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| Sports Associatioon in shenzhen (sass) |
| Soccer Tournament in Shenzhen Senior High School (China) |
| Project Management Plan |
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| **Xianwen HU** |
| **2017/5/20** |

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| Quality management, Human Resource management, Procurement management, Communication management, Stakeholder management |

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# Project Executive Summary

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, quality management, human resource management, procurement management, communication management, and stakeholder management were discussed.

Firstly, the quality requirements and corresponding measurements of the project are defined based on fishbone chart, Cost-benefit analysis, and cost of quality (COQ). In addition, Check sheets and quality matrix are used in performing quality assurance. Control quality should comply with change control process.

Secondly, organizational chart and roles and responsibilities of the project are articulated in human resource management. Also, the availability and commitment of each role and the way to develop and manage the project team are discussed.

Thirdly, both medical and security services should be procured in this project. In procurement management, the criteria and requirements to select vendors are defined and the four process of procurement management are present, which are procurement planning, operate procurements, manage procurements, and close procurements.

Fourthly, the writer specified a number of communication methods that are applied to the project management team to guarantee sufficient communication with all stakeholders. Both effectiveness and efficiency of the communication should be monitored to identify appropriate changes to the communication management.

Finally, both external stakeholders and internal holders are identified in stakeholder management. In addition, the author also addressed the way to engage all stakeholder and control stakeholder managements.

# Quality Management

## 2.1 Plan quality management

The first step of quality management is to identify quality requirements and standards for project and define specific measurements by analyzing the project management plan; stakeholder registers, and risk register and so on. For the proposed project, it is determined that a successful tournament should be satisfactory in terms of personnel, management plan, venue and materials, and funds. Then, Ishikawa diagram is used to identify the possible causes as it is shown in figure 1. Next, specific quality requirements related to different aspects of the project can be determined so that all the possible causes are effectively monitored and controlled. The quality requirements and measurements and summarized in table 1.

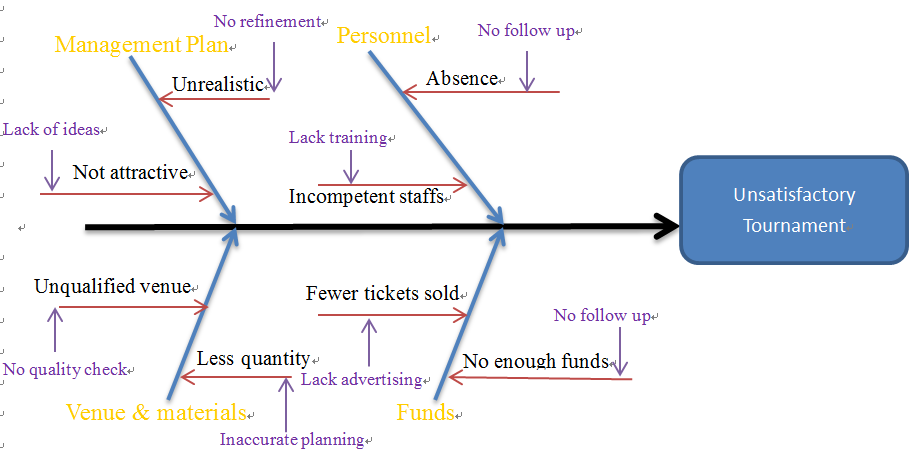


Figure Ishikawa Diagram

Table Quality Requirement and Measurements

|  |  |
| --- | --- |
| Requirement | Measurement |
| Safety | No major risk accidents |
| On time | Project staffs should stick to the schedule baseline. |
| On budget | The actual cost should stay within the approved budget baseline by +- 10%. |
| Lucrative | Secure $150,000 funding and at least 17,000 tickets should be sold. |
| Maintain a good image | Over 80% of the feedbacks collected from stakeholders indicate that the project is satisfying. |
| Risk Control | Successive execution in compliance with the project management plan |
| Qualified venue | The athletic field should meet the requirement of FIFA Quality |
| Accurate management plan | The project management documents should be reviewed and adjusted to increase accuracy on daily basis. |

After generating the requirements and measurements, the project management team should also think of a set of quality activity based on cost benefit analysis. For example, there are a number of training and meeting defined in communication management in section 5, which is to review and monitor the progress of execute. In addition, training for project management staffs and volunteers and rehearsal are scheduled in time management, which are to make sure that the project staffs are competent to finish assigned task on time. The cost of these acidities is part of the cost of quality. Besides, new quality activities may be required subject to the tendency of the ticket sale and the performance of project. Therefore, there is 10% of the total estimated cost assigned to deal with contingency.

## 2.2 Perform quality assurance

The quality requirements and measurements should be audited to make sure that they are appropriate to the proposed project. With this, the project management team should constantly conduct process analysis to identify the problem, constraints, and non-value-added quality activities. Additionally, Check sheets and quality matrix are used for quality assurance to distinguish effective and necessary quality activities and measurements with minimum cost.

## 2.3 Control quality

Control quality is to monitor and control the effectiveness of the quality activities and request necessary changes. Appropriate change to the quality management should be implemented in accordance to change control process.

# Human Resource Management

### 3.1 Roles and responsibilities

Project Sponsor - Sylvia (The Coca-Cola Company (China))

* Act as the link between the project and The Coca-Cola Company (China), providing financial support, resolving conflict, removing obstacles and approving key project deliverables;
* Provide business expertise and guidance to the project manager and ensure the project is properly launched.
* Initiating project reviews and supporting the process of review, ensuring overall quality of the project.

Project Manager - Xianwen HU

* Develop and manage project team by planning human resource management; recruiting, training, assigning, and scheduling employees; reviewing job completions; and enforcing policies;
* Accomplish project objectives by defining and executing project management plans, monitoring the quality and implementing changes, resolving problems.
* Achieve financial objectives by planning project’s budget, allocating expenditures, developing financial model and analyzing variances.
* Establish collaborative relationships with stakeholders including local community, sponsors, politicians and other organizations.
* Update knowledge by reading relevant publications, maintaining broad network, and participating professional associations.

Marketing Manager - Feng Chun

* Recruit 8 soccer teams and contact social media, key-note speakers and performers for the opening ceremony by sending out invitation and following up.
* Work with project manager to ensure adequate funding for the operation of the proposed project.
* Brainstorm new ideas to deliver direct communications strategy, develop fundamental assets and implement marketing campaign to achieve customer awareness for the tournament.
* Prepare a comprehensive budget and administer the funds according to the approved budget and create a marketing and communication plan for all tactical partnerships.
* Work as a liaison between a company and an advertising agency by writing event report and supervising online ticket sales and ensuring the development and creation of promotions and sponsorships aligned to business strategies generating awareness for the proposed project.
* Ensure that the project compiles with all legislation related to taxation and withholding payments.

Executive Manager - Feng Qi

* Assist project manager to accomplish all aspect of project operational planning and management including reviewing existing documents on daily basis, drafting an operational plan, overseeing the efficient day to day operation of the organization, and preparing meeting agenda and supporting materials, suggesting changes to project manager,
* Oversee the implementation of human resource management including detailing job allocation plan and recruiting employees and volunteers, confirming the availability of staffs and athletes, coaching and training volunteers and directing rehearsal.
* Communicate with stakeholders and representatives to keep them informed about the progress of the project and the request for changes.
* Identify the risks of the volunteers, project staffs and athletes, finances, goodwill and implement measures to control risks.
* Store the personnel, volunteer, and partners files and maintained confidentiality.

Quality Manager - Chun Hu

* Review stakeholders’ requirements and establish effective quality control procedures and specifications.
* Update the documentation along the progress of the project and perform statistical analysis, identifying any deviations from the quality requirements.
* Oversee all project development procedures, solicit feedback from stakeholders and submit detailed reports to project manager suggesting changes when needed.

Referee (in the process of recruiting)

* Watch over the game to ensure safety and work in conjunction with referee assistants to ensure the game is being played fairly regarding the application of the laws of soccer.
* Stop the match if the weather is not acceptable for play or the field is not up to code.
* Provide a match report to Sports Association in Shenzhen (SASS).

Volunteers Team (In recruiting)

A number of the positions of volunteers are required. The roles and responsibilities are summarized in table 2.

Table Volunteers' roles and responsibilities



## 3.2 Project Organization Chart

The proposed project is managed by the project management team who is supervised by project owner and project sponsors. The project management team is divided into three groups which are marketing, execution, and quality control. The project manager is the leader of the project management team and is responsible for balancing and integrating the three major parts of the project. It should be noted that volunteers, referees, medical staffs and security staffs are placed into operational group which is developed and led by executive manager. The executive manager need to final confirm the job allocation plan with project manager and then carry out recruitment process to build the operational team. The project organization chart is shown as follow.



Figure Organizational Chart

## 3.3 Availability and Commitment of Resources

A responsibility assignment matrix is used to illustrate the connections between the work packages and project team members. Availability and commitment of all roles in the project organizational chart is shown in the following figure. It should be noted that the availability of the operational team is required only for rehearsal and tournament. Additionally, all staffs only have to work from Monday to Friday. They do not work on weekends and public holiday such as labor’s Day in May.

Figure Working days summary per week for project staffs

## 3.4 Develop and Control Project Team

Develop project team is to improve team member interaction and competences to better fulfill the project objectives. For the proposed project, a number of team-development methods are used, which are attitudinal surveys, team-building activities, task training, and recognition and rewards. Firstly, an attitudinal survey should be conducted among project staffs to know assess team members’ preferences and aspirations, based on which the team members will be assigned specific task to fulfill their expectations. Then, there will be team-building activities on monthly basis to build a strong collaborative relationship among the team members. Additionally, training and hard-copy procedures will be provided for every task. Lastly, incentives will be provided to excellent project staffs. All project staffs will be evaluated according to their performance record on monthly basis. Excellent performance record will be recognized while poor performance should be criticized. Reward will be granted to the project staffs with the top 10 percent excellent performance record. In addition, conflict management is used to monitor and control any potential conflict.

## 3.5 Manage project team

Tracking team member performance and recommending necessary changes are crucial to the project. Appropriate change to the human resource management should be implemented in accordance to change control process.

# Procurement Management

Procurement management is to make sure that optimal services related to the project are purchased at acceptable cost. For the proposed project, medical and security services are the major parts of procurement. The procurement should go through four major processes, which are procurement planning, operate procurements, manage procurements, and close procurements.

In procurement planning, project management team should define specific criteria and requirements of the service or product that should be procured, by looking at the scope baseline, schedule, cost baseline, and risk register. Then, potential vendors should be identified based on the criteria and requirements, which are articulated as follow.

* Eligible vendors should be able to provide medical or security service from 8:30am to 4:30pm on the dates as follow:

Table Schedule of tournament



* Eligible vendors should provide a detailed work plan and cost estimation.
* The total cost of medical service should less than $5,500.
* The total cost of security service is estimated $21,000.
* Competitive candidates should demonstrate competence of in risk control.
* Reference is high appreciated.

Then, the procurement is operated by selecting the procurement organization that best fulfill the requirements above. It should be noted that the procurement is operated by biding and the contract, the legal documents between the buyer and seller, should be carefully reviewed to ensure the procurement to meet all the requirements. After that, the procurement should be continuous monitored and controlled by sufficient communication between the project management team and the vendors. Any change to the procurement management should comply with change control process.

# Communications Management

## 5.1 Manage Communications

The communication tools and schedule are summarized in table 4. There will be one project kickoff meeting and 21 weekly review meeting which requires a certain amount of money to cover the cost of stationery, food and beverage. However, this is just a communication frame work for the overall project. The number of meeting will be adjusted according to the needs of stakeholders.

Table Communication management



## 5.2 Control Communications

Control communications ensure that the stakeholders’ needs are met. Quality management team is responsible for drafting procedures for controlling communications. In meetings, at least one of the quality management team members is engaged to record the meeting progress and help determine whether the communication process is working effectively by comparing the information in plans with messages that are actually delivered as well as work performance data. Detailed reports are developed on weekly basis for the quality manager to identify any problems related to inadequate communication.

After the process of controlling communication, all relevant document including project management plan and organizational process assets should be updated. In addition, prevention actions that can help bring performance into alignment with the plan should be proposed.

# Stakeholder Management

## 6.1 Key Stakeholders

Identifying stakeholders is the first step of project stakeholder management. The stakeholders in the proposed project are the individuals or organizations that can influence or be influenced by the project. To enable analysis of the relative importance and relationship of the stakeholders, the categories of internal and external stakeholders have been used.

### 6.1.2 Internal Stakeholders

Internal stakeholders refer to those who directly participate in the proposed project. Thus, internal stakeholders consist of project sponsor, project owner, project management team, medical staffs, security staffs, soccer teams, audiences and volunteers. It should be noted that all the internal stakeholders identified by far are categorized as supporters. Their involvement, interdependencies, influence and impact on the project are discussed as follow:

Firstly, the signage sponsorship for the prosed project is The Coca-Cola Company (China) who supports the project by providing the required funds. Project stakeholders including project management team, soccer teams, and governing bodies should build relationships with sponsor and other financial stakeholders to attract revenue. Some of the professional soccer participants may also aim to get commercial sponsorship from the potential investors to cover their training cost as well.

Secondly, project management team (PM) is the core of the proposed project. Project manager is authorized by the project owner (SASS). Then, project manager develops the project management team, who identifies all the stakeholders of the project and executes the project to meet the needs and requirements of the stakeholders.

Thirdly, medical and security staffs are important part of the tournament. The regulations in China related to the activities on campus stipulate that enough medical and security staffs should be provided by the organizers in case of risks. Therefore, medical and security staffs are integral to the tournament to make sure that the tournament is legally approved and safely executed. Additionally, the medical and security staffs should be received clear work requirement and be paid at reasonable rate.

Fourthly, volunteers are significant stakeholders who are the major workforce of the project. A large amount of job positions are planned to be done by volunteers so that the project is on budget. In return, volunteers can broaden their skillset and build civic pride when making their contribution to support the tournament.

Fifthly, soccer teams are the major attraction of the tournament to the public. Professional and famous soccer team can facilitate advertising the tournament and selling tickets. In return, they can have a well regulated tournament that enables them to participate safely with the security of good medical assistance. Additionally, the championship can earn a reward of $200,000 to cover their training fees.

Lastly, spectators are the major income of the proposed project. Project team should aim to attract more spectators to the tournaments so that the proposed project is lucrative. There are a number of ways to raise revenue such as selling tickets and sales of momentos. In addition, project team can build relationship with spectators by broadcasting the new of the tournament results, holding event where spectators have the opportunities to meet the players.

Table Internal Stakeholders Register



### 6.1.2 External Stakeholders

External stakeholders refer to those who do not participate in the project. Thus, the identified external stakeholders include media, local community, Education Bureau in Shenzhen (government), and Academic Affairs Office in SSHS. The impact of the project on the external stakeholders and the classification are analyzed as follow.

Table External Stakeholder Register



## 6.2 Manage Stakeholder Engagement

Stakeholder representatives of each type of stakeholders will be involved in project meeting on weekly basis to know the progress of the project and their feedbacks should be collected. In addition, engagement assessment matrix will be used to evaluate the internal stakeholders in various levels.

## 6.3 Control Stakeholder Engagement

Work performance data should be reviewed to monitor the stakeholders’ engagement. Any change to the stakeholder management should comply with change control process.

# Reference

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