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FACULTY OF BUSINESS AND MANAGEMENT

FAKULTA PODNIKATELSKÁ

INSTITUTE OF ECONOMICS

ÚSTAV EKONOMIKY

THE USE OF METHODS OF THE PROJECT MANAGEMENT IN A CHOSEN NON-PROFIT ORGANIZATION

VYUŽITÍ NÁSTROJŮ PROJEKTOVÉHO MANAGEMENTU VE VYBRANÉ NEZISKOVÉ ORGANIZACI

BACHELOR'S THESIS

BAKALÁŘSKÁ PRÁCE

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Assignment Bachelor's Thesis

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ABSTRACT

The bachelor thesis focuses on the use of project management methods, tools and knowledge in planning a business conference for a selected non-profit organization AIESEC Brno. The thesis consists of three main parts. The first chapter explains the theoretical background of project management. The second chapter focuses on the analysis of the current state of the organization and the background of the previous edition of the conference with a description of the problems that occurred. The last part of the thesis contains proposals of solutions and their benefits for the project and the organization in the long run.

KEYWORDS

project management, project, goal, non-profit organisation, conference, leadership

ABSTRAKT

Bakalárska práca je zameraná na využitie metód, nástrojov a poznatkov projektového riadenia pri plánovaní obchodnej konferencie pre vybranú neziskovú organizáciu AIESEC Brno. Práca sa skladá z troch hlavných častí. Prvá kapitola vysvetľuje teoretické východiská projektového riadenia. Druhá kapitola je zameraná na analýzu súčasného stavu organizácie a pozadia predchádzajúceho ročníka konferencie s popisom problémov, ktoré sa vyskytli. Posledná časť práce obsahuje návrhy riešení a ich prínos pre projekt a organizáciu z dlhodobého hľadiska.

KĽÚČOVÉ SLOVÁ

projektový manažment, projekt, cieľ, nezisková organizácie, konferencia, leadership

ROZŠIRENÝ ABSTRAKT

Študentské neziskové organizácie a ich projekty tvoria súčasť vysokoškolého života takmer na každej fakulte VŠ v Brne, do ktorých sa môžu aktívni študenti ale aj čerství absolventi zapojiť – prepájať svoje teoretické znalosti do praktických skúseností. Jeden z benefitov aktivít v týchto organizáciách sú poznatky a skúsenosti z projektového manažmentu, ktoré pri jednotlivých projektoch zohrávajú kľúčovú úlohu. Široké možnosti implementácie nazbieraných skúseností do každodenného života a osobných projektov si obľubuje čoraz viac študentov, a zároveň členov vybranej organizácie.

Medzi jednu z hlavných činností študentskej neziskovej organizácie, konkrétne pobočky AIESEC Brno je organizovanie a realizácia menších (napr. workshopy, prednášky, cestovateľské kiná, interné lokálne akcie) ale aj väčších (napr. biznis konferencie, výmenné programy zahraničných študentov, viac-dňové edukačné programy pre študentov) podujatí a projektov. Pravdepodobnosť dosiahnutia stanovených cieľov je vo veľkej miere ovplyvnená teoretickými znalosťami a schopnosťami projektového manažéra spolu s tímom ich efektívne transformovať do praxe, tieto znalosti a schopnosti sa v posledných rokoch vo veľkom množstve postupne vytrácajú, resp. už vytratili, čo zásadne ovplyvňuje celé portfólio projektov a ich budúcnosť.

Projekt „*Symposium – konference o podnikání pro studenty a mladé podnikatele*“ je neodmysliteľnou súčasťou projektového portfólia pobočky v Brne, ktoré sa postupne opäť rozrastá. Konferencia cieli na aktívnych študentov, primárne z ekonomických oborov, a mladých začínajúcich podnikateľov, ktorí majú záujem získať inšpiráciu, rozšíriť si medziodborové znalosti a skúsenosti naprieč rôznymi sférami biznisu prostredníctvom rôznych prednášok, workshopov, panelových diskusií, a zároveň rozšíriť si sieť o hodnotné kontakty z biznis prostredia pri networkingu. Podujatie sa v predošlých ročníkoch konalo v spolupráci s lokálnymi univerzitami v 1 až 2 dňovom formáte s účasťou stoviek študentov a desiatkami účinkujúcich.

Posledné dva ročníky sprevádzala čiastočná až úplná absencia základných prvkov projektového manažmentu, ktoré by uľahčili a zefektívnili väčšinu procesov (prioritne plánovanie, štruktúrovaný rozpočet, risk management, delegovanie a priraďovanie zodpovednosti za konkrétne úlohy).

Prvá kapitola bakalárskej práce obsahuje teoretické východiská projektového manažmentu, počnúc základnými definíciami, metódami a nástrojmi, ktoré slúžia k pochopeniu samotných základov projektového manažmentu a sú následne využívané v nasledujúcich kapitolách.

Druhá kapitola predstavuje analytickú časť práce, v ktorej sa nachádza popis a vysvetlenie pozadia vybranej neziskovej organizácie AIESEC a lokálnej pobočky v Brne – jej stručná história, organizačná štruktúra a zdroje financovania, ktoré sú významnými vstupmi pri realizovaní projektov. Druhá časť tejto kapitoly sa zameriava na analýzu predošlého ročníka konferencie „*Symposium*“, s cieľom identifikovať a poukázať na problémy, ktoré sa opakujú. Informácie využité v tejto kapitole sú z interných zdrojov organizácie AIESEC Brno.

Tretia, záverečná kapitola obsahuje vlastné autorove návrhy na zlepšenie, ktoré využívajú teoretické poznatky a výstupy z analytickej časti. Naprieč chronologicky zoradenými fázami životného cyklu konferencie sa vyskytuje viacero metód a nástrojov projektového manažmentu („*Logický rámec*“ na zjednodušené a praktické pochopenie projektu, „*Work breakdown structure*“ na určenie kľúčových aktivít, ktoré sú neskôr zdrojom informácii pre maticu „*RACI*“, ako aj „*štruktúrovaný rozpočet*“ a časová analýza jednotlivých kľúčových aktivít v grafickom zobrazí prostredníctvom „*Ganttovho diagramu*“).

V závere práce je popis autorových návrhov na zlepšenie a ich celkový prínos pre analyzovaný projekt, ktoré môžu slúžiť zároveň ako inšpirácia a čiastočná predloha pre ostatné projekty portfólia vo vybranej organizácii.

Bibliographic citation

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Affidavit

I declare that the present bachelor project is an original work that I have written myself. I declare that the citations of the sources used are complete, that I have not infringed upon any copyright (pursuant to Act. no 121/2000 Coll.).

Brno dated 8th May 2023

Samuel Maťašovský

author's signature

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CONTENT

INTRODUCTION

Elements of project management can be found to some extent in everyday activities such as “*planning*” tasks during the day, creating and “*monitoring*” student and family budgets, “*identifying*” possible scenarios and risks when “*organising*” a friend's party, or “*leading*” a team at work or in an organisation. These elements are most pronounced in so-called "*big life decisions*" such as building one's own house, preparing for a wedding, or creating a time schedule and financial budget for a multi-week family road trip, when we must accomplish many activities in chronological order to achieve a desired goal.

People play a big role in achieving goals – in the last century they were, and unfortunately sometimes still are, seen as just the "*numbers*" and "*human resources*" needed to carry out the necessary actions to achieve the desired results. Regular pay checks, artificially pumped motivation into teams, and occasional bonuses are the only solution to keep them in the business when people run out of patience and develop resentment towards their work, environment, and management.

Students and alumnus in non-profit organisations work without entitlement to fee and the only way to keep them working on interesting projects is to show them added value of their work and take care of them during the project. However, projects should not consist of inefficient processes and be complicated, financially and time untracked – these and other absences create problems caused mainly by the lack of project management knowledge, the fundamental project management basics which were very minimally, if not at all, represented at last edition of “*Symposium*” conference, which belongs to one of the most important and valuable projects of the non-profit student organization local committee AIESEC Brno which has been led by students for more than 30 years and creates a safe space for the development of students in the South Moravian Region and more recently also in the Zlin Region and in which the author of the bachelor thesis had the opportunity to spend almost 3 years and be part of various projects involving hundreds of active students.

The topic of the bachelor's thesis was chosen with the intention of unifying and streamlining project management processes through the planning of a business conference. The long-term benefit of the work is the possibility of applying the "*project template*" to other projects from the organization's portfolio in the future.

1 GOALS OF THESIS AND METHODS

The goal of the bachelor thesis is to plan a business conference for the selected non-profit organization using theoretical knowledge, tools and methods of project management and their subsequent application.

The idea behind the project Symposium (a business conference) is to support the entrepreneurial intentions of students and budding entrepreneurs through various lectures, interactive workshops, panel discussions, as well as time spent together with experts and successful entrepreneurs from different fields of business during networking meetings.

Sub-goals of the thesis are:

- Processing of theoretical knowledge, methods, and tools of project management, which are used in the following chapters.
- Description of the background and current state of the organization and analysis of the previous edition of the Symposium conference.
- Design proposal of solutions that are based on knowledge, methods, and tools of project management and insights from the analysis.

The first, theoretical, chapter of the bachelor thesis contains the theoretical background of project management, starting with fundamental definitions, methods, tools, and principles that help to understand the very basics of project management and are essential for the development of other parts of the thesis.

The second chapter, analytical, of the bachelor thesis reveals the background and current state of the selected non-profit organization AIESEC – Local committee Brno, its brief history, organizational structure, and sources of funding, which are important inputs for the implementation of projects. The second part of the chapter focuses on the analysis of the previous edition of the "*Symposium*" conference to identify and highlight recurring problems. The information used for the analytical part of the project and the organization in this chapter come from internal sources of the local committee of AIESEC Brno.

The third, final chapter contains the author's proposal of solutions for processes improvement and solving the problems (such as ineffective management of activities, absence of budget planning and expenditure control, problems with delegating tasks and assigning responsibility, determining deadlines, and checking completed assignments) that occurred during previous edition of Symposium conference, using theoretical knowledge and outputs from the analytical part. The summary contains the overall benefits of the proposed solutions.

Several methods, tools and procedures were used in the processing of the solution proposal, including the development of the formal foundations of the project through the "*Project Identification Document*" and "*Logical Framework*", the division of the entire scope of work on the project “*Work breakdown structure*”, time analysis and graphic representation of the project through the "*Gantt diagram*" ", allocation of tasks and responsibilities through the "*RACI matrix*." An integral part is the budgeting process, thanks to which it was possible to create a "*Structured budget and crisis layers*". An integral part is the identification of risks and the creation of a "*Risk Register*".

2 A THEORETICAL REVIEW OF A PROBLEM

The main objective of the chapter is a comprehensive overview of theoretical knowledge and insight into the field of project management, which is drawn mainly from sources published since the beginning of the 21st century.

The first part of the thesis contains a description of basic terminology, a chronological introduction of the project life cycle, tools, methods, and techniques used for analysing the state of an organisation and its project, and ways managing resources and leading teams.

The theoretical knowledge is an important basis for the development of the following chapters, which are the analysis of the current situation and the subsequent compilation of proposals for project improvement and their implementation.

2.1 The fundamental knowledge of project management

The following paragraphs explain the basic theoretical background of project management (the evolution of the field over time, the basic definitions, and its benefits for companies and organizations).

2.1.1 Roots and development of the field

The first references to the development of methods, techniques, and procedures of a project nature appeared already in antiquity, e.g., in the construction of monuments, in the conquest of military actions, which at that time required extremely demanding organizational skills (the transfer of information took a very long time compared to today's transmission of data within a second) and leadership.

After the Second World War, project management began to be discussed as part of management and professions in this field were created. In the following decades, it operated based on a predictive approach (waterfall) along with "*classical*" practices based on rationalism. Its essence was to think through, plan and then execute a project with the assumption that everything could be planned in detail before the project started.

The development of society, the drive for standardisation, the beginning of cooperation on international projects and the development of information technology have contributed to the emergence of the so-called agile approach based on empiricism (the project is divided into smaller parts, feedback is intensively evaluated during their implementation, and then appropriate procedures are put in place to continue the next part of the project).

In today's fast-paced, unpredictable, and dynamic "*VUCA*" (Volatile, Uncertain, Complex, Ambiguous) society, it is essential to constantly evaluate situations and apply appropriate approaches (using "*hybrid approach*", agile approach with waterfall elements). (Doležal et al., 2023, p.16-18)

2.1.2 Project management

According to Kerzner (2022, p.2-5), the main pillars associated with the project management are planning, organizing, directing, and controlling of activities and sources (tangible and intangible) to achieve the project goals within specified constraints including time, costs, and team performance. It is the application of knowledge, skills, and tools that are usually classified into the five project process groups (initiation, planning, execution, monitoring and control and closure).

A structured approach that includes defining clear objectives, identifying stakeholders, and analysing their needs, a detailed project plan including risk analysis, creating, and leading a project team, monitoring, and reporting progress, evaluating project delivery is described by Professor Harold Kerzner as an important part of project management.

"*…more and more companies are now regarding project management as being mandatory for the survival of the firm.*" (Ibid)

2.1.2.1 The potential benefits from effective project management:

- clear identification of functional responsibilities to ensure that all activities are accounted for, regardless of personnel turnover
- minimizing the need for continuous reporting
- identification of time limits for scheduling
- identification of a methodology for trade-off analysis
- measurement of accomplishment against plans
- early identification of problems so that corrective action may follow
- improved estimating capability for future planning
- knowing when objectives cannot be met or will be exceeded

Failure to achieve benefits is often largely due to a variety of constraints such as special customer requirements, changes in market prices, restructuring organisation, changes in technology and market transformation, or changes in project scope and resource allocation. (Kerzner, 2022, p.2-5)

2.1.3 Project

According to the Doležal et al. (2012, p.422), the term project implies and includes a complex and unique change from the original baseline that has a clearly specified goal with defined resources, which requires the involvement of multiple people from different professions and disciplines. The whole process carries a high level of risk and uncertainty in its implementation, and therefore it is advisable to use project management tools and practices to successfully complete and achieve the change of state from point A to point B.

2.1.3.1 The project criteria:

- uniqueness of purpose (environment, location, creation of business value)
- definitions (time frame, financial resources, deadlines)
- project team (creation, cooperation between departments and professions)
- difficulty and complexity (not a trivial problem)
- risk and uncertainty (limited sources, high risk of failure)

Examples of projects include the construction of parks, the introduction of new processes in production, product innovation, as well as the organisation of cultural and educational events and festivals.

Projects that require a large timeframe, extensive financial resources and a wide organisational team should be split into several smaller sub-projects (or merged into programmes and portfolios) to avoid oversizing and inefficient management of resources, as well as failure and burnout of the organisational team. (Doležal et al. 2023, p. 26-28)

2.1.3.2 The project triangles

The traditional triangular model of project management consists of three constraints (scope, time, and cost) which are often considered as the main criteria for measuring project success and influencing project quality. Changing one constraint means adjusting one or both others to maintain the success of the project. The "*performance*" can represent scope, quality, or technology.

In the last years of the 21st century, the focus is shifting from the traditional PMT model to a model of competing constraints (Figure 1) due to the changing environment and the fact that new "secondary" factors (risk, safety, customer relationships, imagination and reputation may become more important over the life of a project compared to the main "*primary*" constraints that are cost, time, and performance). This change can have a positive impact on investor expectations and success criteria, which are often unmet despite the previous success of the project. (Kerzner, 2022, p.6-9)

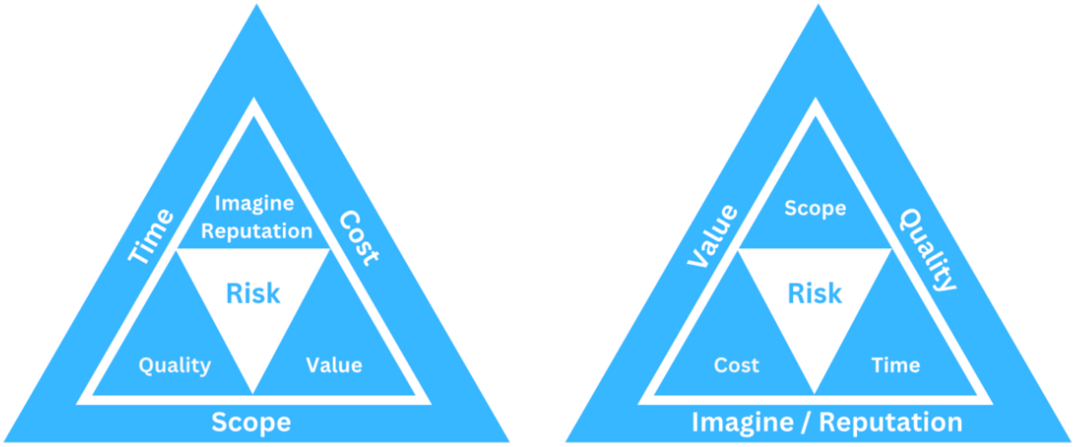

Figure 1 Project management triangle

(Source: Author's work according to the: Kerzner, 2022, p.9)

2.2 The project life cycle

The characteristic feature of the project life cycle is a process consisting of individual phases (sequences) that follow each other chronologically. The transition from one phase to the next is in most cases subject to an approval process that ensures readiness and a smooth transition to the next project level. Incompleteness (failure to complete the previous phase) may result in suspension or early termination of the project. The lifecycle sequencing helps to manage and control the activities and conditions of individual processes more efficiently, simplifies the allocation of tangible and intangible project resources, as well as the assignment of specific work project team members in each part of the process, and thus increases the likelihood of achieving success. (Svozilová, 2016, p.37-39)

Figure 2 illustrates the life cycle of a predictive project, which consists of the three most general phases. In practice, important pre-project and post-project phases are omitted often due to *"lack of time*" (not skipping these phases can help identify potential problems and avoid historical mistakes, preserve lessons learned after the project is completed).

Defining significant milestones (a zero-duration moment in the schedule) are used in differentiating project phases, in the decision-making and measuring process before the moving to the next phase, represents a checkpoint or a turning point. (Doležal et al., 2023, p.38-39)

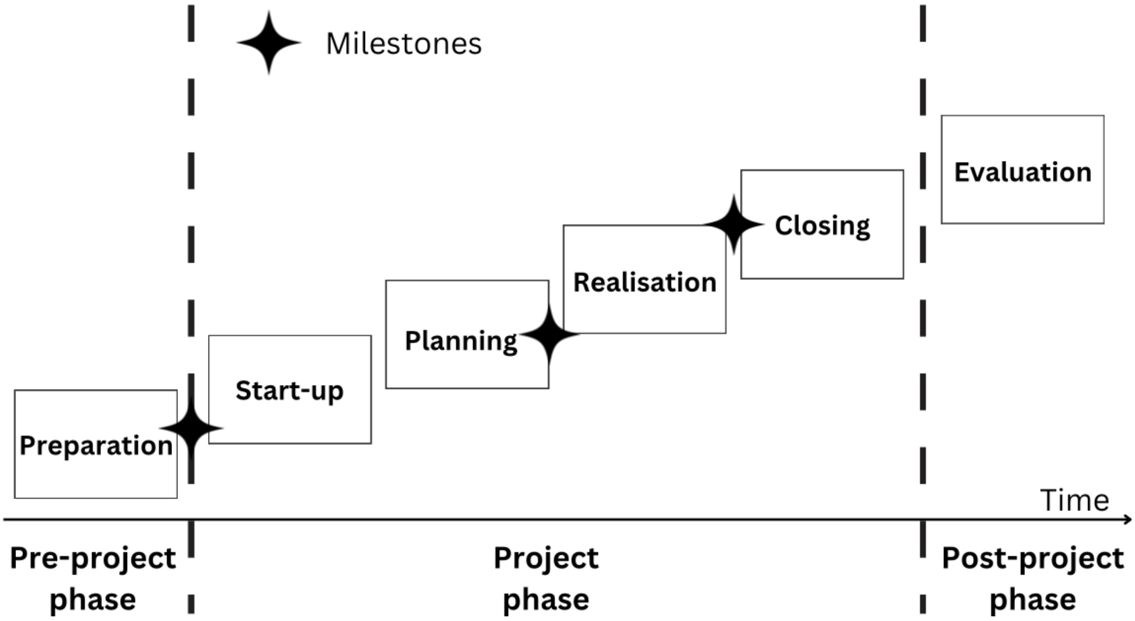

Figure 2 Project life cycle

(Source: Author's work according to the: Doležal et al., 2022, p.41)

2.3 Pre-project phase

The first part of the project life cycle describes Newton (2006, p. 18-21) as a "*Pre-project phase*" represents the initial stage of the project in which the major planning analysis and research is conducted to determine whether the project makes sense, is feasible, achievable, and aligned with personal or organizational long-term strategic goals.

"*Everything you do you do for a reason. Doing a project should be no different. …**Why** is simple and easy to ask, yet the answer can alter what you do, how you do it and how you think about something. It **is**, unfortunately **a question that we do not ask enough***." (Ibid)

The most fundamental questions that should be asked and answered at the outset before starting a project are, *"Why do we want to do project?"* and *"Why do we need to do the project, and what will we have at the end if project ends successfully?"*

The answers to questions above can help us decide, together with all stakeholders, whether the project is worth pursuing as well as the results and recommendations of feasibility studies (conduct after the business case studies) that influence the decision-making process. (Newton, 2006, p.18-21)

2.3.1 The feasibility study report

An effective feasibility study steers a project in the right direction by helping decision-makers to gain a comprehensive view of the potential advantages, disadvantages, obstacles, and constraints that could affect its outcome. The main purpose of a feasibility study report is to determine the viability of a project. The following points serve as a guide to the preparation of the report:

- **preliminary analysis** (unserved market needs and demand, project benefits)
- **preliminary determination of sources** (costs, revenues, expected profit)
- **market analysis** (competition, value, potential of project's portfolio expansion)
- **business operations** (technical, operational, economic, and legal factors)
- **determination of milestones** (kick-off, end of the project) and project team size
- **data review** (data analysis, potential risk analysis, contingency plan)
- **decision-making process** (to start or not to start a project) – long term aspirations (Source: www.projectmanager.com)

2.4 Project phase

According to the Doležal et al. (2012, p.172-173), the second stage "*project phase*" is the most challenging in terms of the project life cycle, but the most popular because it is where the activities associated with the creation of custom deliverables take place. The following paragraphs describe the four sequences of the phase – initiation (start-up), planning, implementation (realisation) and project closure.

"Fortune favours the prepared mind." (Louis Pasteur, 1854, Lille University)

For some projects, this phase is the only one in terms of project life cycle – the absence of the pre- and post-project phase can negatively affect the likelihood of project success (because of missing fundamental insights associated with the feasibility report. (Doležal et al., 2022, p.38-41)

2.4.1 Start-up

The initiation and launching (formal start) of a project is linked to several key activities as well as to the assumption that there is already a defined main goal to be achieved by the implementation of the project.

The key parts of the sequence consist of:

- setting specific goal and partial goals
- defining conditions and assumptions
- assignment of main responsibilities
- preparation of formal documents (PID, PCH, LF)

The set of activities above is summarized in two official documents, which include "*Project Identification Document (PID)"* or "*Project Charter (PCH)*" and "*Logical Framework (LF)*". (Svozilová, 2016, p.82-86)

2.4.1.1 Project Identification Document

Table 1 visually depicts the draft official documentation (the most important output of the initial phase, from which further activities and processes are derived) that defines the crucial parameters of the project such as budget, time schedule, main goal and milestones and contains formal information of the project and interested parties (project name; sponsor; manager; team). (Doležal, 2023, p.183-184)

Table 1 The PID draft (Source: Author's work according to the: Doležal et al., 2023, p.185)

The project identification document (PID)	
Project name:	
Project sponsor:	
Project manager:	
Project goal:	
Milestones:	

Budget:		**Tolerance (%):**	
Start date (kick-off):			
End date:		**Tolerance (weeks):**	
Reward for successful completion of the project:			

2.4.1.2 Logical Framework

In the second half of the 20th century, the logical frame matrix was developed by the visionary founder Leon Rosenberg. Its goal was to streamline the planning, implementation, and evaluation processes of large-scale financial management projects in the United States.

In the following years, the matrix spread abroad as well as among various public and private sector institutions. Among the most important users of the matrix at that time were (the World Bank, the United Nations, FBI). The same principles were also used by non-profit, voluntary, and social organizations. Terry Schmidt describes the Logical Frame matrix in his book (Strategic Project Management Made Simple – Practical tools for leaders and teams) as:

"… a structure in which each cell in the matrix organizes project information in a specific way, using standard management terminology. The various cells relate to each other by interlocking principles of good management and common sense. The cells interact changes in one can affect the others –reflecting the dynamics of our thinking process and the complexity of the issues before us. The completed matrix can communicate a complicated project clearly and understandably on a couple of sheets of paper. " (Ibid)

The use of the matrix (Table 2) has also contributed to improving cross-departmental processes across a wide range of projects (from government projects in Africa with a focus on saving lives, to improving business models for state-owned banks in Asian countries). (Therry Schmidt, 2009, p.40-43)

Table 2 LogFrame matrix (Source: Author's work according to the: Doležal et al., 2023, p.168)

	Objectively verifiable variables	**Method of verification**	**Assumptions**
PURPOSES	objectively verifiable variables	method of verification	
GOAL	objectively verifiable variables	method of verification	the assumptions under which the goal will contribute and be consistent with the purposes
OUTCOMES	objectively verifiable variables	method of verification	the assumptions under which the outcomes will lead to the goal
KEY ACTIVITIES	sources (money, people, …)	timeframe of the activities	the assumptions under which the key activities will lead to the outcomes
In this section, some organisations indicate what will NOT BE addressed in the project			preliminary conditions

Purposes

On the top of the LogFrame matrix describing the long-term aspirations (often linked to financial objectives and increasing the stability and competitiveness of the organisation & company in the market). The project itself will only contribute to their fulfilment, overall achievement is not in the hands and responsibility of the project manager. (Doležal et al., 2012 p.69)

Goal

Represents a concrete change (qualitative or quantitative) that cannot be achieved directly, but through incremental results (outcomes) that lead to the achievement of the goal itself. The method of achieving the goal is important to the project manager, who takes full responsibility for the successful implementation of the project and reaching the main goal; the project sponsor is only interested in whether the main goal has been achieved or not, regardless of the method. (Ibid)

SMARTi Goals

Defining the main goal (and sub-goals) using the SMARTi technique increases the likelihood of success and reduces the likelihood of misunderstandings between stakeholder expectations during project implementation. A well-defined goal does not have a defined means of achievement.

S (specific) – What will be accomplished (what actions will we take)?

M (measurable) – What data will measure the goal (how much and how well)?

A (agreed, achievable) – Is the goal doable (do we have necessary skills and resources)?

R (realistic) – How does the goal align with broader goals (why is the result important)?

T (timed-bound) – What is the time frame for accomplishing the goal?

i (integrated) – Is it the goal integrated into the organisational strategy? (Doležal et al., 2012, p.65-66)

Outputs

There may be multiple "*sets*" of outputs for a single goal and purposes (which in themselves are not added value - the project team takes responsibility for delivering them). Outcomes specify what needs to be done for the project goal to be met. (Doležal et al., 2012, p.68)

Key activities

Specific activities that are carried out within a certain time frame and require a certain number of resources (man-days, money...). The key activities are in the next sequence, in the WBS. (Doležal et al., 2012, p.68)

Objectively verifiable variables

A specific value (numerical, percentage), the achievement of which is considered as the fulfilment of an output, goal, objective. Recommended number is at least 2 independent variables (only one OVV may contribute to data bias), in the case of purposes, an estimate of the expected time to achieve them should be added. (Doležal et al., 2012, p.70)

Method of verification

Depends on the specific agreement between the contracting authority and the project manager. Verification can be provided by an independent third party or by a member of the organisation & project team itself. (Doležal et al., 2012, p.70)

Matrix connections and assumptions

In the structure of the logical framework, the causal relationship between rows and columns holds. The individual links represent hypotheses that carry a degree of uncertainty:

a) IF key activities and inputs are properly managed, THEN outcomes will be produced.

b) IF the outcomes are produced, THEN the main goal will be achieved.

c) IF the main goal is achieved, THEN we will contribute to the purposes.

The success of the project and the achievement of specific milestones, deliverables can be negatively affected by external factors that are not in the hands of the project team, and therefore it is advisable to make assumptions to mitigate uncertainty. (Doležal et al., 2012, p.71-72)

2.4.1.3 Stakeholder relations management

"*Stakeholders are, in one way or another, individuals, companies or organizations that may be affected by the outcome of the project or the way in which the project is managed. Stakeholders may be either directly or indirectly involved throughout the project or may function simply as observers. Stakeholders can shift from a passive role to becoming an active member of the team and participate in critical decisions."* (Kerzner, 2022, p. 351)

After the identification of stakeholders, matrix in Figure 3 prioritizes stakeholders based on the level of power and interest into the four groups, the most following important step is the estimation of expectations and interests. Based on the findings, the project manager can develop and a stakeholder engagement strategy for the project which connect the project goal and partial outcomes, the main goal, purposes and stakeholder's interests and expectations.

Understanding the mutual added value between stakeholders (e.g., exchange of information, financial resources, business environment improvement, sharing of know-how, staff support, media promotion) is key to successful relations management and long-term collaboration as well as a fair approach and a high hospitality care. (Doležal and Krátký, 2017, p.58-66)

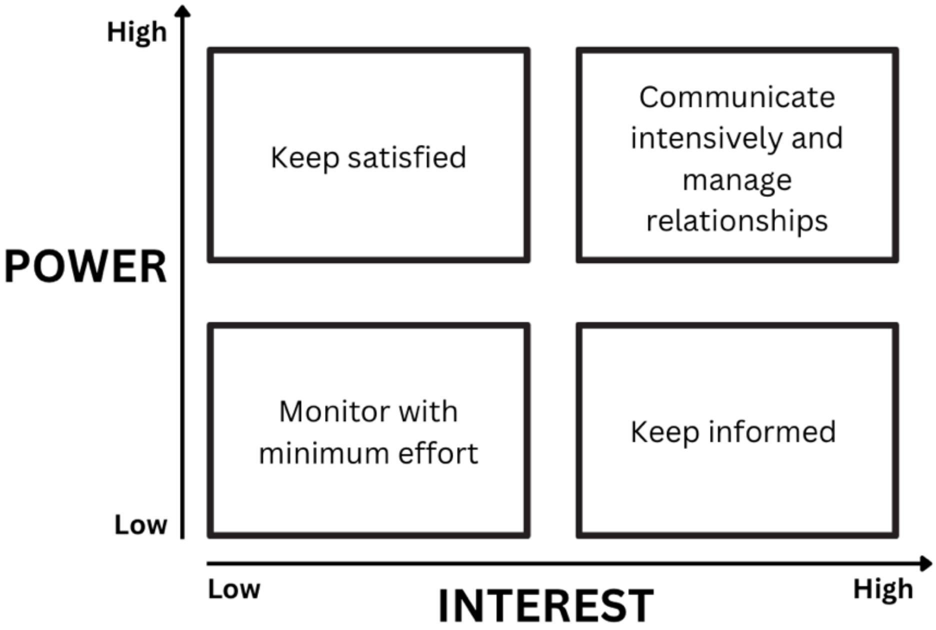

Figure 3 Power/Interest Matrix

(Source: Author's work according to the: Doležal and Krátký, 2017, p.64)

2.4.2 Planning

Svozilová (2016, p.122-124) describes the planning phase as the process of transforming realistic assumptions and parameters (which are written down and signed off by the project parties in the official project document - estimated outcomes, project timeframe, financial resources and potential risks) through a set of activities that lead to the creation of detailed planned deliverables for this phase such as a WBS, a structured timeline, a budget and a risk analysis.

2.4.2.1 WBS

A work breakdown structured (Figure 4) is a structured hierarchical decomposition of a project work into a smaller element that are "*manageable*" (to be able assign responsibility to specific authority), "*independent"* (minimum or no linkage and dependence on other ongoing elements), "*integratable*" (big picture overall view) and "*measurable*" (so that progress can be tracked). (Kerzner, 2022, p.388)

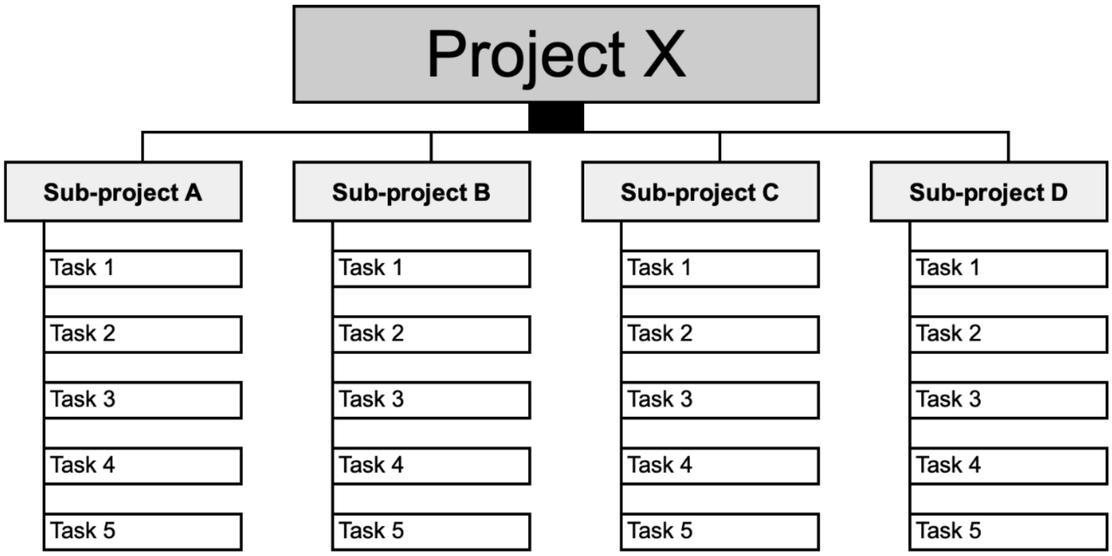

Figure 4 Work breakdown structure

(Source: Author's work according to the: Svozilová, 2016, p.144)

The project manager is responsible for creating a detailed work breakdown structure (some smaller parts may involve some level of assistance from individual team members) that is in a logical hierarchy with sub-goals.

The information contained in the WBS is used as a cornerstone in the production of the other outputs of the planning phase, which include:

- Project time schedule – TIMELINE
- Responsibility assignment matrix – RACI
- Cost spending plan – BUDGET
- Project team members allocation – TEAM STRUCTURE
- Risk management – RISK ANALYSIS (Svozilová, 2016, p.144-145)

2.4.2.2 Timeline

Establishing a schedule (timeline) is one of the key activities in project planning, using information from official documents such as the PID (project start date and estimated end date) and the WBS (100% of the scope of work, packages).

When work packages are established, the next step is to determine "*the sequence of activities*" – finding logical links (which may be influenced, for example, by internal and external factors, the time of year, or the availability or unavailability of resources) between activities that build on each other and that need to be carried out in a particular sequence. The allocation of time resources to specific activities (including a certain time reserve) and the subsequent "pricing" of work packages can be used in the preparation of a structured budget (converting the labour costs of "*man-days*" into financial parameters).

Milestones (often included in official contracts) are used to separate significant events and serve as a stable point at which a project can move to the next phase, a decision can be made to change used project management methods, or the project can be terminated. The two main milestones are the project start date (kick-off) and the project end date. The output of time planning is a "*timeline*" illustrated by the Gantt chart in Figure 5. (Doležal a Krátký, 2017, p.93-106)

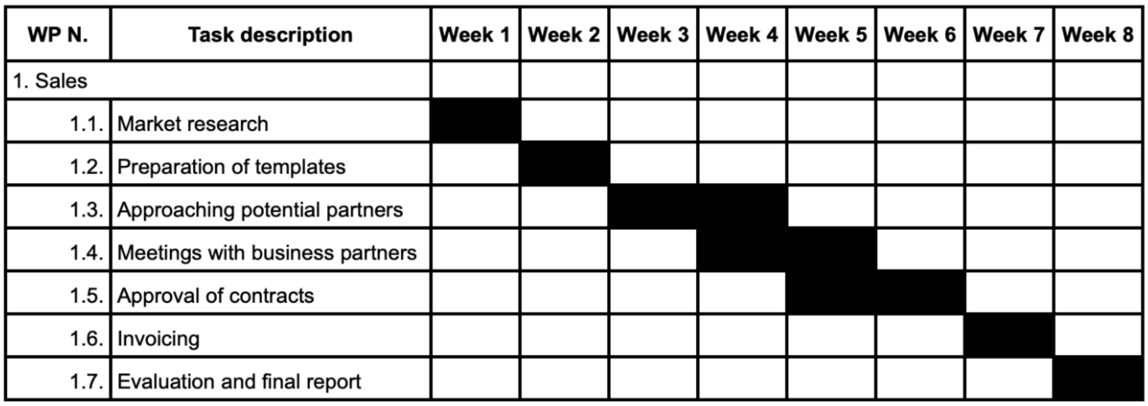

Figure 5 Gantt diagram

(Source: Author's work according to the: Doležal and Krátký, 2017, p.103)

2.4.2.3 RACI

The Responsibility Assignment Matrix is a simple and effective project management tool, also known as the RACI matrix, that defines all project roles and assigns them responsibility for certain tasks and work packages of the project. The acronym RACI stands for the four roles that stakeholders might play in any project – a description of the roles is given below:

- R – the person who is "*responsible*" for completing the work (a specific task or package of work). This type of role can be assigned to multiple people within a single task or the work package.

- A – the person who is ultimately "*accountable*", sign off the correct and timely completion of a task, goal, or decision. In terms of the assignment, this role is only ever assigned to one person within a given task or work package.
- C – the person to be "*consulted*" on a task or work package helps in the form of input or advice. This type of role may be assigned to more than one person within a single task or work package.
- I – the person who is "*informed*" about the ongoing status, outputs, results through regular reports, meetings etc. This type of role may be assigned to more than one person within a single task or work package. (Doležal et al., 2023, p.160)

The absence of a process for assigning responsibility for tasks to specific individuals often leads to misunderstandings, confusion, omissions, minor errors, schedule delays, and even serious problems.

Table 3 RACI matrix (Source: Author's work according to the: www.cio.com)

Work package / Task description	Project manager	Team leader	Member 1	Member 2	Member 3	Member 4	Member 5	Member 6
Work package 1	I, A	R						
Task 1		A	R	R	C			
Task 2		A		R	R	C		
Work package I	I, A	R						
Task I		A		R		R		R
Task II		A		I	R		C	R
Task III		A		R	C			R

The graphical model (Table 3) helps key stakeholders to quickly navigate and answer the question "*who is responsible for what*" and consequently accelerate the resolution of emerging issues, as well as the eventual overall project revival if it is in a stagnation phase. (Source: https://www.cio.com)

2.4.2.4 Budget

"*The project budget… must be reasonable, attainable, and based on contractually negotiated costs and the statement of work. The bases of for the budget is either historical cost, best estimates, or industrial engineering standards. The budget must identify planned manpower requirements, contract plan, which describes how cost are planned, structured, and controlled over the life of project."* (Kerzner, 2022, p.530)

The structured budget (Table 4) details the direct costs of the project (man-days of work converted into money – salaries and bonuses, costs associated with specific project outputs). It may also include the sources of revenue that will finance the project, a contingency reserve to cover unexpected costs and potential profit. (Doležal et al., 2012, p.204-205)

Table 4 Budget draft (Source: Author's work according to the: Newton, 2017, p.80-81)

Project budget		Project name:		
Project staff costs (variable)				
Person	Uni costs	Units	Total	
Project manager	1000 Kč per day	30 days	30 000 Kč	
Member 1	500 Kč per day	20 days	10 000 Kč	
Member 2	600 Kč per day	15 days	9 000 Kč	
Total project staff costs				49 000 Kč
Other project costs (example)				
Item	Unit costs	Units	Total	
Venue rental	25 000 Kč per hour	16 hours	400 000 Kč	
Catering	300 Kč per attendee	500 attendees	150 000 Kč	
Marketing	100 000 Kč per month	1 month	20 000 Kč	
Total other project costs				570 000 Kč
Total costs				619 000 Kč

2.4.2.5 Risk management

Project *"risk"* is an uncertain event or condition that negatively affects the project (or specific *"asset"*) that may or may not occur. Assets in this case represent the budget, the project objective, but also something outside the project, e.g., the company's reputation and good relations with suppliers.

Identification

The initial step of the process, in which the project manager together with the team (engagement and communication with team members or the project sponsor helps to mitigate differences in risk perception) searches for and identifies risks that can significantly affect the project, using various techniques – e. g. brainstorming, checklist, mapping, SWOT analysis.

The main output of this process is "*The risk register*" illustrated in Table 5, which contains the most accurate and thorough description of the risk in the form (threat - scenario - impact), where a scenario can be composed of several causes, just as a cause can trigger several scenarios with different impacts.

Analysis

The second step of the process is based on the information contained in the risk register, the main objective of which is to determine the likelihood of scenarios and to determine the severity of the negative impact on the project or "*asset*" using the analyses described below.

- The qualitative analysis (should always be carried out) uses the probability and impact matrix tool to determine the value of a given risk. The values are distinguished verbally (low, medium, or high probability and severity) or by using a scoring method.
- Subsequently, qualitative analysis (attempting to accurately analyse the likelihood of impact by expressing it in financial units – depends on a large range of data) and sensitivity analysis (identifying the risks with potentially the strongest impact – a tornado diagram) can be carried out.

Evaluation and ranking

The aim of the third part is to decide on the "*future*" of specific risks – which will be treated, neglected, or cannot be accepted. The Pareto principle is used as a decision aid (20 % of the most serious risks will be treated and 80 % will remain as a reserve). In the case of moderate risks, it is appropriate to determine whether a precautionary measure or a back-up plan will be developed for these risks.

Treatment

The penultimate step aims to reduce the level of risk so that the project can be successfully implemented – the key activity is the selection of a specific measure and the assignment of responsibility for it. The strategies described below are used to treat the risks:

a) Avoid – elimination of risk, finding an alternative solution (does not have to have a negative impact on the budget, schedule, scope of the project - on the contrary, it can save resources) in each situation that does not involve a risk event.

b) Transfer – the risk and its impact does not change; it is just redirected to a third party (insurance is a typical example). The measure requires a financial cost and at the same time the risk and its impact can still affect us to some extent.

c) Mitigate – the likelihood and impact of the risk (scenario) is reduced through a precautionary measure (e.g., a time or financial buffer) that interferes with the project's resources - budget, time schedule.

d) Accept – the risks can be accepted in two ways – passively (noting the existence of the risk in the risk register, taking no action, including unidentified risks too) or actively (creating financial and time "*reserve*" to mitigate the impact of the risk).

e) Contingency plan – a strategy based on pre-described events at a precise time (triggers), which automatically triggers a back-up plan if they are reached.

Monitoring and review

The last point of the process highlights the importance of ongoing risk monitoring, as the following situations may arise during project implementation, examples below:

- change of conditions (a change in the probability and the impact of the risk)
- the emergence of new threats (the need for a new analysis)
- non-functionality of the chosen measure (changing or creating a new measure)

Monitoring and controlling the effectiveness of selected risk measures is a regular part of team meetings, audits, special checks – an important element of the process is the identification of a "*risk owner"* who is responsible for monitoring risks (scenarios). (Doležal et al., 2023, p.270-278)

Table 5 Example of risk register (Source: Author's work according to the: Doležal, 2023, p.271)

Project risk identification					**how we will precautionarily behave in relation to risk**	**how we will behave if the risk turns into reality**		**responsibility**
ID	**Risk description**	**Likelihood (1–4)**	**Impact (1–4)**	**Score (1–16)**	**Preventive countermeasures plan**	**Trigger**	**Corrective action plan**	**Risk owner**
0	What's going on? Threat-scenario-description of impact	What is the likelihood of this scenario?	What is the impact of this scenario?	**multiplication of two previous numbers**	What specific measures will be implemented	how do we know that risk has turned into reality?	what exactly do we do if we find that a risk has occurred?	who is responsible for managing this particular risk?
1	Thread-scenario-impact (1)	2	4	8	Preventive countermeasures plan (1)	Trigger (1)	Corrective action plan (1)	Risk owner (1)
2	Thread-scenario-impact (2)	3	3	9	Preventive countermeasures plan (2)	Trigger (2)	Corrective action plan (2)	Risk owner (2)
3	Thread-scenario-impact (3)	4	2	8	Preventive countermeasures plan (3)	Trigger (3)	Corrective action plan (3)	Risk owner (3)

2.4.3 Realization

"Plans are nothing, but planning is everything." (Dwight D. Eisenhower, 1957, NDERC)

Once the project baseline (budget, timeline and WBS) has been agreed, the project can move into the implementation phase – the transition point is often a "*kick-off*" meeting. A risk and stakeholder analysis can support successful project implementation.

The kick-off meeting is a key moment used to inform all stakeholders, especially the project team members, about the main parameters of the project (stakeholders, purpose of the project, main objective, milestones, and team rules).

Changes may occur during the implementation of the project, which need to be responded to by taking adequate measures (e.g., by re-planning or creating a new project plan). The most important activities associated with this phase include managing, controlling, and comparing the progress of implementation against the plan – use of reporting tools. The phase is completed with the handover and acceptance of the individual outcomes. (Doležal et al., 2023, p.290-291)

2.4.4 Closing

The last part of the project phase is the completion of all processes (one of the most important processes, including e.g., invoicing, conditions check) and the subsequent dissolution of the project team. The official closure is preceded by an analysis of the entire project implementation process in the form of a final report. (Doležal et al., 2023, p.316)

2.5 Post-project phase

The post-project phase plays an important role that can benefit both the team members and the organisation (the project sponsor) – it is a period of reflection during which a project team "*debriefing*" or a one-to-one meeting between the project manager and the team member takes place to evaluate the whole project in the form of lessons learned. (Doležal et al., 2012, p.173)

2.5.1 Evaluation and lesson learned

Lessons-learned containing recommendations (resulting from positive and negative experiences during the project) that can increase the efficiency of individual processes, prevent errors, save resources in future projects. (Kerzner, 2022, p.328)

"Lessons can be learned from each and every project, even if the project is a failure. Some people believe that more best practices and lessons learned can be derived from failures than from successes…" (Ibid)

2.6 The role of leadership in project management

A major part of project management focused on the processes described in the previous paragraphs (project design, goal and milestones planning, budgeting, and scheduling... etc.) – the technical aspects of a project that caused organizations to be viewed in the 20th century as machines and people as just the numbers and resources needed to successfully execute a project.

Over time, this perception of project management has changed, with people playing a very significant role in today's projects (especially in areas based on knowledge, innovation, and creativity) and organisations themselves as living organisms. (Doležal et al., 2023, p.45)

2.6.1 Leaders and leadership

According to Sinek, one of the best-selling authors and motivational speaker, describes leaders as people who:

- run headfirst into the unknown
- rush toward the danger
- put aside their own interests to protect (us) the people around
- sacrifice what is theirs to save what is (ours) another's (Sinek, 2017, p.1)

Leadership is a way of thinking, and the following paragraph contains some thoughts and attitudes that should be part of a leader's mindset and when working with the young generation:

Mentor and support (a lot of people struggling with the questions: "*Could I ask you for some help?*" – a true leader is open to mentor anytime if its needed).

Lead by example (being a role model, if we do not do it, there is a high chance that people will not do it, because they will follow our actions and mindset).

Talk about own failures (showing own failures and mistakes helps to understand that the path to the goal is sometimes difficult, admitting our own mistakes can be hard, but it helps a lot to create a safety space and build trust and understanding in the whole team).

Give the team members opportunity to fail (the failure is a bad thing, of course when it could damage the whole company – but the taking responsibility for a small project and tasks and failing them is one of the most valuable sources of experience and potential lessons learned for the young generation).

Create opportunities to develop human skills (engagement with the young generation is crucially important these days because of lack social international an increasing time spent with the technology what causes the lack of social skills between the youth).

Encourage them to love themselves (help to build self-confidence and treat them same as you want to be treated as a leader). (Sinek, 2017, p.295-297)

2.6.2 Team

A functioning team is made up of people who believe in what they are doing, so it is extremely important to help team members find and understand the projects and organisation purpose, cause, or beliefs right from the start – Sinek's used to explain his theory through "*the golden circle*" model (Figure 6) to understand easily the concept of "*Why*" we are doing what we are doing. On the other hand, misunderstanding the value and purpose of work is related to the following question: "*What happens when people on a team don't see the value added by their work and don't know why they do what they do*?"

Figure 6 The golden circle

(Source: Author's work according to the: Sinek, 2009, p.49)

In the short term, when problems arise, they can be dealt with by several manipulative techniques, such as salary increases, passionate motivational speeches, extra bonuses or other extra benefits that can increase energy and motivation to work on assigned tasks – in the long term, this usually ends up increasing stress on the team, losing people and adding further financial costs to the budget.

In the long term, the better solution how to keep in people in the team is to inspire people around us and especially in our teams – help each other and be open to give and get the (constructive) feedback from others and focus on the building safe team environment. (Sinek, 2017, p.140-146)

2.6.2.1 Benefits of leadership

The main added value of leading team in comparison with basic team managing is a long-term impact on the people – they used to talk about the company and organisation in a positive way, they are passionate and full of energy at the work because they believe the product & project and the mean of their activities. They used to automatically look for new improvement and solutions to the problems without the extra "*artificial*" motivational bonuses. (Sinek, 2017, p.151)

3 ANALYSIS OF THE CONTEMPORARY SITUATION

The second chapter of the bachelor thesis provides basic information about the non-profit student organization AIESEC – a brief history, mission and vision of the organization, the structure and current state of the local committee based in Brno and functioning in the South Moravian and Zlin regions.

The second part of the chapter focuses on the "*Symposium – konference o podnikání pro studenty a mladé podnikatele*", which belongs to the branch's projects portfolio. The conference is analysed mainly in terms of preparation, planning, organisational structure, budget, and time schedule. The aim of the analysis is to identify and summarize the problems encountered during the project, which will then serve as a source of information in the final part of the thesis.

3.1 Basic information about the organisation

The roots of AIESEC (French acronym "*Association internationale des étudiants en sciences économiques et commerciales*") date back to the Second World War, when it was founded in 1948 by students who wanted to promote intercultural understanding and build relations between nations with a vision to change the world for the better through international internships. (Source: www.aiesec.org)

"AIESEC is a community of young people, passionately driven by one cause: peace and fulfilment of humankind's potential". (Ibid)

3.1.1 Mission and vision

The organisation itself strives to achieve peace & fulfilment of humankind's potential by enabling young people to develop their leadership through learning from practical experiences in challenging environments. Members of the organisation and their supporters believe leadership is the fundamental solution and it can be developed in anyone, anywhere.

It is every young person's **responsibility to take a positive role shaping the future of our planet**, and to the one of main pillars belong that every young person deserves the chance, and tools, to fulfil their potential. Organisation provides young people with self-driven, practical, global experiences. (Source: www.aiesec.org)

Figure 7 AIESEC Logo
(Source: www.aiesec.org)

3.1.2 Development and current state in the Czech Republic

AIESEC began to expand in the territory of the former Czechoslovakia in 1966 thanks to the initiative of Miloš Motoška and several other students from the University of Economics, where the first Prague offices were located. The existential question on surviving in Czechoslovakia arose in the 1970s, when the process of normalization greatly affected the functioning of the branch, which at that time consisted of only 5 members. The big expansion came after 1987 and the fall of communism. The most significant milestone at that time was the opportunity to travel freely to developed countries for work internships. (AIESEC Czech Republic, Internal sources, 2022)

The current state of the organisation in the Czech Republic is represented by the functioning local branches in Brno, Prague, Olomouc and Plzeň, which cooperate with international branches in more than 100 countries. This AIESEC community consists of 40.000 active members who are supported from the internal environment by a massive base of former members called "*Alumni*", numbering more than one million worldwide. (www.aiesec.cz)

3.2 Local committee Brno

The local branch in Brno (established in 1991-1993) is one of the largest branches in the Czech Republic. In recent years, the average number of members has been between 25 and 40. The main purpose is to create a safe space for the active student's community to have an opportunity transform mostly the theoretical school environment and knowledge into practise with focus on learning new things, developing their own skills such as soft-skills (leading, public speaking, time-management, crisis-management, problem-solving) and hard-skill (graphic design, project management, foreign languages trainings, data analysis, copywriting, accounting and finance & legal). (AIESEC Brno, Internal sources, n.d.)

3.2.1 Legal information

An independent association with delegated legal personality, which in its activities is governed by the applicable laws of the Czech Republic, the international statutes of AIESEC International, the statutes of AIESEC Czech Republic and the statutes of AIESEC Brno, as well as other regulations issued on the basis of these statutes. AIESEC BRNO is a voluntary, independent, student, non-profit, educational organization, which is a member of AIESEC Czech Republic, which is a part of AIESEC International based in Canada. (AIESEC Czech Republic, Internal sources, 2022)

Organisation name: AIESEC BRNO

Residence: Komenského náměstí 220/2, Brno-město, 602 00 Brno

Business ID: 64326152

Legal form: Organisational unit of an international non-governmental organisation

Statutory body: Local Committee President (Source: www.justice.cz)

3.2.2 Structure of the local committee

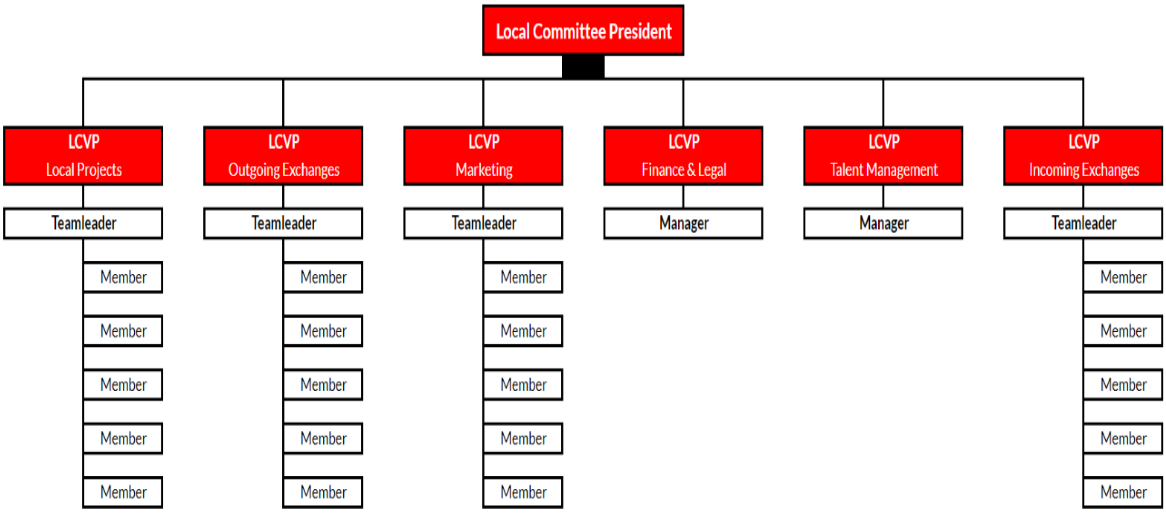

Figure 8 Local committee structure

(Source: Author's work according to the: AIESEC Brno, Internal sources, 2022)

On the top of the structure of AIESEC Brno branch (Figure 8) is a Local Committee President (LCP) who leads & takes legal responsibility for the whole LC and works closely with the team of Vice Presidents (VPs) of various departments, together they create *“Executive body”* (EB). Almost each of the department is led by one VP who used to have one or two team leaders who have their own teams on average from 3 to 5 members during the school term. The LC members focus on these main activities:

- international volunteer programmes in cooperation with the UN
- international professional internships in cooperation with business partners
- leadership development through in-house education cycle and practice
- national and international projects
- local events and environmental programs
- other activities in cooperation with the local universities, NGOs, and student clubs

A significant part of the organisation's funding comes from the above activities, in addition to which the branch receives funding from individual sponsors, grants and donations. (AIESEC Brno, Internal sources, 2022)

3.3 Project Symposium

The Symposium conference is a platform for personal and career development in different areas of business (e.g., sales, psychology, marketing, IT, law, leadership, business etiquette, etc.) that promotes entrepreneurship for students and young people. The main concept consists of a one or two-day programme full of workshops, lectures, panel discussions and networking spaces. (www.aiesec.cz/spoluprace/symposium/)

The following paragraphs are based on internal sources of the local committee and project manager’s notes – provide a chronological overview of the background of the Symposium conference (called #BeyondBusinessBorders), which took place on 21st October 2022 in the prestigious Clubco coworking space in the centre of Brno.

Figure 9 Symposium Logo

(Source: AIESEC Brno, Internal sources, 2022)

3.3.1 Pre-project phase

The first indications and preparations for the project emerged at the beginning of March last year when a meeting was held between the potential project manager and the Vice President for Local Projects. The Symposium project is an internal affair of the branch and therefore there was no need to prepare official documents (PID) before starting preparations. (AIESEC Brno, Internal sources – Project Manager's Notes, 2023)

3.3.2 Project phase

In mid-March, the expectations of the project, which are briefly described below, were set and a mutual verbal agreement was subsequently reached for the project manager to take responsibility for the project.

Set Expectations:

- the conference will take place in October 2022, in Brno
- the conference will be profitable
- the organising team will consist of approximately 8 people
- the number of attendees will be around 100

Over the next five weeks, a search for members of the organizing team was conducted, with applicants who were current active members and former branch members (alumni) of the organization at the time. The whole project team of 8 members (Figure 10), called as "*organisational committee*", was created.

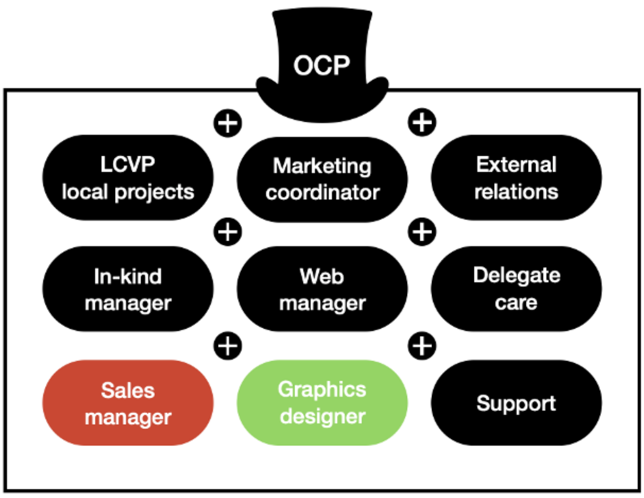

Figure 10 Structure of the organising committee

(Source: Author's work according to the: AIESEC Brno, Internal sources – Project Manager's Notes, 2023)

The red and green cell in Figure 10 shows the team structure changes – green “*graphics designer*” joined the team during the summer school break, on the other hand the former OC member red “*sales manager*” who was responsible for the partners and sponsors after the agreement with the project manager left the team and the job description of that position transfer to project manager (Organising committee president, OCP).

In the first half of April, an onboarding phase took place, during which team members were matched with their predecessors who had previously been in the same or similar position in the projects – the aim was to get to know each other, get inspired and at the same time gain tips & tricks from their predecessors.

Over the following weeks until early summer, regular weekly team meetings and one-to-one meetings between the OCP and individual team members were held in a hybrid format. During team interactions, the conference concept, the title of the main theme and its sub-themes, the selection of speakers, partners, potential media collaborations, and other things related to the conference were discussed and decided upon.

In the following months (June-September), tasks were progressively completed as assigned and occasionally reviewed at team meetings - the planning and execution of tasks was very operational in nature (key tasks and project timelines were not developed before or after the start of the project).

Thanks to the strong leadership and belief of the whole team in the added value of the conference, great results were achieved in all areas (sales, marketing, external relations, in-kind costs, and delegate care), even tickets were sold out almost 2 weeks before the actual implementation. However, many processes were accompanied by early misunderstandings, chaotic operational task allocation causing deadlines to be extended, and problem solving arising from the lack of a clear timetable and structured budget.

The implementation of the conference was excellent from the point of view of participants and stakeholders (positive feedback from participants, speakers, and conference business partners). However, "*behind the curtain*", the project team struggled with the effective allocation of volunteers to individual teams – tasks were assigned based on what needed to be done. The disorganisation of the volunteers and the vaguely defined roles prior to the actual implementation meant that some worked much harder than others and felt overly tired when they finished and did not have time to enjoy the conference to the full.

One of the significant mistakes made by the project manager during the implementation of the conference was the occasional increase in the project milestones and targets, starting with a higher number of participants (almost 200 booked tickets) and the related increase in costs - due to the lack of budget and its control, the overview of the costs and benefits that were added during the implementation was very inaccurate. The second major problem occurred at the end of the conference, when the rented premises had to be cleaned up and brought back to its original state - due to poorly set expectations, almost the entire conference organising team (Figure 11) went home and several people completed this task in the early hours of the morning, as well as throughout the weekend. (AIESEC Brno, Internal sources – Project Manager's Notes, 2023)

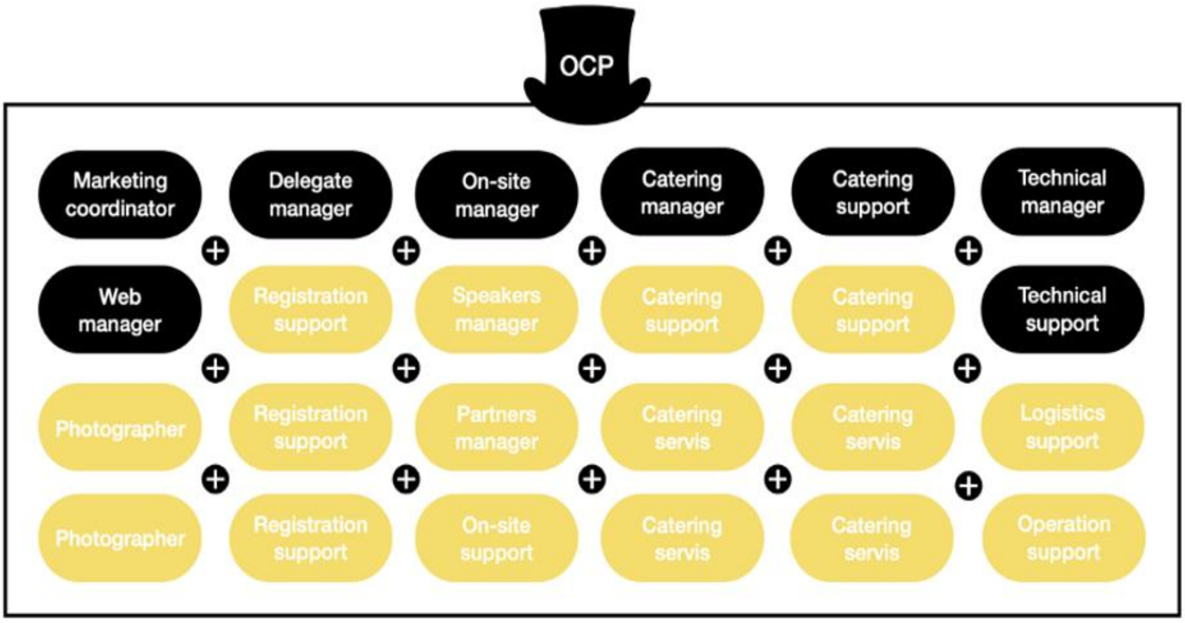

Figure 11 Conference team

(Source: Author's work according to the: AIESEC Brno, Internal sources – Project Manager's Notes, 2023)

3.3.3 Post-project phase

Post-implementation feedback from participants, presenters and partners was evaluated. The organizing team wrote down "*lessons learned*", key points and activities that the organizing team should consider for future editions - specific activities and practices that make sense to maintain, but also lessons learned and suggestions for addressing issues that arose during the project life cycle. The final report was not produced due to time and personal reasons of the project manager. (AIESEC Brno, Internal sources – Project Manager's Notes, 2023)

3.3.3.1 Budget

The absence of a structured budget from the very beginning of the project brought several complications, which were related to the new possibilities aimed at increasing the quality of the conference, and in deciding on cost increases at the moment of boosting the capacity of the event and incurring extra costs, especially for technology and additional catering. Unexpected purchases - e.g., gifts for partners that were not controlled by anyone - also contributed to the lack of clarity about the actual budget and cash-flow situation. The aim of the conference's financial report (Table 6) highlights the high risk that arises if one of the barter collaborations does not take place, or if one of the partners terminates the collaboration - a situation that would have a negative or even destructive impact not only on the project itself, but also on the local committee. (AIESEC Brno, Internal sources – Project Manager's Notes, 2023)

Table 6 Financial report (Source: AIESEC Brno, Internal sources – Project Manager's Notes, 2023)

	Planned amount of money (CZK)	**Received amount of money (CZK)**
Incomes	100.000	95.000
Main partner	Imprecisely defined amount	50.000
Partners	Imprecisely defined amount	15.000
Sponsors	Imprecisely defined amount	5.000
Tickets	20.000	25.000
	Planned amount of money (CZK)	Spend amount of money (CZK)
Expenses	Lower than incomes (IDA)	30.000
Marketing	Imprecisely defined amount	3.500
Food and beverages	-	15.000
Reserve	Imprecisely defined amount	5.000
Technical equipment	-	5.000
Logistics and transport	-	5.000
Partners gifts	Imprecisely defined amount	3.500
Graphics and photos	-	2.500
	Planned without specific values	Saved potential expenses (CZK)
Barter	Imprecisely defined amount	100.000
Food and beverages	-	40.000
Venue	-	30.000
Promotion materials	-	5.000
Technical equipment	-	10.000
Welcome pack	-	15.000

3.4 Conclusion of the analysis

The Symposium conference has great potential who has not been fulfilled yet (increasing the capacity of participants and quality, extending the conference agenda to more days, collaboration with the international speakers and partners, become a best student business conference in Brno), it might be gradually achieved by eliminating the problems that occurred repeatedly during the last edition.

The following problems were identified through the project analysis – insufficient pre-project preparation and planning (absence of a time schedule & structured budget, absence of a clear and transparent list of tasks and responsibilities assignment, risk analysis and preparation of preventive measures, organisation of volunteers directly before, during and after the conference realisation on the site).

Thanks to the admirable performance and commitment of the whole team, the consequences resulting from the problem were resolved promptly, largely to the detriment of health, along with the additional extra project costs.

From the external perspective of the organisation and the conference stakeholders, the project was a success, as confirmed by the positive feedback as well as the results achieved. From the internal point of view of the project manager and the team, the whole project found itself on "*thin ice*" several times during its lifecycle, mainly due to poor and at some points no overview of the cash-flow, which in the worst case could have caused extensive existential damage not only to the project but also to the branch itself.

4 PROPOSAL OF SOLUTION

The third chapter points out the implementation of theoretical methods, tools, and knowledge of project management into practical suggestions for streamlining processes and solving problems that arose during the realisation of the Symposium conference in 2022, which are analysed in the previous chapter.

The author proposes the integration of the basic elements of project management and their contribution, especially in the areas of budgeting, project planning, tasks expatiation and tracking, assignment of responsibilities and risk management.

4.1 The project identification document

The PID (formal document) contains key information about the project, including the project name, project sponsor, project manager and team structure, main goal, responsibility identification, project timeline and budget. The document serves as a tool for all stakeholders (participants, sponsors, media partners, company partners, team members and supporters who working together on the project) to understand the overall picture of the project.

Table 7 Project identification document (Source: Author's work)

The project identification document	
Project name	Symposium – konference o podnikání pro studenty a mladé podnikatele
Project sponsor	AIESEC BRNO
Project manager	Samuel Maťašovský
Project team	Project manager Sales coordinator Companies manager, speakers manager, sponsors manager Marketing coordinator Graphics designer, social-media manager, web manager On-site coordinator Agenda manager, technical manager, logistics manager Public relations coordinator Delegate care specialist
Main goal	The main goal of the project is successfully organizing a high-quality one-day business conference located in South Moravian region for 500 attendees on Wednesday November 8, 2023

Responsibilities	The project manager takes responsibility for leading the organizational team and successfully achieving the main goal of the project. The project sponsor takes responsible for the functioning of the organization and for any (negative or positive) changes in its functioning.
Start date	March 1, 2023
Conference date	November 8, 2023
End date	November 30, 2023
Budget	1.000.000 Kč
By signing the project identification document, both interested parties (Project sponsor and Project manager) agree on the outlined information in document.	
Project sponsor signature: Date and place of signature:	Project manager signature: Date and place of signature:

4.2 Logical Framework matrix

The LFM (Table 8-10) serves as an aid in the comprehensive formulation of a basic project brief – it can be used by the project manager during the kick-off meeting to benefit the entire project team, the organization, and all stakeholders at the same time.

Bonds and assumptions hypothesis:

a) If every key activity associated with the conference is done successfully, the planned outputs will be generated.
b) If all planned outputs associated with the conference are generated, the main goal of the project will be achieved.
c) If the main goal of the project will be achieved, it could help to reach the long-term purposes.

Table 8 Logical Frame part I (Source: Author's work)

	Description	Objectively verifiable variables	Verification method	Assumptions
Purposes	1. Building an entrepreneurial community and projects aimed at promoting entrepreneurship among students and recent graduates.	1.1. At least 4 conferences or projects will take place in the next 2 years.	1.1. Final project reports and official a list of the organisation's project portfolio.	
		1.2. In the next 5 years, the community will have more than 1000 active members in the Czech Republic.	1.2. An up-to-date list of community members and their participation in specific events.	
	2. To raise awareness of the organisation among students and the young generation in the South Moravian and Zlin region.	2.1. The organisation will increase its membership by 30% in the coming year.	2.1. Local committee HR report.	
		2.2. Attendance and interest in events will increase by at least 50% by next year.	2.2. Database of participants from organised events.	
	3. Strengthening relationships with universities, partners, sponsors of the organisation and establishing new collaborations.	3.1. The organisation will collaborate with all local universities over the next two years.	3.1. Long-term cooperation agreements signed.	
		3.2. The number of strategic business partners will increase by 20% by the end of next year.	3.2. Local committee business report.	
	4. Increase the financial stability and competitiveness of the local committee.	4.1. Financial sources will increase by 50% by the end of the next year.	4.1. The organisation's annual report and accounting documents.	
		4.2. The organization will be one of the 3 best student organizations in the Brno region in the end of the next year.	4.2. Feedback via questionnaire from students and universities.	
Goal	1. The main goal of the project is successfully organizing a high-quality one-day business conference located in South Moravian region for 500 attendees on Wednesday November 8, 2023.	1.1. 100 % of the tickets for the event were sold.	1.1. Ticket sales report from the online payment gateway.	Stakeholders (especially companies, sponsors, and universities) will want to collaborate on other projects after the conference, projects will generate profit, more students will start collaborating with the organization.
		2.1. 100 % of approved partners and speakers attended the conference in person.	2.1. Record of participants and guests of the conference.	
		3.1. At least 95 % of received feedback will be positive.	3.1. Feedback formular evaluation.	

Table 9 Logical framework part II (Source: Author's work)

	Description	Objectively verifiable variables	Verification method	**Assumptions**
Outputs	1. A full day conference program.	1.1. 100 % of speakers will attend the event.	1.1. VIP guest list check.	No technical, security or safety problems occur on site, there will be no traffic jams in the city and enough participants will arrive at the conference venue, there will be no restrictions that could interfere with the organisation of the live event, will not be a natural disaster.
		1.2. All planned workshops, presentations, panel discussions and networking spaces will take place at specifically scheduled times.	1.2. Comparison of the actual starts of specific parts of the program with the established agenda plan.	
	2. The strategical marketing package.	2.1. 100 % of graphic materials (posters, SoMe templates, booklets) will be designed.	2.1. Feedback from the marketing coordinator or graphics designer.	
		2.2. 100 % of promotional activities will be implemented according to the time schedule.	2.2. Monitoring checklist of campaign activities.	
		2.3. SoMe will grow by at least 50%.	2.3. SoMe analytics evaluation.	
	3. Media partnerships and patronages.	3.1. At least 5 prominent media partners.	3.1. Feedback from PR coordinator.	
		3.2. At least one patronage (mayoral or municipal patronage) will be achieved.	3.2. An official document containing the patronage details.	
	4. Theme-based decorated venue.	4.1. All planned event zones will be prepared with associated equipment a day before.	4.1. On-site dry run a day before the event realisation.	
		4.2. 100% of the planned on-site preparation activities will be successfully completed.	4.2. Onsite coordinator feedback.	
	5. Finance.	5.1. Final costs do not exceed revenue.	5.1. LC financial report.	
	6. Official partners and sponsors.	6.1. 100 % of sales team KPIs will be completed.	6.1. HubSpot sales report.	
		6.2. All set conditions will be met.	6.2. Stakeholder's feedback.	
	7. A functioning project team.	7.1. The capacity of the team will be filled and maintained at 100% until the dissolution.	7.1. Team post-event evaluation and notes of lessons learned.	
		7.2. At least 75 % of team members will attend team touchpoints and calls in person.	7.2. Team attendance checklist.	
	8. Volunteers.	8.1. 100 % of planned volunteers will apply for the support on-site position and finish the onboarding process.	8.1. Internal recruitment's report.	
		8.2. At least 75 % of the volunteers will stay on-site until the clean-up is complete.	8.2. Conference team photo in the end of the realisation day.	

Table 10 Logical framework part III (Source: Author's work)

	Key Activities description	Sources	Timeframe	Assumptions
Key activities	1.1. Secure keynote speakers. 1.2. Secure conference moderator. 1.3. Preparation of side stages and interactive networking activities. 1.4. Creation of the conference agenda.	25 man-days 5 man-days 10 man-days 4 man-days	The timeframe of chronologically arranged key activities is illustrated through a Gantt diagram (Table 14).	The organisation will have enough members who can join the project team, partners and sponsors will pay invoices one month before the conference, the venue and catering service will be available on the day of the conference, enough volunteers sign up for on-site support positions, there will be an opportunity to apply for sponsorship and patronages, no significant problem arises in the organization that could prematurely terminate the project.
	2.1. Market research. 2.2. Developing a campaign focused on conference promotion. 2.3. Execution of promotional activities. 2.4. Event documentation.	2 man-days 5 man-days 25 man-days 10 man-days		
	3.1. Secure prominent media partners. 3.2. Preparation and submission of an application for patronage.	25 man-days 10 man-days		
	4.1. Secure venue and caterer. 4.2. Onsite preparations.	15 man-days 20 man-days		
	5.1. Development of a structured project budget. 5.2. Creating financial layers and crisis scenarios. 5.3. Expenditure and income control. 5.4. Opening registration.	5 man-days 3 man-days 2 man-days 2 man-days		
	6.1. Sales onboarding program implementation. 6.2. Secure partners and sponsors. 6.3. Conditions met check.	10 man-days 50 man-days 1 man-day		
	7.1. Preparing foundations of project. 7.2. Team creation. 7.3. Strengthening the team. 7.4. Team closing and project evaluation.	10 man-days 15 man-day 20 man-day 3 man-days		
	8.1. Volunteers' onboarding process. 8.2. Conference team coordination.	15 man-days 5 man-days		
The project will not deal with the control of accounting and legal documents (outsourced to an external department of the local committee).				General assumptions: Project is approved by Executive board of LC Brno.

4.3 WBS

The development of a WBS (Table 11) can help to delegate and control more effectively the accomplishment of sub-tasks that together lead to the fulfilment of the outcomes and the main objective. The structure serves as an aid in the creation of a timeline, assigning responsibility of specific tasks to given team members.

For better orientation, cell shading is used to link outputs, key activities, and activities (the darkest cell represents "*outputs*" and without shading are cells that represent "*activities & tasks*")

Table 11 Work breakdown structure (Source: Author's work)

A full day conference program		
	Secure keynote speakers.	
		Compilation of a list of potential speakers.
		Communication with speakers (approach, follow ups, personal meetings).
		Confirmation of speakers (agreement on requirements and terms of cooperation).
		Organisation of dinner with speakers before the conference.
	Secure conference moderator.	
		Researching and selecting a potential moderator.
		Personal meeting with chosen moderator (expectations setting, team introduction).
		Pre-conference briefing (discussion of the overall agenda, potential scenarios, key facility information, and possible crisis plan action steps).
	Preparation of side stages and interactive networking activities.	
		Setting partners' expectations regarding the concept of experiential side stages points.
		Preparation of experiential side stage points (designs, drafts).
		Team brainstorming and selecting the most interesting networking activities.
	Creation of the conference agenda.	
		Evaluate the expectations, requirements, and time availability of the speakers.
		Creating a program draft and evaluating it with the entire team.
		Final overview of the conference agenda.
The strategical marketing package		
	Market research.	
		Analysis of SoMe results and marketing data from the previous editions.
	Developing a campaign focused on conference promotion.	
		Selection of appropriate marketing channels.
		Design promotional materials (SoMe graphic templates, posters, badges).
		Creating a content plan (including paid Ads promotion boost).
	Execution of promotional activities.	
		SoMe activities (posting, reels creating, stories sharing, personal invitations).
		Web page refresh.
		Printed promotional materials distribution (posters, flyers, business cards).
		Activities at universities and student clubs (roadshows, class presentations, meet-ups).
	Event documentation.	
		Booking a professional photographers & cameraman (expectations setting).
		After movie uploading on social media.
Media partnerships and patronages.		
	Secure prominent media partners	
		Communication with universities, business magazines, student clubs, other NGOs.
		Conditions setting (the number of posts, countervalue, logo placement, emailing).

	Preparation and submission of an application for patronage.	
		Research of potential patronages and discuss specific requirements.
		Development of official documents (including external consultation process).
		Submission of the applications for patronages.
Theme-based decorated venue		
	Secure venue and caterer.	
		Survey of potential venues and caterers (check availability).
		Physical visit and confirmation of the venue and caterer.
	Onsite preparations.	
		Secure logistics operations (barter’s good transfer, registration point, VIP room preparations).
		Secure technical equipment, catering placement check and side stages points building.
Finance		
	Development of a structured project budget.	
		Setting expectations of each coordinator (assessment of requirements and possibilities).
		Creation of a formal structured budget.
	Creating financial layers and crisis scenarios.	
		Discuss potential financial layers and associated risks and costs with the team.
	Expenditure and income control.	
		Determining the dates and method of control of expenditure and revenue.
	Opening registration.	
		Selecting and contacting the online tickets sales operator.
		Launch online tickets sales.
Official partners and sponsors		
	Sales onboarding program implementation.	
		Sales team education cycle (sales techniques, HubSpot extension, KPIs setting).
		Sales preparation process (market research, templates creation, approaching).
	Secure partners and sponsors.	
		Building business relationships (scheduling meetings, attending business events).
		Make a deal with partners and sponsors (including invoicing process).
	Conditions met check.	
		Checking with partners and sponsors that the agreed conditions have been met.
A functioning project team		
	Preparing foundations of project.	
		Formal documents, WBS, Timeline and budget preparation.
		Recruitment process preparation (booklet creation, concept of interview, tools).
	Team creation.	
		Team recruitment and selecting process.
		Onboarding and transition process.
	Strengthening the team.	
		Feedback time together and individual meetings (o2o).
		Teambuilding (holiday, trip, activities together).
	Team closing and project evaluation.	
		Post-conference after party and gifts giving.
		Lessons learned notes & project evaluation (uploading to drive database).
		Final report creation.
Volunteers		
	Volunteers’ onboarding process.	
		Draw up a list of operational tasks associated with the venue dry run & realisation.
		Recruitment of volunteers and selection process.
		On-site team creation and tasks assignment.
	Conference team coordination.	
		Conference preparations (operational tasks associated with the venue).
		Cleaning of the venue and post-conference feedback evaluation.

4.4 Timeline

A detailed time analysis of the project lifecycle is presented in the following table and figures, which can help to address the emerging problems of inefficient time allocation of tasks (prevent a chaotic atmosphere with work pressure & stress in the team) and the lack of control over them.

4.4.1 Milestones

In line with the timeline and the main objective of the project, the author proposes to set clear milestones related to specific deliverables. Measuring project progress through the achievement of milestones could help the team to maintain motivation and enthusiasm (project manager or team coordinator), could provide positive feedback or appropriate rewards to a specific team member or the whole team before moving on to the next milestone. Failure to reach the established milestone also represents a point at which the fate of the project can be decided (in the event of non-achievement, it may be appropriate to opt for a "*replanning*" process and set up new procedures along the way to achieving the goal. Milestones are described below:

- 04/01/2023 Kick-Off meeting
- 09/02/2023 Venue is reserved on specific date.
- 10/23/2023 On-site conference team are created.
- 10/29/2023 Tickets are sold out.
- 11/01/2023 100 % of planned speakers, partners and sponsors are approved.
- 11/07/2023 Pre-conference preparational tasks are completed.
- 30/10/2023 Final report are created.

The following project time schedule analysis (Table 12) serves as a key tool for the project manager and coordinators to delegate specific tasks at the right time and check for their successful completion within the specified time interval.

Team members can use the schedule as a tool to understand the overall project timeline (to prepare for the more challenging weeks and to plan priorities during this period). The analysis also helps to quickly detect potential threats by regularly checking to ensure that deadlines are being met (delays, additional costs associated with extending project phases).

Table 12 Time analysis (Source: Author's work)

Tasks description	Start date	End date	Days
Formal documents, WBS, Timeline and budget preparations.	03/01/2023	03/08/2023	8
Recruitment process preparation (booklet creation, concept of interview, tools).	03/09/2023	03/12/2023	4
Team recruitment and selecting process.	03/13/2023	04/02/2023	21
Onboarding and transition process.	04/03/2023	04/09/2023	7
Setting expectations of each coordinator (assessment of requirements and possibilities)	04/10/2023	04/16/2023	7
Creation of a formal structured budget.	04/11/2023	04/23/2023	13
Discuss potential financial layers and associated risks and costs with the team.	04/17/2023	04/21/2023	5
Determining the dates and method of control of expenditure and revenue.	04/18/2023	04/21/2023	4
Sales team education cycle (sales techniques, HubSpot extension, KPIs setting).	04/19/2023	04/23/2023	5
Sales preparation process (market research, templates creation, approaching).	04/24/2023	04/30/2023	7
Analysis of SoMe results and marketing data from the previous editions.	04/24/2023	04/30/2023	7
Research of potential patronages and discuss specific requirements.	04/25/2023	04/30/2023	6
Development of official documents (including external consultation process).	05/01/2023	05/14/2023	14
Selection of appropriate marketing channels.	05/02/2023	05/05/2023	4
Compilation of a list of potential speakers.	05/03/2023	05/07/2023	5
Design promotional materials (SoMe graphic templates, posters, badges).	05/06/2023	09/01/2023	119
Communication with universities, business magazines, student clubs, other NGOs.	05/072023	09/01/2023	118
Conditions setting (the number of posts, countervalue, logo placement, emailing).	05/08/2023	11/01/2023	178
Communication with speakers (approach, follow ups, personal meetings).	05/08/2023	10/01/2023	147
Submission of the applications for patronages.	05/15/2023	05/15/2023	1
Creating a content plan (including paid Ads promotion boost).	05/15/2023	05/21/2023	7
Confirmation of speakers (agreement on requirements and terms of cooperation).	05/22/2023	10/30/2023	162
Survey of potential venues and caterers (check availability).	05/23/2023	05/31/2023	9
Teambuilding (holiday, trip, activities together).	06/01/2023	06/04/2023	4
Feedback time together and individual meetings (o2o).	06/05/2023	06/11/2023	7
Activities at universities and student clubs (roadshows, class presentations, meet-ups).	06/06/2023	11/012023	149
Building business relationships (scheduling meetings, attending business events).	06/07/2023	10/01/2023	117
Evaluate the expectations, requirements, and time availability of the speakers.	06/12/2023	11/01/2023	143
Creating a program draft and evaluating it with the entire team.	06/13/2023	06/18/2023	6
Web page refresh.	06/19/2023	07/02/2023	14
Researching and selecting a potential moderator.	06/20/2023	08/31/2023	73
SoMe activities (posting, reels creating, stories sharing, personal invitations).	07/01/2023	11/01/2023	124
Make deals with partners and sponsors (including invoicing process).	07/01/2023	10/01/2023	93

Physical visit and confirmation of the venue and caterer.	07/02/2023	09/01/2023	62
Selecting and contacting the online tickets sales operator.	08/01/2023	08/11/2023	11
Launch online tickets sales.	08/14/2023	08/14/2023	1
Printed promotional materials distribution (posters, flyers, business cards).	08/15/2023	10/31/2023	78
Team brainstorming and selecting the most interesting networking activities.	08/16/2023	08/27/2023	12
Final overview of the conference agenda.	09/04/2023	09/10/2023	7
Personal meeting with chosen moderator (expectations setting, team introduction).	09/06/2023	09/08/2023	3
Preparation of experiential side stage points (designs, drafts).	09/11/2023	09/24/2023	14
Organisation of dinner with speakers before the conference.	09/18/2023	09/24/2023	7
Draw up a list of operational tasks associated with the venue dry run & realisation.	09/25/2023	10/01/2023	7
Recruitment of volunteers and selection process.	10/02/2023	10/15/2023	14
Secure logistics operations (barter’s good transfer, registration point, VIP room preparations).	10/03/2023	10/15/2023	13
Secure technical equipment, catering placement check and side stages points building.	10/09/2023	11/04/2023	27
Booking a professional photographers & cameraman (expectations setting).	10/16/2023	10/27/2023	12
On-site team creation and tasks assignment.	10/17/2023	10/22/2023	6
Pre-conference briefing (discussion of the overall agenda, potential scenarios, key facility information, and possible crisis plan action steps).	10/23/2023	10/25/2023	3
Conference preparations (operational tasks associated with the venue).	10/26/2023	11/08/2023	14
Cleaning of the venue and post-conference feedback evaluation.	11/08/2023	11/12/2023	5
Checking with partners and sponsors that the agreed conditions have been met.	11/09/2023	11/10/2023	2
Post-conference after party and gifts giving.	11/09/2023	11/12/2023	4
Lessons learned notes & project evaluation (uploading to drive database).	11/13/2023	11/19/2023	7
After movie uploading on social media.	11/13/2023	26/11/2023	14
Final report creation.	11/14/2023	11/30/2023	17

The graphical representation (Figures 13-15) helps coordinators and team members visualize and understand the total time resources of the project as well as their workload in each week and month of the project lifecycle.

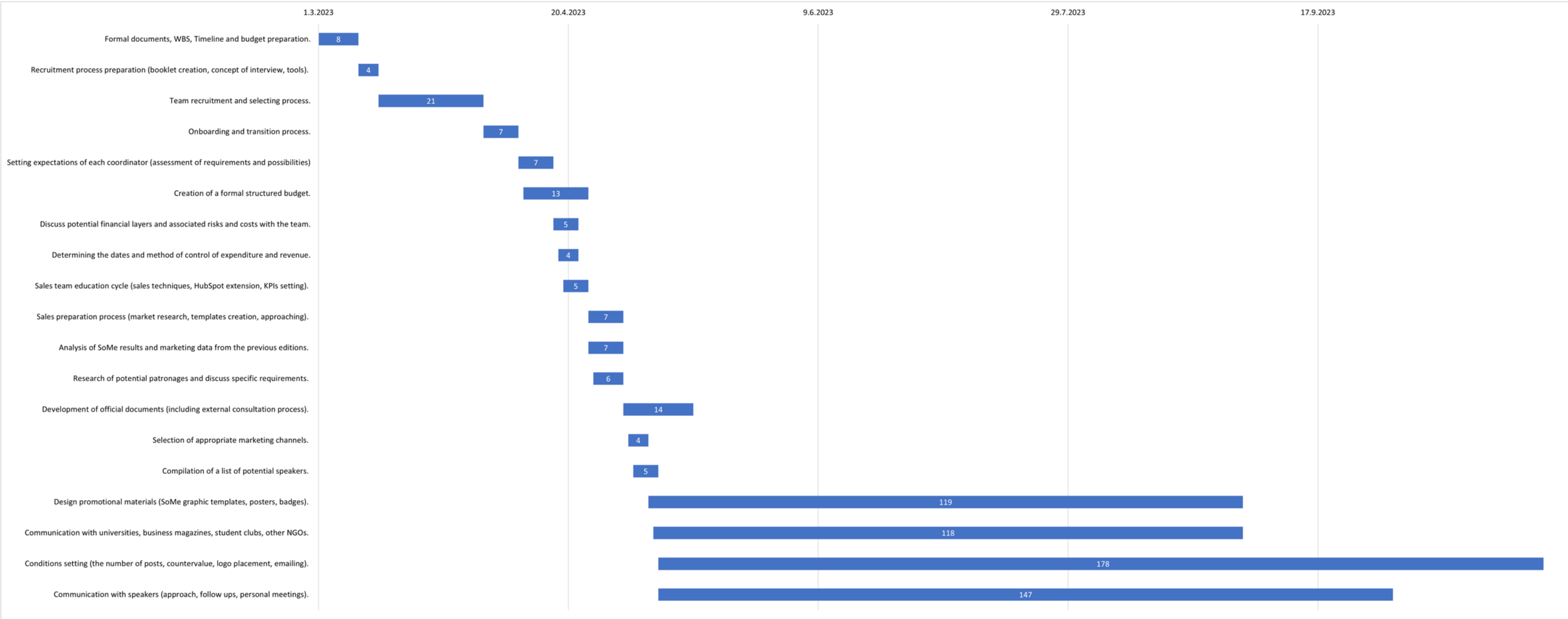

Figure 12 Gantt diagram I

(Source: Author's work)

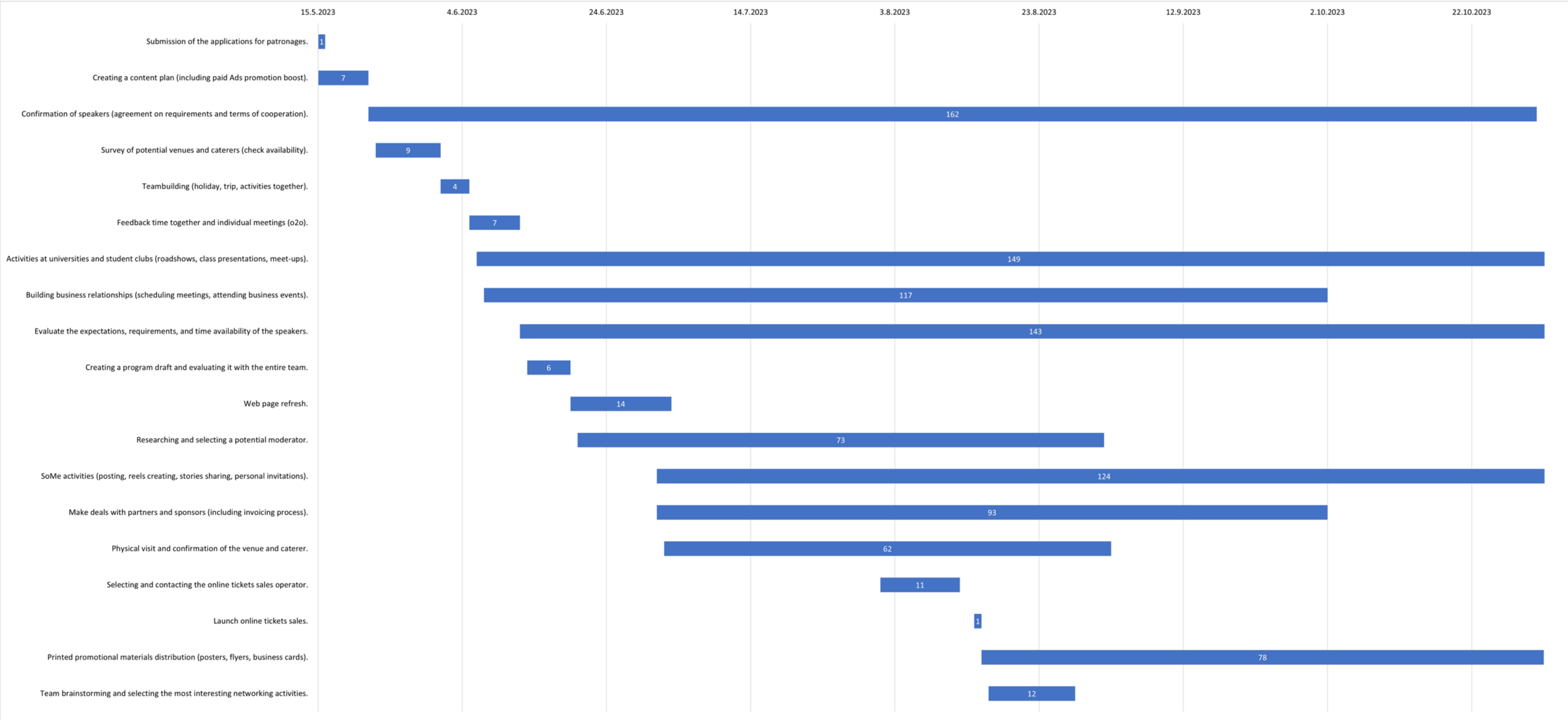

Figure 13 Gantt diagram II

(Source: Author´s work)

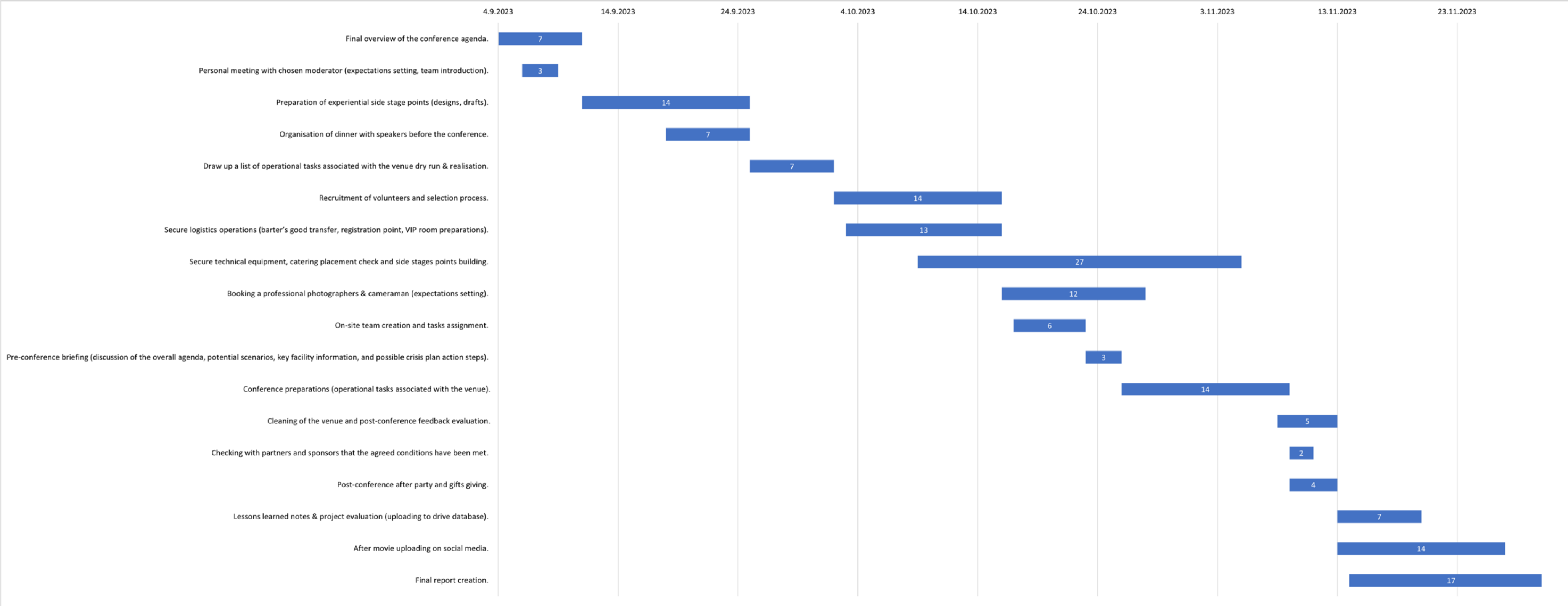

Figure 14 Gantt diagram III

(Source: Author's work)

4.5 Responsibility assignment matrix

The RACI Matrix (Figure 15-16) represents one potential solution to one of the most significant problems that emerged during the previous edition - the problem of delegating tasks as well as taking responsibility for their execution.

The main benefit of using this matrix is to determine exactly who is "*A*" (Accountable), who will work on a particular task “*R*” (Responsible), and at the same time, thanks to the matrix, exactly which member of the team or coordinator knows with whom should collaborate on the task.

Strong interaction between team members can contribute to more new ideas and more efficient development of assigned tasks, which is why some members are assigned the letter "*C*" (Consulted), who mainly provide feedback. For example, dealing and negotiating with partners could be supported by the experience and sales skills of other members of the sales team (sales coordinator, speakers manager and companies manager).
To ensure adequate and effective communication, it is advisable for the project manager to assign the "*I*” to only ones who will be informed of the results of specific tasks. This step can help avoid redundant information or, conversely, lack of information and miscommunication within the team.

The matrix below expresses the relationship of individual project team members to specific tasks according to the RACI.

Project role / Work package and task description	Project manager	Sales coordinator	Companies manager	Speakers manager	Sponsors manager	Marketing coordinator	Graphics designer	Social-media manager	Web manager	On-site coordinator	Agenda manager	Technical manager	Logistics manager	PR coordinator	Delegate care specialist	Volunteers support
Formal documents, WBS, Timeline and budget preparation.	R, A															
Recruitment process preparation (booklet creation, concept of interview, tools).	R, A															
Team recruitment and selecting process.	R, A															
Onboarding and transition process.	R, A	R				R				R				R		
Setting expectations of each coordinator (assessment of requirements and possibilities)	R, A	R				R				R				R		
Creation of a formal structured budget.	R, A	C				C				C				C		
Discuss potential financial layers and associated risks and costs with the team.	R, A	R / C	R / C	R / C	R / C	R / C	R / C	R / C	R / C	R / C	R / C	R / C	R / C	R / C	R / C	
Determining the dates and method of control of expenditure and revenue.	R, A	R				R				R				R		
Sales team education cycle (sales techniques, HubSpot extension, KPIs setting).	I	R, A	R	R	R											
Sales preparation process (market research, templates creation, approaching).	I	A	R	R	R											
Analysis of SoMe results and marketing data from the previous editions.	I					A	R	R	R							
Research of potential patronages and discuss specific requirements.	A													R	R	
Development of official documents (including external consultation process).	A													R	R	
Selection of appropriate marketing channels.	I					A		R	R							
Compilation of a list of potential speakers.	I	C	C	A	C	I				I				I	I	
Design promotional materials (SoMe graphic templates, posters, badges).	I					R / C	R, A	R	R							
Communication with universities, business magazines, student clubs, other NGOs.	I	I	I	I	I	C								R, A	R	
Conditions setting (the number of posts, countervalue, logo placement, emailing).	A	C	I	I	I	C	I	I	I	I				R	R	
Communication with speakers (approach, follow ups, personal meetings).	I	R / C	C	R, A	C	I					I			I		
Submission of the applications for patronages.	A													R	R	
Creating a content plan (including paid Ads promotion boost).	I	C				R, A	R	R	R	I				C		
Confirmation of speakers (agreement on requirements and terms of cooperation).	I	C	I	R, A	I	C	I	I	I	I	I	I	I	I	I	
Survey of potential venues and caterers (check availability).	I									R, A	R	R / C	R / C			
Teambuilding (holiday, trip, activities together).	R, A	R / C	R	R	R	R / C	R	R	R	R / C	R / C	R	R	R / C	R / C	
Feedback time together and individual meetings (o2o).	R, A	R	R	R	R	R	R	R	R	R	R	R	R	R	R	
Activities at universities and student clubs (roadshows, class presentations, meet-ups).	R / C	R / C	R / C	R / C	R / C	c	R	R	R		R / C			R, A	R	
Building business relationships (scheduling meetings, attending business events).	I	R, A	R	R	R											
Evaluate the expectations, requirements, and time availability of the speakers.	I	I	I	R, A	I	I				R	R			I		
Creating a program draft and evaluating it with the entire team.	C	C	C	C	C	C	C	C	C	R	R, A	C	C	C	C	

Figure 15 RACI matrix I

(Source: Author's work)

Project role / Work package and task description	Project manager	Sales coordinator	Companies manager	Speakers manager	Sponsors manager	Marketing coordinator	Graphics designer	Social-media manager	Web manager	On-site coordinator	Agenda manager	Technical manager	Logistics manager	PR coordinator	Delegate care specialist	Volunteers support
Web page refresh.	I	I				A	C	C	R	I				I		
Researching and selecting a potential moderator.	I	C	C	R, A	C	C	C	C	C	C	C	C	C	C	C	
SoMe activities (posting, reels creating, stories sharing, personal invitations).	I	I				A	R	R	R	I				I		
Make a deal with partners and sponsors (including invoicing process).	I	A	R	C	R	I				I				I		
Physical visit and confirmation of the venue and caterer.	I									R, A	R / C	R / C	R / C			
Selecting and contacting the online tickets sales operator.	I					C								C	R, A	
Launch online tickets sales.	I	C	I	I	I	C	I	I	I	I	I	I	C	C	R, A	
Printed promotional materials distribution (posters, flyers, business cards).	I					A	R	R	R			R	R	R	R	
Team brainstorming and selecting the most interesting networking activities.	R / C	R / C	R / C	R / C	R / C	R / C	R / C	R / C	R / C	R / C	R, A	R / C	R / C	R / C	R / C	
Final overview of the conference agenda.	C	C	I	I	I	C	I	I	I	C	R, A	I	I	C	I	
Personal meeting with chosen moderator (expectations setting, team introduction).	R	R	R	R, A	R	R	R	R	R	R	R	R	R	R	R	
Preparation of experiential side stage points (designs, drafts).	I					C	R, A	C	C	R	R	R	R			
Organisation of dinner with speakers before the conference.	I	C		R, A							R			R	R	
Draw up a list of operational tasks associated with the venue dry run & realisation.	I	C				C				R, A	R	R	R	C		
Secure logistics operations (barter's good transfer, registration point, VIP room preparations).	I	C	C	C	R	C				A		R	R		R	
Secure technical equipment, catering placement check and side stages points building.	I									A	R	R	R		R	
Booking a professional photographers & cameraman (expectations setting).	I	C				A	R	R	R	C				C		
Recruitment of volunteers and selection process.	C	R				R				R, A	R			R	R	I
On-site team creation and tasks assignment.	I	R / C				R / C				R, A	R	R / C	R / C	R / C	R / C	I
Pre-conference briefing (discussion of the overall agenda, potential scenarios, key facility information, and possible crisis plan action steps).	R / C	R	R	R	R	R	R	R	R	R, A	R	R	R	R	R	R
Conference preparations (operational tasks associated with the venue).	I									A	R	R	R			R
Cleaning of the venue and post-conference feedback evaluation.	R	R	R	R	R	R	R	R	R	R, A	R	R	R	R	R	R
Checking with partners and sponsors that the agreed conditions have been met.	A	R	R	R	R	C				C				R	C	
Post-conference after party and gifts giving.	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R, A	R
Lessons learned notes & project evaluation (uploading to drive database).	R, A	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R
After movie uploading on social media.	I	I				A	R	R	R	I				I		
Final report creation.	R, A	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I

Figure 16 RACI matrix II

(Source: Author's work)

4.6 Organisational committee structure

The entire team is made up of current and possibly former members of the organisation who used to work without the entitlement for fee, and therefore the project itself saves many financial resources that would have gone towards salaries, propane rewards for work done and results. In the future, with increased sponsorship donations, positions in the team could be paid.

4.6.1 The core conference team

On the top of the team is organisational committee president (project manager) who leads primarily the coordinators of sales, marketing, on-site and public relations team. The "*plus*" symbol between the positions demonstrates the integration and space for direct collaboration on specific tasks (e.g., graphics designer and social-media specialist can receive company marketing materials and instructions directly from company manager without coordinator assistance).

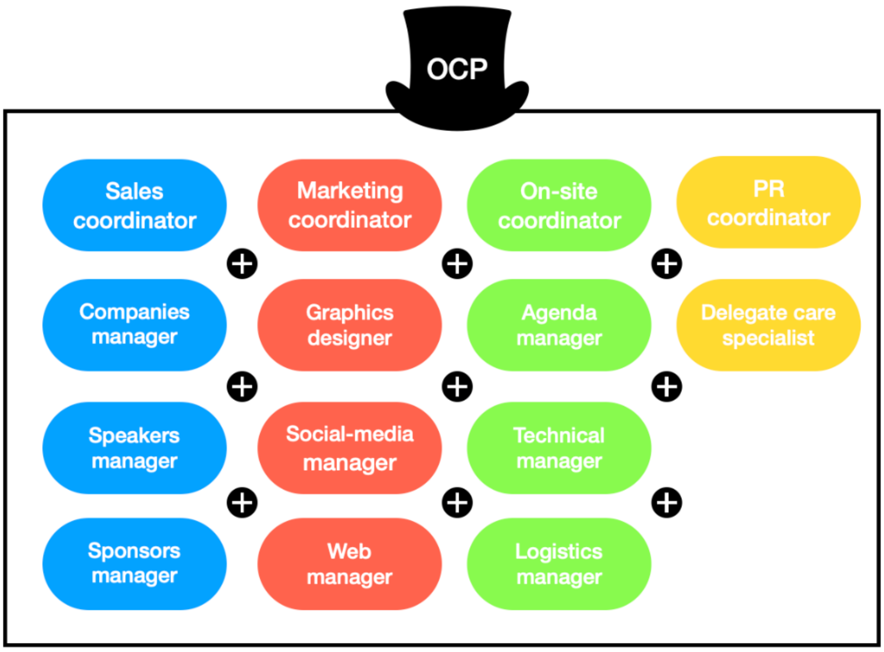

Figure 17 Core conference team structure

(Source: Author's work)

4.6.2 The on-site conference team

Prior to the event (approximately two weeks), the team structure will be expanded by 10 members who will assist with various tasks before and during the conference at the venue.

Recruitment of volunteers should start at least one month before the event, and they should be provided with basic information about the event as well as a short info-meeting one week before the event explaining their assigned tasks.

On-site support positions are primarily focused on the smooth running of the event (primarily working on registration, serving food and service).

Professional service and meeting the needs of speakers, partners, sponsors, and VIP guests should be guaranteed by the position of "***Aide***" (a person whose role is to assist someone important, such as a member of the government) together with the aide's support assistant.

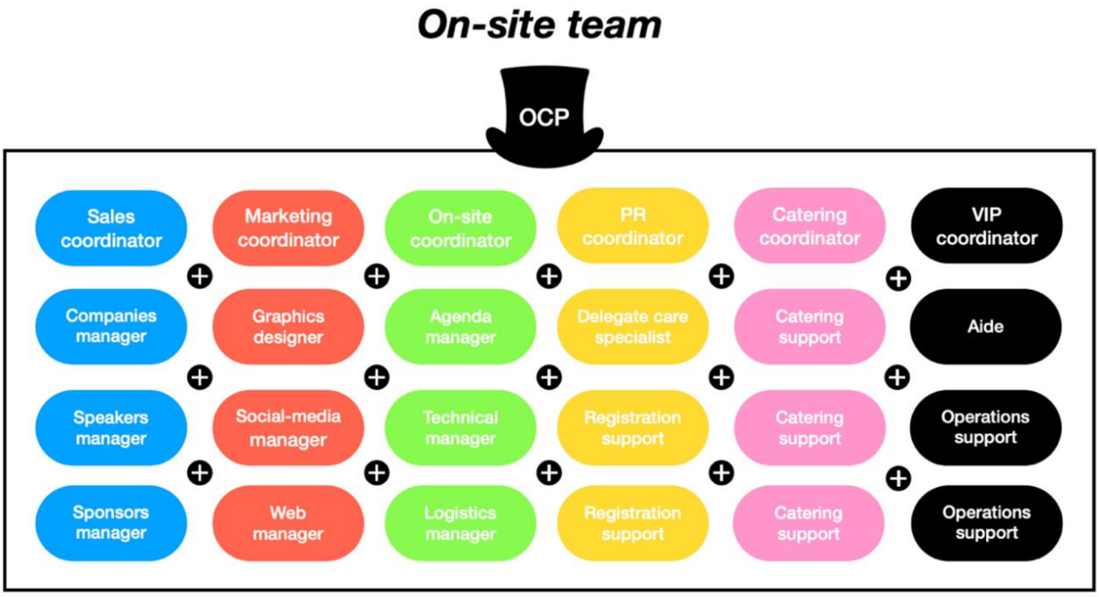

Figure 18 On-site team structure

(Source: Author's work)

4.6.2.1 Support team potential

In the long-term strategy, the opening of support positions for students outside the organizations can lead to an increase in awareness of the events themselves, deepening relations with universities, student clubs and possibly recruiting new members to the organizations.

4.7 Risk management

The output of the risk analysis demonstrates the risk register (Table 13) which contains identified several potential risks that may occur during the project. The table describes only a few of the most common potential risks. For accurate determination and comprehensive analysis, it is advisable to discuss and identify possible project risks at a joint meeting of the entire team.

In the left half of the table there is a precise description of the identified risk that may occur together with the added value of the probability of impact on the project – these values are multiplied, and the result is a risk "*Score*". The project manager, together with the team, should prioritize the risks with the highest scores at first and control the "*triggers*" more times frequently.

After identifying the risks, the project manager together with the team should determine who is responsible for the potential risk and is the so-called "*Risk owner*". The person who will take action steps (according to the corrective action plan) to solve the problem or minimize to the minimum the negative impact at the first when Trigger & Risk scenario turns the reality. Predicting and identifying risks as well as determining countermeasures (described in the middle of Table 13) can save the entire team a large amount of financial and time resources as well as other "*assets*" which includes e.g., the value of the project & Symposium brand beyond the potential partners and sponsors or in a broader sense, the reputation of the whole local committee AIESEC Brno

Table 13 Symposium risk register (Author's work)

Symposium risk identification								
ID	**Risk description**	**Likelihood (1-4)**	**Impact (1-4)**	**Score (1-16)**	**Preventive countermeasures plan**	**Trigger**	**Corrective action plan**	**Risk owner**
1	Some of the participants get injured during the conference.	1	4	4	Provide emergency medical services to the venue.	Notification to conference team that someone has been injured.	Contacting a doctor on the spot.	On-site coordinator
2	The payment gateway stops working due to technical issues during ticket sales.	1	4	4	Preparation of a backup registration form.	The link to purchase registration will not show an error.	Redirecting ticket sales to another platform or onsite.	Delegate care specialist
3	A speaker who is part of a panel discussion falls ill one week before the conference.	2	3	6	Creation of a list of substitute speakers.	A message from the speaker announcing non-attendance.	Addressing speakers from the list of alternates.	Speakers manager
4	There will be insufficient refreshments available during coffee breaks due to the inaccurate estimation of portions.	2	4	8	Calculation of approx. portions & reserve according to the number of participants.	After the first coffee break there will not be enough catering for the next break.	Ordering food delivery & buying food nearby.	On-site coordinator
5	Transportation of technical equipment fails prior to the conference due to inclement weather.	2	4	8	Collecting contacts on multiple technology EQ providers.	Notification of a delay in delivery of the equipment by the supplier.	Contacting other providers to rent technology asap.	Logistics manager
6	During the volunteer recruitment process, not enough volunteers sign up due to time constraints.	3	3	9	Promotion boosts of the volunteering opportunities.	Lack of volunteers after the end of the recruitment period.	Reaching out to external students and friends.	On-site coordinator
7	During preparations, the venue provider cancels the booking for technical reasons.	3	4	12	A tour of several potential locations (date possibilities).	The venue provider cancels the booking.	Phone calls to other venue providers and venue booking.	On-site coordinator
8	During the event, technology will fail (microphones stop working).	4	4	16	Provision of spare equipment.	The technology stops working.	Fast exchange of equipment.	Technical manager

4.8 Budget

Developing a structured budget is one of the most important steps at the beginning of a project to avoid unnecessary costs and to allocate the right amount of financial sources to each corresponding need. Its absence can might have a destructive impact on the whole project (insufficient resource intake, high costs, bad decisions). In the case of the selected non-profit organisation AIESEC Brno, the negative impact and significant cost overruns can cause the very demise of the local committee.

Table 14 Symposium budget (Source: Author's work)

Symposium Conference Budget 2023	
Incomes	**1 000 000**
General partner	300 000
Main partners	250 000
Sponsors	200 000
Tickets	250 000
Expenses	**800 000**
Venue and facilities	325 000
Rental fee for venue	200 000
Technical equipment rental	100 000
Decorations and signage	25 000
Speakers and partners management	**125 000**
Travel and accommodation costs	50 000
Pre-event dinner with speakers and partners	50 000
Special requirements	25 000
Marketing and promotion	**50 000**
Printed materials (posters, brochures)	15 000
Advertising on social media (paid Ads)	15 000
Branding presents (welcome packs)	20 000
Food and beverages	**300 000**
Welcome drink	20 000
Coffee breaks, lunch and dinner	250 000
Non-alcoholic beverages	30 000
Reserve (potential profit included)	**200 000**

4.8.1 Fundraising

The budget analysis in the second part of the thesis shows how strategically important it is for the project and the organisation to focus on different forms of fundraising that could bring extra financial income or save a lot of (potential) costs.

4.8.1.1 In-kind bartering

This type of fundraising has been used in recent years for events mainly to provide catering, facilities, technical equipment, promotional materials, welcome packs, and partners gifts for free (rarely the goods with discount).

Table 15 Potential amount of money saved (Source: Author's work)

In-kind (barter collaboration)	**Potential amount of money saved (Kč)**
	635 000
Venue and facilities	**300 000**
Rental fee for venue	200 000
Technical equipment rental	100 000
Marketing and promotion	**35 000**
Printed materials (posters, brochures)	15 000
Branding presents (welcome packs)	20 000
Food and beverages	**300 000**
Welcome drink	20 000
Coffee breaks, lunch and dinner	250 000
Non-alcoholic beverages	30 000

The data (Table 15) show that there is the potential to save more than half of the planned expenses thanks to in-kind collaborations. However, relying only on barter deals and leaving out costs that can be covered "*for free*" from the total budget poses a huge risk.

4.8.1.2 Grants and patronages

Project funding from grants (public institutions and private sector companies), various project patronages offer scope for raising additional financial resources. The examples below:

- Patronage of the Governor of the South Moravian Region
- Patronage of the Mayor of Brno
- Agosto Foundation

4.8.2 Crisis-budget layer

Failure to raise 100% of the funds according to the planned project budget may affect some elements of the conference (such as volume and quality of catering, welcome drink and packs). Including costs in certain layers can help to resolve the problem operationally.

Table 16 Budget catering costs layers (Source: Author's work)

Catering layers	
Catering Layer I.	**50 000**
Small coffee break	30 000
Basic non-alcoholic beverages	20 000
Catering Layer II.	**150 000**
Welcome drink	20 000
Coffee breaks and lunch	100 000
Basic non-alcoholic beverages	30 000
Catering Layer (ideal) III.	**300 000**
Welcome drink	20 000
Coffee breaks and lunch	200 000
Dinner with speakers	50 000
Non-alcoholic beverages	30 000

At the same time, specific layers are gradually being released as the funds raised are increased, and thus the overall quality of the conference increases.

4.9 Project closure

The completion of the project is linked to the preparation of a final report summarising the project in all its phases. The evaluation of the project and the decision on its success or failure depends on the achievement of the main goal, the adherence of the structured financial budget and the set timetable.

A key step at the end of the project evaluation will be to save the final report in printed copy or electronically on the organisation's online drive – to preserve a source of lessons learned and "*know-how*" for future Executive Boards and Organising Committees.

4.10 Benefits of the proposed solutions

The most valuable contribution of the proposed solutions is the actual implementation of the elements, methods, and tools into one of the largest projects of the AIESEC Brno branch, such as the business conference Symposium.

The most benefits come from the use of project management in the processes associated with initiation (setting a smart main goal, purposes, milestones, budget, and start & end dates of the project) and planning, which received almost no attention and subsequently led to problems later in the previous edition. Applying the suggested solutions can help to streamline the processes themselves as well as prevent problems from recurring.

Creating a **Work Breakdown Structure** helps the project manager realize the overall scope of work on the project and then delegate tasks to specific coordinators and their team members. The structure serves as a source of information for the **RACI** matrix which secure the transparent visibility of the assigned tasks and the responsibility associated with them – the division of tasks and a transparent identification of "*who is responsible for what*" can help to avoid the miscommunication between team members. Time analysis illustrated by a **Gantt diagram** serves the project manager and coordinators determine what are the priorities and deadlines in specific phase of the project – it secure that every member will know the "*when the tasks are to be carried out*". A **structured budget** (with crisis layers) and controlling it can help prevent financial problems arising from ignorance of the cash flow situation and impulsive unexpected expenditures. From the **risk register** benefits the whole team, it secures to be aware of potential risks and prepare the preventive & corrective action steps.

CONCLUSION

The goal of the bachelor thesis was to plan a business conference for the selected non-profit organization using theoretical knowledge, tools and methods of project management and their subsequent application.

The set sub-objectives were achieved through the sequential development of the three main chapters of the thesis (a theoretical review of a problem, analysis of the contemporary situation, proposal of solutions), with the chapters built on each other.

The first part contained the theoretical background of project management including methods, principles, and techniques (such as Project identification document, Logical frame, WBS, Time schedule, RACI matrix, Structured budget, Risk register and fundamentals of Leadership) that served as a base of information for the successful completion of the second analytical part of the thesis and for the design of the proposed solutions.

The second part of the thesis focused on uncovering the background of the selected non-profit organization (mission and vision, organizational structure, main activities) and, above all, the analysis of the project "*Symposium – konference o podnikání pro studenty a mladé podnikatele*" organized by an internal team of local committee AIESEC Brno, in which several occurring problems were identified.

In the final practical and most important part of the thesis, the author, using the knowledge of both previous parts, proposed solutions that led to the achievement of the set goal of the bachelor thesis. The design of the solution consisted of the development of basic documents (Project identification document, Logical Frame), through the division of the total scope of work to small tasks (WBS), the analysis of the project's schedule (Timeline and milestones setting). The RACI matrix, through which it is possible to assign responsibility for individual tasks to specific members and the risks analysis (Risk register) which helps to prevent from the potential problems. A structured budget & crisis layers contributed to a transparent overview of costs and potential profit.

The developed conference plan can serve as a practical project guide (template) for other local and national projects within the selected organisation in the future.

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FIGURE LIST

TABLE LIST