

COMMUNICATION DYNAMICS AND GENERAL MANAGEMENT APPROACH FOR THE V2V PROJECT

(Analytical report – comparison of Mid-term I and Mid-term II results)

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Celje, February 2023

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1. Introduction

This report shows the comparison of result of the analysis conducted to determine the communication dynamics and general management approach for the V2V project during Mid-term I and Mid-term II.

When analysing the effectiveness of a particular strategy, intervention, or project, it is often necessary to compare the results trends (Mid-term I and Mid-term II). This comparison allows us to evaluate the impact of the projects and determine whether it has been successful in achieving the desired outcome. By comparing the results, we can identify any changes or improvements that have occurred and quantify the extent of these changes. This comparison can provide valuable insights into the effectiveness of the projects, enabling us to make informed decisions about whether to continue with it, modify it, or abandon it altogether. Furthermore, comparing Mid-term I and Mid-term II results can also help to identify any unintended consequences or negative impacts of the project.

In the following chapter, we present frequency distributions as well as descriptive statistics of comparisons made by Mid-term I and Mid-term II .

Descriptive statistics were used to describe the basic features of the data in this survey such as Mean, and Standard Deviation. The descriptive statistics used in this report is to simply describe what the data indicates in a more general sense and in a more manageable form. The Mean is used to describe the central tendency of the collected data in this research. As the questionnaire scale ranged from 1 (Completely dissatisfied) to 5 (Completely satisfied), a higher mean score reflects responses that indicate higher satisfaction of respondents. The Standard Deviation is used to show the relation that set of responses has to the mean of the sample and serves as a statistical measure of variation in this data distribution.

2. Satisfaction or dissatisfaction with items

Table 1 compares the ratings of the responses received from Mid-term I and Mid-term II survey. The results show that in the Mid-term I survey the majority of respondents were satisfied or completely satisfied with the project. Moreover, on average the respondents were most satisfied with the project **management process** (4.8), followed by the **amount of information they received during the project regarding status, problems, and progress** (4.7) and **deliverable dates which were/will be met according to the project plan** (4.6). On the other hand, the only thing which could be improved is the level of **involvement of the other partners** (3.8), which has some room for improvement.

Looking of the ratings of the Mid-term II survey, we can observe similar ratings, i.e., majority of respondents were satisfied or completely satisfied with the project. Looking at the items more closely reveals, that the satisfaction with the **management process, amount of information they received during the project regarding status, problems, and progress** are the same in Mid-term I survey and Mid-term II survey. *On the other hand satisfaction with **Level of involvement of the other partners** is much higher in Mid-term II (4,3) compared to Mid-term I (3,8) so there has been an improvement regarding the level of involvement of the project partners.* Furthermore in Mid-term II survey we can also observe slight improvement in **“Problems have been addressed and resolved in a timely manner”** and **“Project’s ability to meet the set expectations”** (the difference between two averages is 0.1, which means that the two groups being compared have a very small difference in their mean).

Table 1: Descriptive statistics for the items measured in the following question: "Please indicate your satisfaction or dissatisfaction with the following statements?" Sorted by column "Average".

Note: The question was measured on a five-point Likert scale from 1 - Completely dissatisfied, to 5 - Completely satisfied.

Mid-term I								
Items	Completely dissatisfied	Dissatisfied	Neither satisfied nor dissatisfied	Satisfied	Completely satisfied	Total	Average	Standard deviation
Project management process.	0 0%	0 0%	0 0%	3 25%	9 75%	12 100%	4,8	0,45
The amount of information you received during the project regarding status, problems, and progress.	0 0%	0 0%	0 0%	4 33%	8 67%	12 100%	4,7	0,49
Deliverable dates are met/will be met according to the project plan.	0 0%	0 0%	0 0%	5 42%	7 58%	12 100%	4,6	0,51
Level of involvement of your organisation.	0 0%	0 0%	0 0%	6 50%	6 50%	12 100%	4,5	0,52
Quality process used during the project.	0 0%	0 0%	0 0%	6 50%	6 50%	12 100%	4,5	0,52
Problems have been addressed and resolved in a timely manner.	0 0%	0 0%	0 0%	9 75%	3 25%	12 100%	4,3	0,45
Project's ability to meet the set expectations.	0 0%	0 0%	0 0%	8 67%	4 33%	12 100%	4,3	0,49
Level of involvement of the other partners.	0 0%	0 0%	3 25%	8 67%	1 8%	12 100%	3,8	0,58

Table 1: Continued

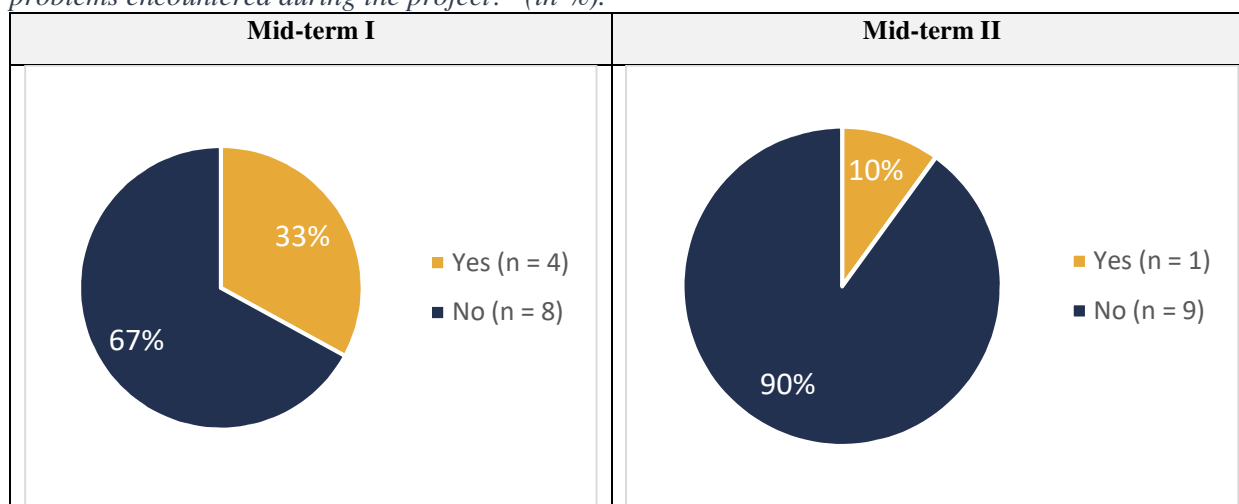
Mid-term II								
Items	Completely dissatisfied	Dissatisfied	Neither satisfied nor dissatisfied	Satisfied	Completely satisfied	Total	Average	Standard deviation
Project management process.	0 0%	0 0%	0 0%	2 20%	8 80%	10 100 %	4,8	0,42
The amount of information you received during the project regarding status, problems, and progress.	0 0%	0 0%	0 0%	3 30%	7 70%	10 100%	4,7	0,48
Deliverable dates are met/will be met according to the project plan.	0 0%	0 0%	0 0%	5 50%	5 50%	10 100%	4,5	0,53
Level of involvement of your organisation.	0 0%	0 0%	1 10%	3 30%	6 60%	10 100%	4,5	0,71
Quality process used during the project.	0 0%	0 0%	0 0%	5 50%	5 50%	10 100%	4,5	0,53
Problems have been addressed and resolved in a timely manner.	0 0%	0 0%	0 0%	6 60%	4 40%	10 100%	4,4	0,52
Project's ability to meet the set expectations.	0 0%	0 0%	0 0%	6 60%	4 40%	10 100%	4,4	0,52
Level of involvement of the other partners.	0 0%	0 0%	1 10%	5 50%	4 40%	10 100%	4,3	0,67

3. Communication problems encountered during the project

The next question was related to communication problems respondents may encounter during the project. The results show (Figure 1) that in the Mid-term I survey two-thirds (67%) of the respondents reported that they had no communication problems and one-third of the respondents had reported communication problems.

On the other hand, in Mid-term II survey, 90% of the respondent reported that they had no communication problems.

Figure 1: Distribution of respondents' answers to the question "Were there any communication problems encountered during the project?" (in %).



All respondents that had reported that they encountered communication problems, were also presented with the following open-ended question "What communication problems were encountered, and how could the project management have done better in this area?". Out of four respondents who encountered communication problems, all of them answered these questions. The answers are presented in Table 2.

Table 2: Respondent's answers to the following open-ended question »What communication problems were encountered, and how could the project management have done better in this area?«.

Mid-term I	Mid-term II
huge problems in communication between us and twin partner. and therefore also in the results. the pm assisted very well but these problems can only be solved if both partners recognise these. i believe we can go along now thanks to extended talks with the partner colleagues who do speak english and are not afraid to share the sorrows within their organisation. huge cultural differences are a challenge and are difficult to see in advance	teams is a good tool but has its limitations.
a few language and translation issues especially at the beginning - not all the partners staff involved is fluent in english. it improved along implementation	
there were english communication problems between twin organizations netherlands-bosnia. the wb partner need to involve proficiency english speaking staff in the project to support project management and communication at international level.	

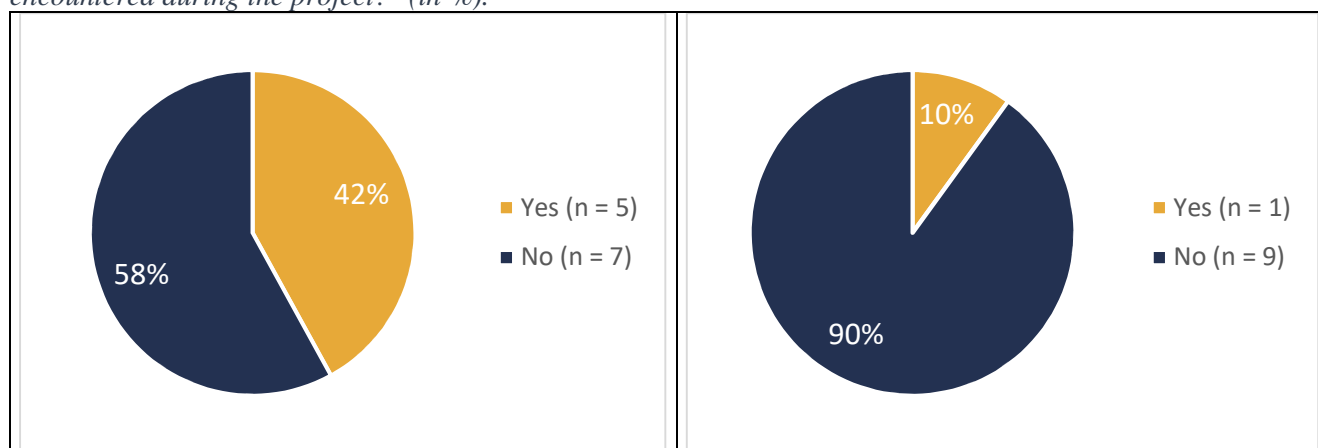
From Table 2 we can observe that there were more communication problems in Mid-term I compared to Mid-term II. These problems were the lack of “proper English skills” of participants and “cultural differences” were the main culprits for the communication problems encountered during the project. In order to avoid this problem, project management should send participants with good English skills. The respondents did not offer a solution for “cultural differences”.

Looking at Mid-term II, the only comment was regarding Microsoft Teams, which has some limitations, but the participant did not elaborate which limitations.

4. Organisation problems encountered during the project

Participants were also asked if they encountered any organisation problems during the project. We can observe (Figure 2) that in Mid-term I more than half (58%) participants did not encounter any organisational problems. However, there were still more than two-fifths (42%) of respondents who encountered organisation problems. Similarly to communication problems, in Mid-term II, 90% of respondents did not encounter any organisation problems.

Figure 2: Distribution of respondents' answers to the question "Were there any organisation problems encountered during the project?" (in %).



All respondents that had reported that they encountered organisation problems, were also presented with the following open-ended question "What organization problems were encountered, and how could the project management have done better in this area?". Out of five respondents who encountered organisation problems, all of them answered these questions. The answers are presented in Table 3.

Table 3: Respondent's answers to the following open-ended question »What organization problems were encountered, and how could the project management have done better in this area?«.

Mid-term I	Mid-term II
long term illness of one of our own project management colleagues assistance of the pm was excellent	changes of key personnel in the partner organizations, but these challenges have been resolved by the coordinator and partners.
visa requests by wb partners were sometimes delayed, thus causing rush processes or missed mobility - project management addressed the issue promptly whenever needed.	
two organizations changed the project staff during project implementation. the transition to the new staff took some time (for a partner more time) but it was managed successfully. now all teams are working effectively with high commitment and motivation.	
the key personnel changes in partner schools in montenegro and croatia. coordinator handled very well these issues and project has reached its goals so far.	

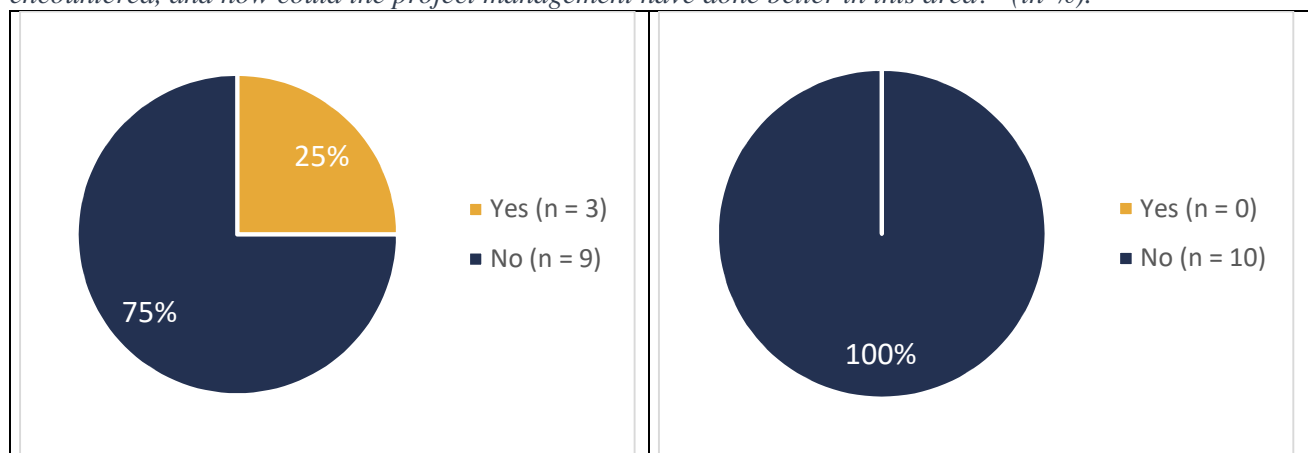
From Table 3 we can observe that there were more organization problems encountered Mid-term I compared to Mid-term II. More specifically we can observe that in Mid-term I, problems with delayed “visa request” and “personnel changes” were the main reasons for organisation problems. Nevertheless, the project management assistance was excellent and problems were addressed promptly and in most cases very well.

In the Mid-term II, the only organization problem encountered were changes of key personnel in the partner organizations, but these challenges have been resolved by the coordinator and partners.

5. Structural problems encountered during the project

With the last question, we wanted to know whether participants encountered any structural problems during the project. We can observe that only one quarter (25%) of participants encountered structural problems in Mid-term I and that there were no structural problems in Mid-term II.

Figure 3: Distribution of respondents' answers to the question "What structural problems were encountered, and how could the project management have done better in this area?" (in %).



In Mid-term I, structural problems reported are presented in Table 4.

Table 4: Respondent's answers to the following open-ended question »What structural problems were encountered, and how could the project management have done better in this area?«.

the huge cultural differences between west balkan and eu lack of language skills on the higher level at wb
with the exception of the postponement of the start of the preparatory activities due to the corona virus pandemic, there were no other problems.
this project is very demanding also for eu-partners. this kind of project stucture, with many activities going on all the time, is very demanding and sometimes confusing for the wb-partners. next time we should make simpler structure.

Based on Table 4, we could conclude that “cultural differences”, “language skills”, and “complex project structure” identified in Mid-term I were resolved until Mid-term II survey.

6. Other questions or comments

At the end of the questionnaire the participants had the opportunity to ask any other question or add a comment regarding the project. Their answers are gathered in Table 5.

Table 5: Respondent's answers to the following open-ended question »Do you have any other questions or comments?«.

Mid-term I	Mid-term II
think it is a challenging project but esp the pm is doing a great job!	we are satisfied with the organisation of the project but more students`mobilities should be included within the 3-year programme (at least ten students).
we are grateful for the opportunity to work with such professionals like our partners from apro formazione, with their knowledge, experience and leadership this project is well on track.	great project with great project management and cooperation!
everything is going right and well.	things are going better lal the time. i think it is because of the intercultural and language problems have been solved. i love the project!
project v2v - capacity building in the western balkans is very useful for schools from the western balkans and a new and great experience	everything went well and achieved a good result.
although project is demanding, it is very good project and we are happy to be part of it. thank you for excellent project management!	we would like to praise and express our gratitude to all project partners for their understanding and help we provided during the implementation of project tasks.
we hope to continue and cooperate in the future :-)	no

From the answers in Table 5, we could say that participants are grateful for the opportunity to work with their partners, happy with project management, and also find projects very useful for schools.

Moreover, comparing the answers from Mid-term I and Mid-term II survey, we can observe, that in Mid-term II, respondents are more grateful and satisfied with the project.

Main findings

Taking into account the results, we present key findings:

- There has been an **improvement regarding the level of involvement of the project partners** (Mid-term II average 4,3 compared to Mid-term I average 3,8).
- Very slight improvement in “*Problems have been addressed and resolved in a timely manner*” and “*Project’s ability to meet the set expectations*”.
- **Communication problems were solved** (90% had no communication problems in Mid-term II survey, compared to 67% in the Mid-term I survey).
- **Less organisational problems** (10 % in Mid-term II compared to 42% in Mid-term I).
- **No structural problems** reported in Mid-term II.
- In Mid-term II, respondents are **more grateful and satisfied** with the project.