|  |
| --- |
| Sports Association in Shenzhen (SASS) |
| Soccer Tournament in Shenzhen Senior High School (China) |
| Project Management Plan |
|  |
| **Xianwen Hu** |
| **2017/5/17** |

|  |
| --- |
| Scope, schedule, cost and risk management |

[Introductory 1](#_Toc483066423)

[2. Vision & Mission 2](#_Toc483066424)

[3. Phase 2](#_Toc483066425)

[4. Stakeholders 2](#_Toc483066426)

[5. Purpose of the project 4](#_Toc483066427)

[5.1 The Context of the project 4](#_Toc483066428)

[5.2. The project’s History and Background 5](#_Toc483066429)

[5.3. Implementation concept 5](#_Toc483066430)

[6. The benefits: 6](#_Toc483066431)

[6.1. What is the Project trying to achieve, 6](#_Toc483066432)

[6.2. Why should the Project be implemented, and 6](#_Toc483066433)

[6.3. The Value Proposition for sponsor/s. 6](#_Toc483066434)

[7. The objectives 8](#_Toc483066435)

[7.1. Scope (the specific Requirements to be satisfied), 8](#_Toc483066436)

[7.2. Time (duration, time constraints), and 11](#_Toc483066437)

[7.3. Cost (the budget). 14](#_Toc483066438)

[8. Constraints and Assumptions. 17](#_Toc483066439)

[9. Implementation Strategy 19](#_Toc483066440)

[9.1. Discuss the phases of the Project 19](#_Toc483066441)

[9.2. Critical Success Factors 20](#_Toc483066442)

[10. Risks, causes and treatment 22](#_Toc483066443)

[11. Management Plan 24](#_Toc483066444)

[11.2. Time 25](#_Toc483066445)

[11.3. Cost 25](#_Toc483066446)

[11.4. Risk 28](#_Toc483066447)

[11.5. Integration 28](#_Toc483066448)

[12. What I have learned from this course 30](#_Toc483066449)

[13. Bibliography 31](#_Toc483066450)

[Figure 1 Organizational Process Assets 4](#_Toc482811408)

[Figure 2 Chinese Super League Ranking 9](#_Toc482811409)

[Figure 3 Preliminary Schedule for the tournament 13](#_Toc482811410)

[Figure 4 Register Matrix 22](#_Toc482811411)

[Figure 5 Risks Register 23](#_Toc482811412)

[Figure 6 Work Breakdown Structure (WBS) 24](#_Toc482811413)

[Figure 7 Time-dependent Budget 26](#_Toc482811414)

[Figure 8 Estimated Cost vs. Expected Income 27](#_Toc482811415)

[Figure 9 The project Change Control Process 28](#_Toc482811416)

[Table 1 Stakeholders Register 3](#_Toc482811366)

[Table 2 Value Propositions 6](#_Toc482811367)

[Table 3 Requirement Register 8](#_Toc482811368)

[Table 4 Tournament Schedule 10](#_Toc482811369)

[Table 5 Scope of the tournament 11](#_Toc482811370)

[Table 6 Budget Sheet 15](#_Toc482811371)

Introductory   
Sports Association in Shenzhen (SASS) will hold a soccer tournament in Shenzhen Senior High School to stimulate citizens’ interest in soccer. The champion of this tournament will be able to get a reward of $200,000 and potential players will have the opportunity to participate in China 4A Soccer Tournament. SASS and local government have authorized Xianwen Hu as the project manager and the initial planning documents have been approved by all stakeholders. In this assignment, the mission, stakeholders, background, and benefit of the proposed project were present. Then, the author discussed the scope, schedule, cost and risk of the project. In addition, the integration management including monitoring and controlling process was analyzed. Finally, the writer summarized the knowledge learned from the project management process.

To begin with, the mission of the project is to give the professional players an opportunity to display their soccer talents and stimulate teenagers’ interest in soccer. Five phases of the project were discussed in the plan, which are Initiating, planning, executing, monitoring and controlling, and closing. In addition, the stakeholders of the project include project owner, project sponsors, project management team, medical and security team, volunteers, soccer teams, audiences, Education Bureau in Shenzhen (Local government), Academic Affairs Office (School’s official), media, local community. Next, the stakeholders’ roles and the impact of the project on the stakeholders were analyzed. Based on the stakeholder analysis, the project was proposed and the benefits and valuable proposition of the proposed project were present.

Then, the objectives of the proposed project were discussed in terms of scope, time and cost. The objective of the proposed project is to hold soccer tournament in Shenzhen Senior High School (China) in July 2017 at cost not to exceed $477,000. Details related to the deliverables and limitations were present. Then, the author discussed the schedule of the project, which shows that the project started from 27th March to 18th August 2017. The total duration is 21 weeks, during which project staffs only have to work from Monday to Friday. Based on the scope and schedule, the cost was determined specifically, which shows that the total cost baseline is $477,000 including contingency fee of $43,430. After that, the constraints and assumptions of the project management plan were summarized and a brief on the implementation concept was present. Also, the project management team identified 28 risk items and provided the results of risk evaluation and response methods.

After that, the author discussed the management plan, which includes monitor and control scope, time, budget, and integration management of the project. A brief on change control process was given. Consequently, the writer briefly talked about the definition of the project and the frame work of project management which includes 10 knowledge areas and 5 processes group.

## **2. Vision & Mission**

The mission of the proposed project is to achieve a win-win result, which means it would not only give the professional players an opportunity to display their soccer talents, but also stimulate teenagers’ interest in soccer and advance their academic and athletic excellence.

1. Phase The proposed project consists of five phases, which are Initiating, planning, executing, monitoring and controlling, and closing. Firstly, in the initial phase, project manager is selected, who is responsible for developing project management team and the project management scope. Secondly, the project manager, in planning phase, develops the project management team and involves all stakeholders to approve the project scope, schedule and cost plans. Thirdly, project staffs, in the executing phase, will work on the activities defined in the plan, such as securing the venue, ordering the items needed for the tournament, inviting soccer teams, keynote speakers and performers, advertising, and rehearsal. In addition, the tournament, which includes four preliminary matches, two semi-final matches, and one final match, will be held for the last 4 weeks of executing phase. Finally, all the project staffs, in the closing phase will hold a final meeting to assure the completion of all required work. Lastly, monitoring and controlling phase is carried out during the whole process of the project to make sure every activity aligned with the requirements of all stakeholders.
2. StakeholdersStakeholders refer to people and organizations that can influence or be influenced by the proposed project. Therefore, the local governments in Shenzhen and school official in Shenzhen Senior High School are one of the most important stakeholders because the football tournament which will be hold in Shenzhen Senior High School should get the permission from both official entities. On the day when the competitions are carried out, the project management team would need assistance from the traffic department of the local government to manage potential traffic problems. In return, a successful football tournament will benefit those official entities in many ways such as an active-sport-supporter image. Similarly, the proposed project help its sponsor, [The Coca-Cola Company](https://en.wikipedia.org/wiki/The_Coca-Cola_Company) (China), build a healthy drink brand. Then, there are stakeholders who directly contribute to the operation of the project are the project management team members, volunteers, staffs, and athletics. The football tournament gives opportunities for athletics to show their talents on football game. Excellent players may have the chance to compete for higher prize. Volunteers can gain working experience which enriches their resume. In addition, the project management team member and other staffs can get salary for living expense by running the project successively. Next, the community including students, residents near the school, and local businesses is important stakeholder as well. The students and residents are potential audiences and the football shows offer relaxing and fun moment for them to escape from tedious routine life. Additionally it is expected that the tournament would attract many visitors promoting local businesses. The following table summarizes the identified stakeholders and the project’s impacts on them.

Table Stakeholders Register

|  |  |  |  |
| --- | --- | --- | --- |
| Stakeholders | Roles | Positive Impact on Stakeholder | Negative Impact on Stakeholder |
| Sports Association in Shenzhen (SASS) | Direct | Fulfill their social responsibility | Occupied resource |
| [The Coca-Cola Company (China)](https://en.wikipedia.org/wiki/The_Coca-Cola_Company) | Direct | Fulfill their social responsibility,  Promoting reputation | Affect economic income |
| Project Management Team (PM) | Direct | Job opportunity | Possible over workload |
| Project Medical Team | Direct | job opportunity | Possible over workload |
| Project Security Team | Direct | job opportunity | Possible over workload |
| Volunteers | Direct | Social practical experience | Possible over occupation |
| Soccer Teams (Contestants) | Direct | Display talents,  Gain potential opportunities | Safety issues,  affect their current ranking |
| Audiences | Direct | Give them Fascinating Shows | Safety issues,  affect their normal study load |
| Education Bureau in Shenzhen (Government) | In-direct | Fulfill their social responsibility,  Promoting a community supporter reputation | Safety issues |
| Academic Affairs Office (SSHS) | In-direct | Advance students' athletic excellence. | Safety issues |
| media | In-direct | Advertising fee,  Latest event news. | No attracting news |
| local community | In-direct | Business boom,  Improve life quality | Noise, Traffic congestion, |

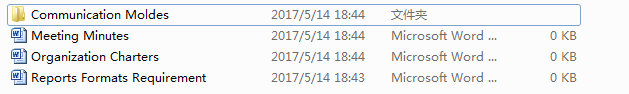
5. Purpose of the project

5.1 The Context of the project

The tournament will be held in a typical and famous high school in Shenzhen China. Shenzhen, one of the largest and wealthiest cities of China, is a major financial center with a population of over 20 million and a stable economic growth. There are thousands of soccer buffs in Shenzhen who are looking forward to watching a soccer competition as the World cup in 2018 is up-coming. Young generations are more interested in soccer than old generations. Therefore, holding a soccer tournament at Shenzhen Senior High School will definitely be lucrative and draw lots of attention from the public. In addition, the local government and school leaders are more open minded than 20 years before. They are looking for ways to promote both academic and athletic excellence for students. Therefore, the soccer tournament should be supported by both the local government and school because students can build stronger body through playing soccer.

The tournament will be hold in August during which students are enjoying their summer holiday. They have plenty of time to practice soccer skills without worries about detriment to study. Also, Shenzhen has a comfortable climate with wet and scorching summers and mild and sunny winters. The chance of rain delaying the competition is low.

In addition, there are some organizational Process Assets available such as project schedule sheets, templates for activity planning, template budget sheet and so on. There are some templates available on the school website such as application form for venue on campus. All this document should be write in pre-set format.



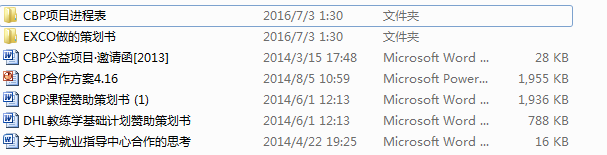


Figure Organizational Process Assets

5.2. The project’s History and Background   
  
Sports Association in Shenzhen (SASS), the owner of the proposed project, is a local non-profit and non-governmental youth-run organization that provides teenagers in Shenzhen with professional sports training. The sports association was founded on 27 March 1983 and was headquartered in Shenzhen University. For 30 years, SASS has organized many soccer competitions across the Shenzhen to promote public interest in sports and help potential players facilitate their professional career paths in sports.

Soccer is a popular game around China historically. ‘Who is the best soccer player in China’ has been a heated topic than ever before as World Cup in 2018 is near. Chinese hope Chinese Soccer Team can make a good jump at the upcoming World Cup by selecting really best soccer player to participate in World Cup. With regard this, Chinese Super League provides the most objective and convincing ranking of the professional soccer teams in China. The best Chinese soccer player should be ranked in the list. Therefore, there are thousands of soccer buffs in Shenzhen who are looking forward to watching a soccer competition among the top 10 teams in the Chinese Super League

In addition,

5.3. Implementation concept   
As mentioned before, there are five phases in the project which are Initiating, planning, executing, monitoring and controlling, and closing. The proposed project starts with initiating phase, in which SASS authorizes the project charter and determines the project manager. After that, the project manager, in planning phase, develops the project management team and involves all stakeholders to approve the project scope, schedule and cost plans. The next phase, the executing phase, will last for about 14 weeks. During this period, project staffs will work on securing the venue, ordering the items needed for the tournament, inviting soccer teams, keynote speakers and performers, advertising, and rehearsal. In addition, the tournament will be held for the last 4 weeks of executing phase. Finally, all the project staffs in the closing phase will hold a final meeting to assure the completion of all required work. Additionally, the four phases of the project mentioned above are monitored and controlled to make sure the project meets the needs of all stakeholders.

## 6. The benefits:

6.1. What is the Project trying to achieve,

The proposed project tries to encourage young soccer players by holding a soccer tournament. Successful players in the tournament will be a new role model to stimulate citizens’ interest in soccer and appeal to more attention and encouragement to the development of Chinese Soccer. In addition, professional soccer coaches will be in the audience observing the progress the tournament to identify potential players, who can make Shenzhen Soccer Team excel in China 4A Soccer Tournament in 2018.

### 6.2. Why should the Project be implemented, and

The proposed project benefits the local community in a number of ways. Firstly, it offers a valuable opportunity to promote health and social benefit by encouraging young soccer player to participate in the soccer tournament. Successful player during the soccer tournament will act as role models to stimulate citizens’ interest in soccer games. Secondly, holding a soccer tournament is like a catalyst for improving facilities to support the development of the game at all levels and enhance cooperation between various stakeholders from member association, the local government, the project sponsor, the media and the residents.

### 6.3. The Value Proposition for sponsor/s.

Involvement in this event will provide sponsors with a valuable chance to expose their products and services to a captive audience. The value propositions are listed as follow:

Table Value Propositions

|  |  |
| --- | --- |
| Gold  Large industry: $100,000 | * Logo presence on web, Weibo, flyers and posters, brochures, and uniforms. * Short speech in Video presentation (to be provided by the sponsor) in opening ceremony * Sponsor designation ribbon on name badge * Profile and one full page advertisement in handbook. |
| Silver  Large industry：$55,000 | * Logo presence on web, Weibo, flyers and posters, brochures, and uniforms. * Acknowledgement in the opening and closing ceremony * Short speech in Video presentation (to be provided by the sponsor) in final celebrating party. * Profile and half page advertisement in handbook. |

## 7. The objectives

### 7.1. Scope (the specific Requirements to be satisfied),

To define project scope which should satisfy the needs of the stakeholders involved in this project, project management team firstly collected requirements from the project sponsor, local community representatives, school officers, and other stakeholders. In addition, project management team defines a number of specific and applicable requirements which are suggested by experienced soccer tournament project managers or come from organizational process asset. The requirements are summarized as follow.

Table Requirement Register

|  |  |
| --- | --- |
| Requirement No | Statement of requirements |
| R01 | The proposed project must comply with all applicable environmental regulations and standards. |
| R02 | The proposed project must meet all road safety regulations. |
| R03 | The athletic field should meet the requirement of FIFA Quality |
| R04 | The proposed project should meet the quality requirement of ISO 9000 |
| R05 | Members in project staff including sponsor should be informed about the immediate progress of the project. |
| R06 | Change request should be approved by the project manager and sponsor. |
| R07 | The project staffs do not have to work on weekends. |
| R08 | There should be over 2000 audience sitting in the auditoriums |
| R09 | There are at least 2 TV channels broadcast the tournaments. |
| R10 | There are at least 8 teams competition for the championship. |
| R11 | The referees should be professional to ensure fair arbitration. |
| R12 | There should be security guides in case of violence and dangers |
| R13 | The volunteers should be provided with sufficient training. |
| R14 | Measures should be considered to avoid traffic congestion and road safety concerns. |
| R15 | There should be no competition after 8:00pm |
| R16 | Tournament should be held during students' summer holiday. |
| R17 | Portable water should be provided to athletes and referees. |
| R18 | All the project staffs should wear uniform during the tournament |
| R19 | The championship should be award a trophy. |

The next process is to develop the scope and specify which of the requirements is included in the project and which is excluded. Firstly, the objective of the proposed project is to hold a soccer tournament at Shenzhen Senior High School (SSHS) in July 2017 at cost not to exceed$477,000. One reason for the tournament schedule is that the athletic field in school are more likely to be available than other time because students do not have classes in July. The other reason is that the tournament will attract more students to watch since they have more spare time in summer holiday and do not have to worry about study load. Next, the cost is estimated by 1.1 times the total cost of the project, which means 10% of the total cost is reserved for contingency management. More details about the budget are articulated in section 7.3.

Secondly, the contestants of the preliminary matches should be chosen from the Top 10 soccer team in Chinese Super League ranking, which is shown in figure 2. The market team is responsible for contacting those team coordinators and sending invitations. The winners of the four preliminary matches will be able to get into the semi-final matches. Then, the winners of the two semi-final matches will compete in the final match for the championship. The champion will be offered a reward of $200,000.



Figure Chinese Super League Ranking

Thirdly, the tournament would last for four weeks involving 120 players and eight teams competing for the championship. There are four preliminary matches which are scheduled for the first and second week. Two semi-final matches will be held in the third week and the final match will take place on Friday of the fourth week. The date of each match is scheduled in table 4.

Table Tournament Schedule

|  |  |  |  |
| --- | --- | --- | --- |
| Date | Game | Group No | Contest Type |
| 24/07/2017 | Team 1 VS Team 2 | 1 | Preliminary Contest |
| 26/07/2017 | Team 3 VS Team 4 | 2 |
| 28/07/2017 | Team 5 VS Team 6 | 3 |
| 31/07/2017 | Team 7 VS Team 8 | 4 |
| 07/08/2017 | WG 1 VS WG 2 | 5 | Semi-Final |
| 09/08/2017 | WG 3 VS WG 4 | 6 |
| 18/08/2017 | WG 5 VS WG 6 | 7 | Final |

(WG X is winner of group X)

Fourthly, a number of milestones are determined to mark start point and end point of critical activities in the project. Since the project is scheduled at the end of July, there will be a final inspection needed before preliminary matches in order to ensure all the resource including human resource, financial, and equipment are available. The end of the final inspection is a rehearsal. Then, recruiting work should be finished on 14th July, one week before the final inspection. Within one week, project management team members should finish job assignment and confirm the attendance of athletes, medical and security staffs, volunteers and sponsors. In addition, another milestone is set for the determination of venue. Once the venue for the tournament is determined, then it can be announced via TV advertisements, flyers and posters.

Fifthly, technical requirements and limits are defined in scope based on the stakeholders’ requirement and project objectives. These requirements and limits detail the limit of outcome, which are the guide of the project management work. The scope of the proposed project is shown in table 5, through which it specified the number of the competitions, the number of teams, and the approximate outcome of the project. This scope is just a preliminary plan of the project, which will be used to communicate with the stakeholders telling them how the project is going and discussing what need to change. Progressive review, correction, and elaboration are required as more information of the constraints is analyzed.

Sixthly, the scope should be approved by all of the stakeholders. The project manager should inform project sponsors and other stakeholders to check the scope after the initial scope is finished. New feedback is collected and changes are made to the scope until all stakeholders reach consent. One-week review period is scheduled for project manager and stakeholders representatives to identity problems and refine the scope. The scope is not validated until all the stakeholders sign their names indicating their approvals.

Table Scope of the tournament

|  |  |
| --- | --- |
| Project Objective | To hold soccer tournament in Shenzhen Senior High School (China) in July 2017 at cost not to exceed $477,000. |
|  |  |
| Deliverable | The tournament will encompass 7 competitions from 24th July to 18th August 2017. |
|  | About 4 7vs7 soccer competitions will be hold among 8 teams in the preliminary contest |
|  | About 2 7vs7 soccer competitions will be hold among 4 winners of preliminary contest in the semi-final contest |
|  | About 1 7vs7 soccer competitions will be hold among 2 winners of semi-final contest in the final contest |
|  |  |
| Milestones | Permits approved----14th April 2017 |
|  | Venue determined (include athletic field testing, cleaning)----26th May 2017 |
|  | Finish recruiting athletes and event staffs and volunteers----14th July 2017 |
|  | Final inspection ----21th July2018 |
|  | Finish preliminary matches ----21th July 2018 |
|  | Finish semi-final matches ----9th August 2018 |
|  | Finish final matches ----18th August 2018 |
| Technical requirements | To create an exciting and enjoyable gaming atmosphere, clapping stick, drinking water, uniform are provided for each audience |
|  | Look for sponsor who can cover the whole cost of the competition |
|  | All participates should buy insurance |
|  | Negotiate with the school's official to get permit of the competition |
|  | Working staffs will be provided with working lunch, working uniform, and drinking water. |
|  | 3 referees for each competition are provided in order to make sure equality. |
|  | 5 Medical staffs are available for first aid during the whole process of the competition |
|  | 20 security staffs are responsible for the venue control, including preventing audience from getting into competition places. |
|  | The championship award will include a trophy, certificate, 200,000$. |
|  | Advertising the event at local education newsletters. |
|  |  |
| Limits and exclusions | All the money will come from generous sponsors and be used to hold the competitions and wage of the workers. |
|  | There is extra funding which is measured in terms of the number of audience. |
|  | Possibility to postpone the competition when the weather is unacceptable for the competition. |
|  | Project sponsor must ensure enough funding for the tournament operation and champion award. |
|  | Athletic field in SSHS must meet the requirement of FIFA Quality |
|  | Accommodations are not provided for both athletes and audiences. |
|  | Documents related to the project stakeholders should be stored safely to maintain confidentially. |
|  | Project management team may be altered during the operation of the project. |

7.2. Time (duration, time constraints), and  
Project schedule management is to ensure all the defined work is finished on time. A project schedule refers to what needs to be done and when the work is due. The first step is to decompose work packages into activities. Then, the project manager should identify the logical sequence of work in order to create a realistic project schedule with great efficiency. The Third step is to estimate the type and amount of resource required to perform each activity which allows for a more specific estimation of cost and time.

The rough schedule of the proposed project including specific activities, duration, and timetable, is shown in figure 3. The total duration of the proposed project is 21 weeks. It should be noted that project staffs only work from Monday to Friday. They do not work on weekend and public holiday such Labors’ Day. The schedule here is conservative since the time assigned to each activity may be little longer than required actually in case of contingency. Further refinement to the schedule requires repeatedly revision of the time estimates and resource estimates. In order to track the project progress, a more accurate schedule is required.

In the first place, there are only 4 core members in the project management led by project manager. It takes about two weeks to finish the initial project management plan. Then, one week are reserved for project manager to refine the plan and confirm that with sponsors and other stakeholders. After that, project management team will start to recruit another three market assistants and another three quality management assistants. Project manager will be responsible to negotiate with Official of Academic Affairs in Shenzhen Senior High School to book the venue for the tournament. In order to secure the venue and ensure the athletic field to meet the requirement of FIFA Quality, 6 weeks are assigned to this job. In the meantime, market management team including one market manager and three market assistants will contact targeted soccer team coordinators and send invitation to key-note speakers and performers. Executive manager will work on recruit employees and volunteers. In addition, uniforms and trophy should be order on week 4 by project manager so that there is enough time for the factory to design and manufacture. All the work above are supposed to be finished at the end of week 16 (14th July). On week 17, the project management team should check the status of completion of all work and hold rehearsal on the Friday of the week 17 to ensure the procedures of the tournament to work well. If there is something wrong with the project, project manager should carry out correction action immediately. Finally, the tournament will be going on from week 18 to week 21. On the 18th August, there will be a big party held at Four Season Hotel, the most famous hotel in Shenzhen.

In the following figure, blue bars represent planning team. Green bars represent works of executive team. Red bars are the work of marketing team. The work duration of quality management team will be planned separately which is not shown in the figure.



Figure Preliminary Schedule for the tournament

### 7.3. Cost (the budget).

Cost estimation for the proposed project is based on the information known from other soccer competitions held at SSHS in January 2017. Table 6 shows the optimal costs for the project, which is determined by considering cost tradeoffs and risks.

The work breakdown structure provides the framework for the cost management plan. As it is shown, the budget sheet consists of five parts, which are project management team salary, meeting cost, preparation fee, marketing, and tournament. Firstly, project management team including project manager, executive manager, market manager, quality manager, market assistants, and quality management assistants, are selected from the SASS. Their salaries are determined by the project manager and their working duration is specified in human resource management.

Secondly, there will be 21 meetings which are held on weekly basis to maintain sufficient communication with all stakeholders. On the meeting, the progress of the project are reported by relevant project management team so that all stakeholders are informed the status of completion of the project. All attendees will be provided with food and beverage and some basic stationery.

Thirdly, the cost to achieve all the prerequisites of the tournament including securing the venue, renting relevant equipment, purchasing uniforms and trophy, and so on, are listed in preparation fee. In addition, the cost related to advertise the tournament such inviting media, distributing flyers and posters are summarized in marketing part. Finally, the tournament part in budget sheet contains the labor cost for each position that is needed for the tournament, the champion reward, the estimated cost for the big party.

For the estimation of the total cost, contingency cost which is about ten percent of the summation of the subtotal cost of the five parts above, is added. Then, the total cost should be $477,000.

The level of accuracy used in determining realistic activity cost estimates is.

The cost estimation should be review and revised during the process of the project to increase its accuracy.

Table Budget Sheet

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| *Items* | *No* | *Days* | *Unit Cost($)* | *Amount* | *Note* |
| *Project Management Team Salary* | | | | | |
| *Project Manager* | *1* | *105* | *$240* | *$25,200* |  |
| *Executive Manager* | *1* | *100* | *$200* | *$20,000* |  |
| *Market Manager* | *1* | *100* | *$200* | *$20,000* |  |
| *Quality Manager* | *1* | *100* | *$200* | *$20,000* |  |
| *Market team member* | *3* | *85* | *$160* | *$40,800* |  |
| *Quality team member* | *3* | *85* | *$160* | *$40,800* |  |
| *Sub-total for initial planning* | | | | *$166,800* |  |
| *21 times weekly meeting* | | | | | |
| *food and beverage* | *20* | *21* | *$5* | *$2,100* | *Assume 20 people will attend the weekly unit meeting. Food and beverage fee is $5 per person* |
| *pen* | *10* | *21* | *$2* | *$420* |  |
| *A4 paper* | *1* | *21* | *$3* | *$63* |  |
| *Sub-total for Mid-term Meeting* | | | | *$2,583* |  |
| *Preparation* | | | | | |
| *Athletic Field Rental* | *1* | *8* | *$485* | *$3,880* | *One-day field preparation and rehearsal plus 7 days competitions.* |
| *Office Rental* | *1* | *3* | *$300* | *$900* | *where the interview will be hold* |
| *Sound Equipment Rental* | *2* | *14* | *$200* | *$5,600* |  |
| *Turf test* | *1* | *1* | *$185* | *$185* | *Consulting fees* |
| *Trophy* | *1* |  | *$200* | *$200* | *for championship* |
| *souvenir* | *4* |  | *$50* | *$200* | *for speaker and performers* |
| *Clapping stick* | *2000* |  | *$0.20* | *$400* |  |
| *Uniform* | *25* |  | *$15* | *$375* | *volunteers & staffs have to wear uniform during work* |
| *Allowance* |  |  |  | *$1,000* | *Reserved to compensate expense for contacting, visiting and picking up keynote speaker, performers, and team.* |
| *Sub-total for Preparation* | | | | *$12,740* |  |
| *Marketing* | | | | | |
| *Print Flyers* | *10,000* |  | *$0.08* | *$800* |  |
| *Print Posters* | *30* |  | *$2* | *$60* |  |
| *Labor Charges* | *2* | *20* | *$10* | *$400* | *500 flyers will be distributed by two posters each day for up to 4 weeks.0.5 hour per day* |
| *TV advertisement* | *2* |  | *$600* | *$1,200* |  |
| *Sub-total for Marketing* | | | | *$2,460* |  |
| *Tournament* | | | | | |
| *Champion award* | *1* |  | *$200,000* | *$200,000* |  |
| *Speaker* | *1* | *1* | *$150* | *$150* |  |
| *Performers* | *3* | *2* | *$150* | *$900* |  |
| *Medical Staffs* | *5* | *7* | *$150* | *$5,250* |  |
| *Security Staffs* | *20* | *7* | *$150* | *$21,000* | *assure security during the match time and training session* |
| *Referees* | *3* | *7* | *$185* | *$3,885* |  |
| *Ticket Rippers* | *1* | *2* | *$20.00* | *$40* |  |
| *Ticket Sellers* | *1* | *2* | *$20.00* | *$40* |  |
| *Runners* | *3* | *8* | *$20.00* | *$480* |  |
| *Referee assistant* | *3* | *8* | *$20.00* | *$480* |  |
| *Stretcher Crew* | *2* | *8* | *$20.00* | *$320* |  |
| *Team liaison Officer* | *3* | *8* | *$20.00* | *$480* |  |
| *Team services Coordinator* | *8* | *8* | *$20.00* | *$1,280* |  |
| *Sport Equipment Supervisor* | *2* | *8* | *$20.00* | *$320* |  |
| *Ushers* | *10* | *8* | *$20.00* | *$1,600* |  |
| *Media Coordinators* | *2* | *8* | *$20.00* | *$320* |  |
| *Venue Logistics Associate* | *10* | *8* | *$20.00* | *$1,600* |  |
| *Venue Parking Supervisor* | *4* | *8* | *$20.00* | *$640* |  |
| *Unite Party* |  |  |  | *$6,000* | *King Service Party Package in Four Season Hotel including all bills for venue, food, and beverage.* |
| *Sub-total for Tournament* | | | | *$234,285* |  |
| *Contingency Cost (10% of the total)* | | | | *$43,430* |  |
| *Total* | | | | *$477,000* | *Include $43,430 (contingency fee)* |

## 8. Constraints and Assumptions.

The project management plan is constructed with the assumptions listed as follow:

* There is sufficient budget to cover all the cost.
* All the stakeholders are satisfied with the arrangement of the plan.
* There is no major injury accident during the execution of the project.
* All the milestones are successfully reached with acceptable quality of completion of each activity.
* The athletic field in SSHS is allowed to be rent by the project management team.
* The project management team can recruit enough employees to finish the work.
* There are enough soccer teams who are willing to participate in the tournament.
* There are no major natural disasters in Shenzhen that hold back the proposed project.

Constraints refer to limited factors that influence the execution of the project, which are listed as follow:

* Project sponsors must ensure enough funding, which is required to be over $150,000 for the tournament operation and champion award.
* Athletic field in SSHS must meet the requirement of FIFA Quality.
* The project management team should involve all stakeholders to approve the project scope.
* The project management team should keep sufficient communication with all stakeholders so that the needs of all stakeholders are met.
* The execution of the project should comply with all applicable legislation.
* The project management should be monitored and controlled.
* The specific milestones should be strictly followed in case of delivery slip.
* The championship award will include a trophy, certificate, 200,000$.
* The contestants should be selected from the professional and famous soccer team in China.
* At least 17000 tickets should be sold out to make sure minimum income.
* Volunteers should be able to fast react to any potential conflict and attend interview, training, and rehearsals.
* The weather on the day when the tournament is held should be acceptable to soccer competition.
* The project management team should provide insurance for all project staffs in case of injury accidents.

## 9. Implementation Strategy

9.1. Discuss the phases of the Project   
As mentioned before, there are five phases in the project which are Initiating, planning, executing, monitoring and controlling, and closing. Firstly, the proposed project starts with initiating phase, in which the project manager is selected and the proposed project is formally authorized. The initiating phase is critical because it marks the approval to start the project from key stakeholders such as project owners and sponsors. Then, some parts of the stakeholders start to invest the project in terms of human resource, financial, time, or material support.

Secondly, the planning phase which is based on the initiating phase, plays a significant role in minimize the risk, cost, and difficulty of the project. The project manager will develop the project management team, who will work out the project management documents including scope management, time management, cost and risk management, and so on. In the process of producing the management plan, the project management team should identify all the stakeholders of the project and keep sufficient and effective communication with them so that the project meets the needs of all stakeholders. Additionally, a considerate and successive planning phase will result in a smooth executing phase and minimize the effort to deal with change request.

Thirdly, the executing phase determines whether the project is successful or not. A successful executing phase should be that the project management team, led by the project manager, will execute successfully all the activities that are defined in the project management plan. All prerequisites for the tournament such as athletic fields, soccer teams, referees, audiences, and media should be achieved. After that, the project management team should hold rehearsals to make sure everything is ready. Then, the tournament should be held with safe and sound. However, there can be a failure of the execution. For example, the project management team might run out of funding before all the required works are done due to bad cost management. Therefore, an accurate project management plan from the planning phase can greatly facilitates the executing phase.

Fourthly, the monitoring and controlling phase is another critical factor influencing the success of the project. Every activity of the project should be reviewed and compared against the plan to identify any potential variance, which should be within acceptable tolerance. Appropriate preventive actions should be implemented if the variance is not acceptable so that the needs of stakeholders are meets.

Fifthly, the closing phase is the end and summary of the project. The project manager should review the project management document to make sure that all the required works are finished and all the stakeholders’ needs are met. After that, all related documents should be archived and the resource of the project should be released so that the project staffs can move on to other projects.

After that, the project manager, in planning phase, develops the project management team and involves all stakeholders to approve the project scope, schedule and cost plans. The next phase, the executing phase, will last for about 14 weeks. During this period, project staffs will work on securing the venue, ordering the items needed for the tournament, inviting soccer teams, keynote speakers and performers, advertising, and rehearsal. In addition, the tournament will be held for the last 4 weeks of executing phase. Finally, all the project staffs in the closing phase will hold a final meeting to assure the completion of all required work. Additionally, the four phases of the project mentioned above are monitored and controlled to make sure the project meets the needs of all stakeholders.

9.2. Critical Success Factors

The target of the proposed project is to hold a lucrative, safe and rewarding tournament. First, a lucrative tournament means that the earned value can cover the actual activity cost. Second, a safe tournament means that no injury accident happens to the project staffs during the execution of all the project activities. Third, a rewarding tournament refers to that all the stakeholders are satisfied with the tournament.

KPI refers to key performance indicators, which is used to evaluate whether the goals of the project is achieved or not. Firstly, Cost performance index (CPI) is used to determine whether the tournament is lucrative. CPI is expressed as a ratio of earned value to actual cost. The actual cost and earned income are recorded on daily basis. If the final CPI value is greater than 1.0, the proposed project is lucrative.

Secondly, a safe tournament should protect the project staffs from injury accidences. Any injury accident as result of any execution of the project activities should be documented. In addition, compensation to the injured person should be provided. If there is no major injury accident that happens to the project management staff and the compensation fee is less than $4000, about ten percent of the contingency fee, the proposed project is safe.

Thirdly, the feedbacks from all stakeholders are collected to determine if the tournament is rewarding. Stakeholders will be asked if they are satisfied with the result of the tournament during the process of the final match. About 1000 questionnaires will be distributed among the stakeholder to collect feedbacks on how satisfied are they with the tournament. There are five categories which are very satisfied, somewhat satisfied, neither satisfied nor dissatisfied, somewhat dissatisfied, and very dissatisfied. If eighty percent of the respondents are somewhat satisfied or very satisfied with the tournament, the tournament is rewarding.

The tolerances refer to the lower limit and best outcome of the project. The lower limit of the tolerances for the implementation of this project is that all the players safely finish all the matches with no violence and the total income including the ticket sales and funding are just enough to cover the cost. On the contrary, the best outcome should be all the soccer matches are smoothly carried out, which attracts thousands of audiences to watch. All the tickets are sold out so that the total income excels the cost.

10. Risks, causes and treatment

The first step is to create a risk matrix – risk evaluation. The risk of the project will be measured by two criteria which are the consequences and likelihood. For the project, identified risks will be categorized into five risk levels, which are minimum risk, low risk, moderate risk, high risk, and extreme risk. Any risk with rare probability and negligible consequences should be categorized into minimum risk, while risks with almost certain probability and severe consequence should be categorized into extreme risk. The risk matrix is shown in figure 4.



Figure Register Matrix

There are five processes to deal with risk management, which are risk identification, risk analysis, risk evaluation, risk response, and risk monitoring. Firstly, the project manager involves all stakeholders in brainstorm sessions to identify the hazards. With regards to this, WBS provides the frame work of the project. Then, all risk items are listed out for the corresponding activities. Secondly, the identified risk should be analyzed by finding out the causes and who may be harmed. Next, the risk should be evaluated and categorized into different risk level in accordance with the risk matrix – risk evaluation table above. After that, risk response can be determined based on the risk acceptance level from the risk evaluation. To deal with each risk, there are four possible methods available, which are risk avoidance, risk transfer, risk reduction, and risk retention. Finally, the risk register of the proposed project is shown in Figure 5.

In addition, risk management should always be review and monitored throughout the project life-cycle. If stakeholders identify any new risk which is not considered in the risk register, the project manager should consider if the current risk register should be revised.



Figure Risks Register

11. Management Plan   
11.1. Scope   
Scope management is the formal process to ensure the scope of the project to align with the requirements of stakeholders, which is supervised by Change Control Board. The project scope is defined in section 7.1.

In order to monitor the scope, scope baseline should be developed by the project manager decomposing the work from the scope statement into specific high level tasks, which is the Work Breakdown Structure (WBS). WBS for the proposed structure is shown in figure 6.

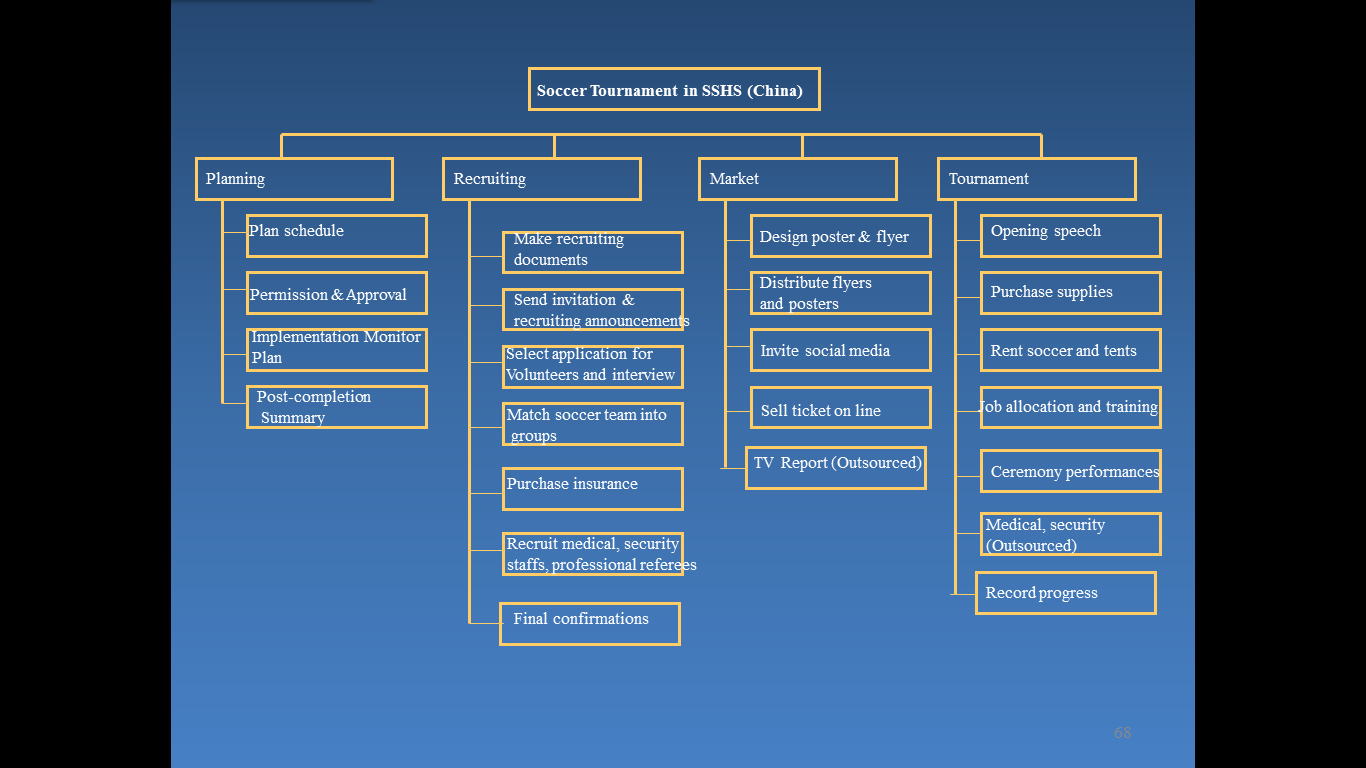


Figure Work Breakdown Structure (WBS)

Then, the project manager should review the scope baseline against the work that is actually implemented on daily basis. If there is a variation between the project current state of scope and the baseline scope information, project manager should consider whether it is necessary to raise a change request. In addition, all stakeholders have the right to ask for change to the scope. Changes to the project scope should be managed in accordance with the Change Control Process.

11.2. Time

The specific activities scheduled in the project should be reviewed and monitored on a daily basis by consulting the relevant project group. For the proposed project, Critical Path method is used to determine if there will be delivery slippage for the project. There are four critical paths and the dates on which each of the critical activity is finished represent the milestones of the project. The first milestone is 14th April 2017. All the items needed for weekly meeting should be purchased and project manager should involve all the stakeholders and representatives into meeting to validate the project scope and other documents. After that, project management team should start to secure venues, recruit employees and volunteers, and contact keynote speakers, performers, soccer teams. The second milestone is 26th May 2017 when the athletic field is determined and is qualified. Then, marketing campaigns including distributing flyers and poster in and off campus as well as advertising online will be carried out for four weeks. Next, the third milestone is 26th June 2017, on which tickets for the final match can be sold online. From then on, project team members should observe the income flow rate to ensure the expected income to be achieved. The fourth milestone is 14th July 2017 on which all the preparation works are supposed to be finished. There will be one week reserved to deal with contingency and rehearsal. Then, the preliminary matches will be held from 24th July to 31st July 2017 and the winners will get into semi-final match from 7th August to 9th August. The online ticket sale should be finished on 17th August and the total income should be summarized. Finally the last milestone is 18th July 2017 which is the last day of the project. The final match will be held on morning and there will be a closing ceremony in the afternoon. After that project team members will have a short final meeting to closing the project and celebrate the success of running the tournament.

Members in quality management team are responsible for controlling the schedule by reviewing the progress on project activities against the schedule baseline. For example, there will be a 15 minutes meeting on WebEx every day which is articulated in communication management, where all project staffs are supposed to attend and report the status of the task completion. At least one of the quality management team members is engaged to record the meeting progress and help determine whether the project is behind or ahead of the schedule by comparing the information in plans with work performance data. Detailed reports are developed on weekly basis for the quality manager to identify the deviation. Appropriate control measures should be implemented in accordance with the Change Control Process if any delays of critical path have been identified so that the project timelines can be maintained.

11.3. Cost   
To monitor and control the cost, the time-dependent budget is created by summarizing the total cost with the variation of time. In addition, the time-dependent income flow is defined in the time dependent budget to analyze the funding requirement. It is assumed that there are at least 17,000 tickets sold in six weeks and the price for each ticket is $25. The time dependent budget is shown in figure 7.

It should be noted that the funding from sponsors is not considered in the time-dependent above. However, the funding requirement for the proposed project can be determined by comparing the tendency of cost baseline, contingency baseline, and expected cash flow. The figure 8 specifies the relationship between cost baseline, contingency baseline, and expected cash flow. Cost baseline is the summary of time phased estimated costs. The contingency baseline is the basic estimated cost plus contingency cost which is 10% of the total cost. Assume 17000 tickets will be sold from week 16 to week 21 at a constant rate, which makes the slope of the ‘expected cash flow’ line constant upward. The maximum difference between contingency baseline and expected cash flow is predicted to in week 15. It is estimated that the total funding requirement of the proposed project should be about $150,000.

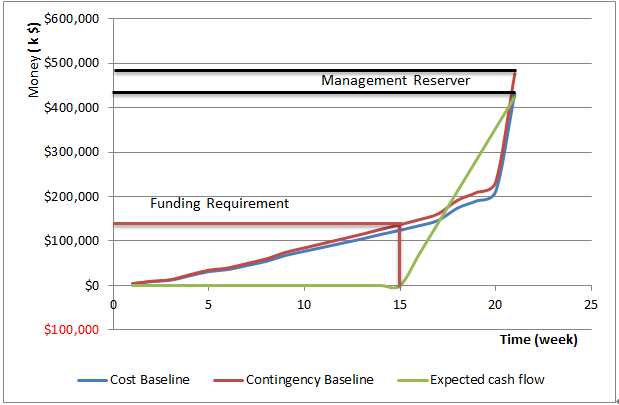


Figure Estimated Cost vs. Expected Income

To recap, the project cost performance against the weekly total budget should be recorded and reported on weekly basis. Each month the project executive manager should forecast and report the EAC (Estimate activity cost) based on the value of work done for the previous month. Appropriate control measures should be implemented in accordance with the Change Control Process so that the project budget can be maintained.



Figure Time-dependent Budget

11.4. Risk   
The project risk register and risk matrix are provided in section 10. The project management team should manage risk of the project on a daily basis by five core risk management process, including identifying the risk, analyzing the risk, evaluate the risk, risk response planning, and monitor and review the risk.

It should be noted that the likely hood of any risk item that is identified in the risk matrix in section 10 is based on the currently known information. However, the probability of the risk will varies with the trends of cost, schedule, and scope variance from the baseline. Therefore, the project management team should continuous compare the project performance against planned performance. Appropriate control measures should be implemented in accordance with the Change Control Process, if the trend forecasts that there is a risk of any of them going rough in near future

In addition, the project management team should reassess the project risks on monthly basis. One reason is that there are some risks which are not considered but will meet in the future. The other reason is that the probabilities and priorities of some of the risks may be changed as the project progresses (Shenoy, 2017).

11.5. Integration

Project management plan should be defined in the planning stage of the project, which specifies how to manage the project. The goal of project management is to satisfy the needs of all stakeholders. Therefore, all stakeholders such as project sponsors, volunteers, and local government, can request a change to the project management plan due to any potential concerns. For example, the project manager should continuously review the actual project performance data during the process of project to identify the variance from the planned baseline. If project manager reckons that it is necessary to carry out a preventive action, then he should document the change request and informed all stakeholders. Next, Change Control Board should weight the advantages and disadvantages of the changes and decide if the change request should be approved or not. Once the change request is approved, it will take one week for implementation including making changes to the scope, schedule, and cost, creating subsidiary management plans, and updating project documents. The process of monitoring and controlling the project management is shown in figure 9.

Figure The project Change Control Process

## 12. What I have learned from this course

I learned a set of standard definition, framework and guideline for project management by reading PMBOK Guide. Project refers to a temporary endeavor with a definite start and end to achieve a specific goal, which is different from operation. Then, the framework of the project management consists of 10 knowledge areas and 5 process group. I went through all of the components by working on a soccer tournament in China management plan. During the process, I thought of each input, tool and technique, and output that was relevant to the project.

In addition, the most important thing I learned is that it is significant to identify all the stakeholders of the project, which include not only the project management team staffs, but also the local community and all other individuals and organizations who may influence or be influenced by the project. The benefit of stakeholders should be connected with each other.

13. Bibliography

Project Management Institute (PMI), 2013, *A guide to the project management body of knowledge (PMBOK guide), (2013). 5th ed*. Beijing China: Publishing House of Electronics Industry.

Quality.fifa.com. (2017). *Quality Assurance - FIFA Quality Programme*. Viewed 13 May 2017 <http://quality.fifa.com/en/Football-Turf/About-Football-Turf/Quality-Assurance/>

Shenoy, S. (2017). *How To Control Risks In Project -*.Pmexamsmartnotes.com. Viewed 17 May 2017, <http://www.pmexamsmartnotes.com/monitor-and-control-risks/>

Rural, E. (2014). Número Completo jul./set. 2014 (PDF com Capa e Artigos). *Extensão Rural*, [online] 21(3). Viewed 17 May 2017,<https://www.actcanada.com/docs/default-source/Summit-2014/act\_canada\_sponsorship\_package-july-2014.pdf?sfvrsn=2 >