generic poster on big screen in Swansea city centre	MEND specific poster needs to be advertised
M	L	Link on the poster for ticket sales did not work	Ensure correct information/link on poster before distribution
H	L	Not enough time allocation at workshop (workshop rushed) and no Q&A session at the end	Book longer time slot to cover workshop to its fullest potential
H	H	Confusion in booking tickets for the MEND workshop as there were two available for the event. One for hate crime and one for MEND gendered Islamophobia	Clarity and consistency on the advert and actual ticket website specific link to book tickets
L	M	Exhibition venue/stall small and not enough room to set up	Ask venue beforehand on actual stall/space dimensions
M	L	Team only had one week prior notice and knowledge of event and could not advertise effectively on a mass scale	Get notification on event well in advance so team can plan marketing activities



Tasks	No. Of Days	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6
Meeting with MEND	1	07/10/2019					
Planning of Marketing for exhibition	8	07/10/2019	15/10/2019				
• Printing of posters • Sourcing of times/dates • Word of mouth advertising	8	07/10/2019	15/10/2019				
Planning of exhibition	8	7/10/2019	15/10/2019				
• Make signage • Hijab sourcing • Self defence equipment • Prepare sweet boxes and cupcakes • Create feedback box	8	7/10/2019	15/10/2019				
Media masterclass	1			30/10/2019			
Exhibition stall In university	14				04/11/2019	18/11/2019	
Presentation	13					12/11/2019	25/11/2019

Hard Elements	Soft Elements
<u>Strategy</u> • Feedback from exhibition attendees on interaction/engagement from team via written feedback (objectivity) (soft evaluation) • Implementation of awareness via networking with other organisations (exchange of contact details) (objectivity) (hard evaluation) • Media masterclass attendance to further enhance knowledge on Islamophobia	<u>Shared Values</u> • Teams' values align with MEND and demonstrated via research and discussions on MEND and their campaigns on change (soft evaluation) • Demonstration of shared values through planned activities (hijab tutorials, self-defence demonstration, handing out treats and networking) (subjectively)
<u>Structure</u> • Devised a WBS and Gantt Chart to breakdown tasks into manageable workloads with schedules/deadlines (objectivity) • Delegated tasks within team with clear objectives	<u>Skills</u> • Continuous communication with MEND • Continuous communication amongst team members • Team initiative through ideas and activities • Group support (subjectively) • Establish team members' creativity
<u>Systems</u> • Activities such as regular monitoring of tasks and progress via discussions face to face, email and WhatsApp	<u>Style</u> • Effective management style from MEND, leadership style approachable (can discuss ideas/problems easily) (soft evaluation) • Team style: empower each other to obtain success • Build on each other's ideas to further enhance
	<u>Staff</u> • Written feedback from MEND (Sophia and Sahar) (objectivity) • Opinions/review from Lecturer (Shehla) (subjectivity) • Access to MEND literature/resources