

Final Parametric Analysis
Wedding Plan

Ge Bao
PRJM 524
May. 3rd 2021

Executive summary

This project is a wedding between 2 of my best friends. In this project, I assume the role of wedding planner and manager, making sure the wedding is well-planned and properly executed. The main project process contains parents meeting, engagement ceremony, and the final wedding ceremony. There is a planning part, a preparation part and an execution part for all 3 events. The planning consists with me producing plans with the key stakeholders. The preparation part is just me spending money on event items like alcohols and decorations. The executions consist of me leading 16 helpers/drivers to carry out the plan on the event day. The duration for the project is about 2 months, starting from the day I was “appointed” as the manager on April 30, 2021 to the end of wedding ceremony on Jun 30, 2021. The budget for the wedding is 1,000,000 RMB (143, 000 USD). This project is executed in Shanghai, China. This paper identifies the values of the parameters based on the research, analyzes the value based on the parameters learned in class and provides solutions to the potential problems.

Project background

This project is executed in Shanghai, China. So, every process of the wedding is planned and executed according to the wedding culture of China along with potential specific requirements from both families. In China, wedding (from parents meeting to the final wedding) is normally a long, tiring, and complicated process with various and many stakeholders involved (detailed stakeholders in Parameter-Stakeholder part). So, since both bride and groom are fully occupied with their own career, I am asked to plan and manage the process. Up till now, I have only conducted some general research and I, based on the research, only have a general understanding of the process, stakeholders, and their requirements.

Project goals

The ultimate goal of the wedding is to make both families happy. The separate goals for the 3 major parts/milestones are as follows.

Event	Date & Time	Location	General Goal(s)*
Parent’s meeting	May 5 th , 7 p.m. – 10 p.m.	XXXXX restaurant	A restaurant for 4 parents and the 2 new people to meet, dine and chat/discuss about the wedding plan, future, etc..
Engagement ceremony	May 30 th , 7 p.m.	XXXXX Hotel	A hotel for both families (about 50 guests) to dine and witness the Engagement process. A successfully carried out engagement process
Final wedding ceremony (groom side)	Jun 30 th , 4 a.m. to Jun 30 th , 9 p.m.	XXXXX Hotel	A restaurant for 400 people to meet, dine and chat A wedding process tailored to the specific requirement of all guests/families/new couples

*The detailed objective/deliverable is in the BASICS-Objective part below.

Parameters

BASICS

Beginning	End	Objective	Resources			Leader	Other Efforts	Research	Progress
			Time	Money	People				
Y	Y	P	Y	Y	Y	Y	P	P	Y

Explanation:

Beginning & End: April 30, 2021 - Jun 30, 2021.

Objective:

Parent's meeting

- Arrange one room in a restaurant for 4 parents and the 2 new people to meet, dine and chat/discuss about the wedding plan, future, etc.
- Nine course dinner including 1 soup, 4 meat main courses, 2 vegetable main courses, 1 appetizer and 1 dessert.
- Alcohol beverage including 2 bottles of Chinese Maotai Baijiu (53°, 500ml each) and 2 bottles of Wuliangye Baijiu (52°, 500ml each).
- Safely pick up and deliver all 6 people between restaurant and home.

Engagement ceremony

- Purchase engagement suit for the groom and bride.
- Book a hall with 5 round tables for 50 people to dine and a T-shaped platform for the engagement.
- Purchase and deliver alcohol beverage including 1 bottles of Chinese Maotai Baijiu (53°, 500ml) and 1 bottles of Wuliangye Baijiu (52°, 500ml) for each table.
- Nine course dinner including 1 soup, 4 meat main courses, 2 vegetable main courses, 1 appetizer and 1 dessert for each table.
- A master of ceremony to host the ceremony.
- Plan the steps/process for the ceremony and explain the plan for both families and the new couple, mark their specific requirements, and adjust the plan accordingly.
- Identify guests for the engagement ceremony, make and send invitation letters to all guests, gather requests about guests.
- Arrange seats for the guests. Also make sure the requests from guests are met.
- Arrange the layout/decorations for the ceremony.
- Safely pick up and deliver all guests between restaurant and home.
- Make sure the ceremony is carried out without interruption.

Final wedding ceremony

- Purchase wedding suit for the bride, groom, best men, maids of honor and groom's parents.
- Rent 9 sedan vehicles of the same brand/type and 1 limo.
- Book a wedding hall with 40 round tables for 400 people to dine and a T-shaped platform for the wedding.
- A large enough parking lot for at least 40 vehicles.
- Customize, purchase, and deliver alcohol beverage including 1 bottles of Chinese Maotai Baijiu (53°, 500ml) and 1 bottles of Wuliangye Baijiu (52°, 500ml) for each table.
- Purchase and deliver snacks for kids.
- Plan the steps/process for the ceremony and explain the plan for both families and the new couple, mark their specific requirements, and adjust the plan accordingly.
- Nine course dinner including 1 soup, 4 meat main courses, 2 vegetable main courses, 1 appetizer and 1 dessert for each table.
- Purchase the new home decoration and decorate the new house.
- Safely pick up and deliver guests, family members and the marriage couple between home and hotel.
- A master of ceremony to host the ceremony.
- Identify guests for the engagement ceremony, make and send invitation letters to all guests, gather requests about guests.
- Arrange seat for the guests. Also make sure the requests from guests are met.
- Arrange the layout/decorations for the ceremony.
- Proper makeup for the bride and groom.

- Make sure the ceremony is carried out without interruption.
- Count and gather all the gift money, deliver the money to the bride after the ceremony is over.

*Note: The exact timetable/schedule on the wedding day have not been made thus not included in the Objectives.

Resources:

Time

Event	Total time	Time span for preparation
Parent's meeting	April 30 th - May 5 th	5 days
Engagement ceremony	May 5 th - May 30 th	25 days
Wedding ceremony	May 30 th - Jun 30 th	31 days

Money: 1,000,000 RMB (143, 000 USD).

People:

Human resource type	Number of people	Responsibility
Workers/Helpers (best man, maids of honor)	6	<ul style="list-style-type: none"> • Stay in the hotel to help arrange the decoration on the ceremony days. • Stay in the wedding vehicle fleet to make sure the new couple is picked up and delivered to the hotel. • Follow the directions from Lead Manager. • Deal with any emergency on all 3 event days. • Try to meet any requirements from guests, if cannot, report to the Lead Manager. • Welcome the guests and lead them to the seat/table. • One best man/maid of honor should always stay with the groom/bride to help him/her to maintain a healthy mental status and fulfill their requirements. • 2 helpers need to be the 'drinking agents' when the new couple propose a toast to all 40 tables and someone propose a toast to the new couple.
Drivers	10	<ul style="list-style-type: none"> • Safely pick and deliver all passengers. • Make sure the vehicles are clean. • Put designated decoration on each vehicle. • The drivers for both parents stay with the parents at all times to fulfill their needs.
Lead Manager	1	<ul style="list-style-type: none"> • Make detailed plan for both ceremonies. • Go through/explain the plan for both families and the new couple, mark their specific requirements, and adjust the plan accordingly. • Book the hotels/restaurants, rent vehicles for the wedding fleet, purchase the consumptions including alcohol, snacks, etc. • Inform the plan to all the human resources, make sure they understand ahead of event. • Deal with any emergency on all event days. • Give directions to all the human resources on all event days.
Restaurant/hotel stuff	At least 20	<ul style="list-style-type: none"> • Help put up the decorations. • Help parking. • Arrange tables, seats, tableware, and welcome station • Cook and serve food, drinks.

Leader:

Ge Bao. I am the planner and manager for all 3 events. During the wedding process, people are excited so they will not function wisely with huge number of guests, so I need to give instructions and directions to the human resources and lead the process.

Other Efforts:

For the parent's meeting and engagement ceremony, due to the relatively small event scale, the main challenge is just to have every guest eat well. So

However, for the wedding ceremony, there are much more challenges and might require some efforts.

Challenges	Efforts
Noisy babies/kids	Count the number of babies/kids attending the wedding. Arrange a playroom for them.
Parents' unstable emotion	The driver for both parents always stays with the parents to fulfill their needs. The driver should also have extra tissues on them. Extra tissues on parents' tables.
Guests' getting drunk	All human resources people should not drink alcohol. They also should observe whoever is drunk and provide essential help like hangover prevention pill, clear water, support to the vehicle, etc..
Communications	Large wedding is noisy, so, instead of phones, all human resources will use walkie-talkie headset to report and receive directions

Research:

The current version project plan/charter is based on the experience of me, my friends, my friends' families, and the groom's peer siblings. Since we are all from Shanghai, China, I would say the large framework, the general process and most of the requirements are identified correctly and thoroughly. However, potential specific requirements from both families should be taken largely into considerations, especially the requirements from both parents. For example, the food served on the wedding should meet most family guest's appetite or the parents want someone sit close to them. In general, the ultimate goal of the wedding is to make both families happy, so further detailed research is needed. Detailed analysis is in the Potential problems and Possible solutions part.

Progress:

For all the underlying preparations, I, the Lead Manager will report the progress to the group chat after every item on the Objective checklist is completed. Also, after I made any plan, I will explain the plan for both families and the new couple (who are the major stakeholders), mark their specific requirements, and adjust the plan accordingly.

For all 3 major events, a detailed timetable should be made and strictly followed. The Lead Manager should make sure every step is successfully carried out and give clear next step directions to the people involved. One the event day, all the helpers and drivers will use walkie-talkie headset to report their status and issues.

Analysis:

As is stated above, my Research is based on the experience of local people in Shanghai and the experience of the groom's peer siblings. So, I would say the Research result I collected is representative and thus usable. So, based on my Research results, the time span for preparation (Beginning & End & Time Resources) is sufficient. The Money and People resources is more than enough. As the Leader of the project, I have sufficient time because I am in summer break of college and I have taken Project Planning courses. Based on my, along with my friends', experience, I have identified some challenges and prepare some Other Efforts accordingly. I have also identified Process evaluation methods and Process control methods for the wedding project. So, I think these parameters are correct.

However, there are still some potential problems, stated below.

Potential problems & Possible solutions

Research, Objective & Other Efforts.

I notice in my previous failed project assignment and classmates' presentations that if the values for BASICS parameters are not correct, the research is, at a great chance, inadequate or insufficient, thus leading to falsely identified the other values of BASIC parameters like Objectives and Resources needed. However, for this wedding project, as is stated above, although I have already made some research on Chinese wedding in Shanghai, I did not assume that my research is sufficient (the results might be correct, but the Research content might be insufficient). If my Research is insufficient, my Objectives and Other Efforts are insufficient. So, after I make any plan, I will explain the plan for both families and the new couple (who are the major stakeholders), mark their specific requirements, and adjust the Objectives and Other Efforts accordingly because the wedding is a family event and different family has different requirements. We should respect those requirements and reflect those requirements on our Objectives or Efforts. Because I am the leader and project planner of the wedding project, it is obviously my responsibility to conduct this close communication.

Also, another major reason for the failure project is changing Objectives of stakeholders. Because our project consists of 3 major events and each event are sort of based on and related to the previous event, it is essential for the Leader/Manager to collect

information after the first 2 event. For example, is the food and alcohol meet their appetite? If yes, the following event can continue using the previous recipe/food/alcohol brand. If not, the recipe/food/alcohol needs to change. (The Objective needs to change. It is like a feasibility study or a focus group test during a product development process. It is nearly impossible to conduct an adequate and sufficient Research before the project starts, but it is always our responsibility as project manager to listen to stakeholder's opinion and make adjustment accordingly.

BASICS

Yes	No
P	

Explanation:

As I stated above, I believe most of my values for BASICS part are correct, but there are some potential problems.

Analysis & Potential problems & Possible solutions

Same as the Potential problems & Possible solutions in the previous part.

STAKEHOLDERS

New couple & Parents	Guests	Chief/Cook/Restaurant	Other projects	Competitors	Helpers & Drivers
Y	Y	Y	Y	N	Y

Explanation & Analysis:

New couple & Parents:

They are definitely the most important stakeholders of the wedding project. Wedding is a once-in-a-lifetime thing for an individual and for their parents in Chinese culture. Wedding means a couple will starting a new family, a new life and probably raising children soon. I, as the leader, as stated above in the BASICS part, taken their opinions, requests and emotions largely into considerations. The reflections include discussing the plan with them and arranging a helper to provide essential support to them when needed. All other luxury Objectives like vehicle fleet, limo, and even the ability to handle a 400-guest event are there to present the visual awesomeness for them to show off.

Guests:

Even for Chinese wedding, a 400-guest wedding are considered a large scale one. Not to mention that most of the Guests here are close family relatives, colleagues or even superior. So, the impression on them might related to the family and career reputation of the new couple and their Parents. So, the Guests should be identified as stakeholders. I think the major requirements for the Guests are the pick-up/delivery need, food, and the overall atmosphere of the wedding. For the commuting and food, the invitation sent to them includes a feedback form to collect pick-up/delivery and food requirement. For the wedding atmosphere, a playroom is arranged for the kids in case they make a noise.

Chef/Cook/Restaurant:

One of the essential parts of Chinese wedding is the meal. Chef/Cook of the restaurant are responsible for preparing a 9-course meal for 400 people in 40 tables. Also, as stated above, some guest might have their own requirement about the food. What's more, it is Chinese Culture to dine at the same time, so the food for all 40 tables should be served at the same time. This is difficult and heavy work. So, a great portion of the budget will be spent on the Chief/Cook.

Other projects:

One of the most important reason the new couple asked me to be the Leader/Manager for this wedding project is because first, they will be busy with their jobs/careers; second, they do not trust others and I am their close friend for 20 years; third, I am available because of summer break. So, I am the solution to the Other projects they will be working on.

Helpers & Drivers

All helpers and drivers are trustworthy friends who volunteer to help. Their responsibilities are solely to make sure the wedding is executed awesomely (detailed responsibilities stated above in the BASICS-Resource-People part). They do not get paid officially. Drivers cannot drink alcohol. 2 of the helpers need to be the 'drinking agents' when the new couple propose a toast to all 40 tables, and when someone propose a toast to the new couple. Helpers/Drivers cannot even eat properly because they must execute whatever order given by Lead Manager and deal with potential emergencies. So, some 'gifts' like a bottle of alcohol drinks or a carton of cigarettes are needed to express gratitude from the new couple.

Potential problems & Possible solutions

Again, it is my responsibility as a project manager to plan thoroughly. As the line in Batman v. Superman: The Dawn of Justice goes “Even if there is only 1 percent of possibility, we have to take it as an absolute certainty”. Competitors are not identified as STAKEHOLDERS because I assume there won’t be Competitors for a wedding. However, I might be wrong. There might be someone who has a crush on either one of the new couples or some ex-girlfriend/ex-boyfriend come as guest but have intention to sabotage the wedding. The possible solution to this is to identify whoever might hold a grudge against the couple or the family from coming to the wedding as Competitors and eliminate them when sending the invitations. Also, the helpers will play the role of security guards in the event day. Also, if the new couple and/or the family want this wedding to be better than his/her/their Competitors, I, as the project manager, should help them fulfill that wish by making their request as Objectives.

MOTIVATION

Intrinsic	Extrinsic
Y	Y

Explanation:

New couple & Parents: Intrinsic, Extrinsic

Guests: Intrinsic, Extrinsic

Chef/Cook/Restaurant: Extrinsic

Helpers & Drivers: Intrinsic

Leader/Manager: Intrinsic

Analysis:

I think all values are correct.

New couple & Parents:

Because the new couple have gone through a lot to the wedding, I assume they want is a big ceremony to “show off” to all the guests that they made it and fulfill their wish to officially have someone to accompany. Also, I assume there are some “wedding gift money”. What’s more, I heard that if one is married, people will think of that person as a reliable and responsible one. If that is true, the wedding might have a positive influence on their career because some of the guests are their superiors and colleagues from work. for the parents, the wedding also help them to show off to all the guest (Look how awesome my child is!). So, both In/Extrinsic Motivation for the new couple and mainly Intrinsic for Parents.

Guests:

Most guests are family members, friends, and relatives. They are happy about someone they care is/are married. Also, they get to come to a celebration event and have a good meal. So, both In/Extrinsic Motivation for the guests.

Chief/Cook/Restaurant:

As is stated, there are 40 tables that needed 9-course meal and 400 people that are potential customers in their eyes. So both the direct income and the potential marketing will be their Extrinsic Motivation.

Helpers & Drivers:

As is stated above, these are family friends who volunteer to help for the wedding to be successful and to witness the celebration event, hence the Intrinsic Motivation.

Leader/Manager:

Despite the same reason as the Helpers’ & Drivers’, I also want to test my project management ability, hence the Intrinsic Motivation.

Potential problems & Possible solutions

I did not see any potential problems. However, because there are 400 guests and everyone is important, I must make sure the meal, the ceremony and the process are well-planned and properly executed to fulfill their Motivations. So, again, this reminds of my heavy responsibility to check every detail. This obsession might cause some problems, detailed in the last Project Aspect part.

MOTIVE DISPOSITIONS

Achievement	Power	Affiliation
Y	Y	Y

Explanation:

New couple & Parents: Achievement

Guests: Affiliation

Chief/Cook/Restaurant: Achievement

Helpers & Drivers: Affiliation, Achievement

Leader/Manager: Achievement, Power, Affiliation

Analysis:

Apart from the Leader/Manager's need for Power, all others are correct.

New couple & Parents:

This wedding helps the couple to settle down as a family and help the parents to rest their mind. All of them will achieve the next phase of their life. So, I think it is an Achievement for them.

Guests:

As is stated above, I think most of guests coming to the wedding just want to participate in the family celebration event and enjoy a good meal, hence the Affiliation.

Chief/Cook/Restaurant:

They just want to get paid for their decent work, hence Achievement.

Helpers & Drivers:

They not only want to witness the event but also want to make some contributions, hence both Affiliation and Achievement.

Leader/Manager:

When I learnt that my best friend is about to get married, I was excited to come to the wedding and give him my best bless, hence the Affiliation. When the new couple and their parents told me that they want me to be the Leader/Manager of the wedding, I accepted it because I want to apply what I learned in the project management class to practice, hence the Achievement. When I see the huge budget and when I discover that I can find 16 helpers, the sense of Power comes to my mind. So I guess I have some Power Motive.

Potential problems & Possible solutions:

The need for Power is always a warning sign any project manager should notice. Of course, it feels good when I am in charge of those resources. But I cannot allow the need for Power cloud my decision and judgement. So, I will try to reflect myself after every decision is made and discuss the next step with the key stakeholders.

SOCIAL ROLES

Innovator	Change Target	Opinion Leader	Change Agent	Change Aid
Y	Y	Y	Y	Y

Explanation:

Innovator: The new couple and their parents.

Change Target: Both families and all guests

Opinion Leader: New couple and their parents

Change Agent: Project Manager (me)

Change Aid: Possibly family members or friends

Analysis:

There are 2 different perspectives to evaluate the values. One is to look at the wedding as a whole project. Another is to look at the planning part of the event. The above values are targeted at the latter one (planning part of the wedding). I think the value is correct. A scenario follows can help explain the values better.

The new couple and their parents come up with some requirements for the wedding as Opinion Leader and, after discussion, decide that these requirements should be included into Objectives as Innovator. The idea of those requirements, I assume, comes from some other family members' or friends' wedding they attend. Those family members or friends are the Change Aid because they are the source of those requirements. Those requirements are designed to fulfill whatever Motive they have in mind. As is stated

above, if the Motive is to fulfill their wedding dreams, then the Change Target is the new couple and their parents; If the Motive is “showing off”, then the Change Target is the guests. I, as the Change Agent, have only one job and that is to fit those requirements to the plan and make sure the plan is executed properly.

Potential problems & Possible solutions:

I do not see any potential problems. However, the Social Roles have to be consistent during the whole process. I should not be the Innovator to change their requirements. My job as the Change Target should only help to fulfill their requirements.

CHANGE ASSUMPTIONS

Magic Bullet	Advocate	Facilitator
	Y	Y

Explanation & Analysis:

For the planning phrase, the new couple and their parents are Advocates for the wedding. Also, I, the Leader/Manager is the Facilitator. In the first meeting, after I went through the plan draft, all of them expressed their thoughts on the draft, provided me a lot of feedback and gave me their requirements. I was entirely "neutral" in the discussions. What I did was just help us correctly understand each other and take notes of their requirements. I think the value is correct because the key stakeholders are the couple and their parents, they should actively participate in the planning phrase so that I can help them hold a successful wedding. Also, I should play the Facilitator role to capture their need and lead them come to an agreement on the plan.

For the execution phrase, the Leader/Manager is the Facilitator. I will lead the execution; answer any question the helpers have and help facilitate any problems or conflict they have. I think the value is correct because I assume the schedule on the wedding day is very full, so we do not have time for discussion, so we need a Facilitator to lead the execution and mitigate any issues. All the helpers/drivers are Advocates.

Potential problems & Possible solutions:

I do not think there are any potential problems.

LEADERSHIP TYPES

L1	L2	M
Y	Y	Y

Explanation:

I identify all 3 kinds of Leadership Types in me. For the entire project, I identified myself as Leadership M because I am given all the resources (2 month, 143, 000 dollars and about 40 people), I have to look the wedding project from the machine perspective. I have to focus myself on the optimal utilization of those resources to reach best practice. For the planning part, I would say I have L1 leadership because I have to arrange the resources and create plan/strategy for the wedding project. For the execution of the plan, I have L2 leadership because I literally ask everyone report to me what they are doing and what has been done and I will give them directions via walkie talkie headset.

Analysis & Potential problems & Possible solutions

I think the values are correct because the 3 leadership types exist in different scenarios. I have to think like a Machine at a high level, make Strategy for the project and Manage people to execute the plan properly.

PROJECT AUTHORITY

Formal	Purse String	Bureaucratic	Technical	Charismatic	Dominance
Y	Y		Y	Y	Y

Explanation:

I have been appointed as the project manager by the new couple and their parents have approved it, hence the Formal Authority. I have given the authority to manage the 143, 000 dollars, although, as is stated in the previous part, I will consult the new couple and their parents for advice, I still have the final decision authority, hence the Purse String Authority. I assume the couple picked me as the project manager is because I left a good impression on them about my “people” skills and the goal of wedding is essentially to leave a good impression to people, hence the Charismatic Authority. Finally, I “Jedi mind-tricked” 16 friends to volunteer to help with the wedding for free, hence the Dominance Authority.

One of the Technical parts is driving as a vehicle fleet with 9 sedan in the front and a limo in the back. I fully trust my friends as driver because I have had the honor of being their passenger and they are adequate drivers. As for the limo driver, he had drove a limo several times in other's wedding. So, all the drivers gained their Technical Authorities. All I will do is just tell them who to pick/deliver and address.

Another Technical part is the food preparation. Since the restaurant is picked by the new couple and their parents, they have gained their Technical Authorities. All I will do is just tell them what courses they should prepare.

Analysis:

I think the values are correct. The Formal Authority allow me to use my Charismatic and Dominance Authority more easily when talking to people. Although I have the Purse String Authority, I will discuss how the spend every penny to the new couple and their parents. I trust the drivers and the restaurant, so I think the Technical Authority is safe in their hands.

Potential problems & Possible solutions:

I do not see any potential problem.

LEADERSHIP (Situational)

Telling	Selling	Participating	Delegating
	Y		Y

Explanation:

Currently, I have held 1 meeting on the planning part. In the planning meeting, each member provided a lot of opinions, feedbacks, and requirements back to me. All I did was throwing out questions, asking for some clarification and taking notes. I can sense the enthusiasm and clear minds they have. I do not need give them a pep talk nor tell them what to do. So, the Readiness Level is R4, High Readiness and Leadership Style is S4, Delegating.

Currently, for the execution part, I have just asked my friends to help on the wedding and only told them what they might need to do like driving, ushering, decorating, etc. All of them are willing to clear the schedule and come to help because the groom is also their close friend. However, because the plan has not been finalized, I did not tell them what the specific requirements are. So, I think with all the passion they have and the lack of understanding the details, the Leadership Type is just S2, Selling.

Analysis & Potential problems & Possible solutions:

I this the value is obviously correct for the planning part. For the execution part, it is not correct because they should know what the specific role they need to play and what the specific requirements for the tasks. So, after the plan is finalized, I will hold a meeting with them and make sure they know and understand the plan. Since there are not many Technical part in a wedding, I assume they can handle the tasks themselves, but I will give everyone a specific requirement list just in case.

LEADERSHIP (Behavioral)

Q1	Q2	Q3	Q4
			Y

Explanation:

For the planning phrase, I, as Leader/Manager lead the discussion by going through the idea with the key stakeholders and throwing out questions. Actually, the reason I hold meetings to discuss the plan instead of doing everything myself is because I respect them. I will not push them, but I will ask for better clarification on the matter that confuses me. I will respond their requirements by adjusting the plan. So, I would say I am Dominant in Control and Warm in Sensitivity, hence Q4.

For the execution phrase, although I will directly tell them what to do, but in the sense of reminder. I will tell them what our next move is, but it is up to them how to do it. On the event day, the team will use walkie talkie headset to communicate with each other. Because I will follow the groom who will go through all the important process and location from his home to bride's home to the wedding hall, I will update all current steps to all my team member through walkie talkie headset in order to have everyone who might not be at the same location to understand the current situation. So, I would say I am Dominant in Control and Warm in Sensitivity, hence Q4.

Analysis:

The value is correct because Q4 is the most ideal Leader.

Potential problems & Possible solutions:

I do not see any potential problem.

ORGANIZATIONAL CONTEXT

Decision			Task			Interaction	
Autocratic	Democratic	Laissez-Faire	Classical	Modern	Changing	Mechanistic	Organic
Y	Y	Y	Y	Y		Y	Y

Explanation:

Decision:

For the planning phrase, as is stated above, I will explain the plan for both families and the new couple (who are the major stakeholders), mark their specific requirements, and adjust the plan accordingly. As is also stated above, I will discuss with the new couple and both parents how every penny is spent. So, the Decision Philosophy is Democratic. For the Technical part of the wedding, food preparation and driving, the decision is Laissez-Faire because I only tell them what I want, and they will decide how to approach the requirements

For the execution phrase, the Decision philosophy is more Top-down. Everything will stick to the plan and everyone will follow directions from the leader hence Autocratic.

Task:

For the planning tasks, I will listen to stakeholders and adjust my plan. The supply is greater than demand. The environment is very flexible. So, it is a Modern one.

For the execution on the event day, the task is a Classical one. We strictly follow the plan. The demand is greater than supply. So, the execution Task is A classical one.

Interaction:

For the planning phrase, the interaction is Organic. Both bride and groom and their parents can share their opinions about certain object, that is, every key stakeholder will have direct contributions to the final plan. The decision-making style is Democratic. There is no hierarchical control.

For the execution phrase, the Technical part of driving and food preparation comes to be the important part. Other than those two, every step is executed strictly according to plan. the Lead Manager have the ultimate control and give top-down directions to the workers. There will not be any collective decision. Every worker knows their tasks and just executes.

Analysis:

I think the values are correct. I believe it is correct to collectively brainstorm a plan in the planning phrase, hence Democratic, Modern, and Organic. I believe it is correct to execute the plan without questions, hence Autocratic, Classical, and Mechanistic. I believe the Technical decisions should be left to the Tech guy, hence the Laissez-Faire.

Potential problems & Possible solutions:

So, I do not think there are any problems.

TEAM STRUCTURES

Domain	Technical	Equality	Leader-Centric
	Y		Y

Explanation:

For the planning and preparation phrase. I will draft the plan and then go finalize the plan with the help of the new couple and their parents. Then I book the hotel/restaurant and order the alcohol beverages/snacks. So, I will do most of the work and the family will act as helpers. This is typical Leader-Centric Team Structure.

For the execution phrase, the 16 helpers/drivers will choose their tasks according to their Technical skills. Those with strong driving skills will assume the role of driver. Those with previous decorating experience with help decorate the wedding hall. Those with decent “people” skills will be ushers.

Analysis:

I think the values are correct. I believe for the planning phrase of a large event like wedding, the Leader/Manager should be able to see the big picture. The new couple and their parents might only be able to give the Leader/Manager some kind of general requirements like decoration style, but I need decide where to purchase those decorations, how many decorations to purchase, or what the specification of those decorations are to fit the hotels/restaurants and other layouts. I, as Leader/Manager, should act like an agent receiving the requirement and execute the requirement with best practice. So, Leader-Centric is correct. For the execution

part, although there are not many Technical requirements in a wedding, I think put people in the positions/tasks that they can do well in is important and that can be classified as a Technical Structure for a Team.

Potential problems & Possible solutions:

I do not see any potential problem.

KINDS OF TEAMS

Engineering	Innovative	Construction	Exploration
		Y	Y

Explanation:

For the planning phrase, the Team membership is consistent with I as Leader/Manager making plan draft and the new couple with their parents as contributors providing feedbacks/requirements back to me. The wedding requirements are not consistent or clear until the final draft, we, as a team, might often come up with new ideas about the wedding. My assumptions on the plan draft might be challenged and even thrown out. So, we are an Exploration Team.

For the execution phrase, we have a final plan, and the Team membership will not change. What everyone needs to do is strictly follow the plan. So, the team on the event day is a Construction Team.

Analysis:

I think the values are correct.

For the planning phrase, the objective is to gather the requirements and adjust the plan. So, it is important to listen to everyone's opinion. So, the team membership should stay consistent. The planning team exists to provide feedbacks to my plan draft, that is problem filtering, hence we need an Exploration Team.

For the execution on the event day, the problems/rules are clear, the team membership is clear, Leader is clear, mission is clear, and everything is clear. So, all we need is a team that can deliver the plan properly. So, we need a Construction Team.

Potential problems & Possible solutions

I do not see any potential problem.

ORGANIZATIONAL STYLE

Functional	Matrix	Project	Application
		Y	

Explanation:

Although there is no Organization in this project, we can assume that our team is an Organization. Then, for both planning and execution part, I am the one and the only Leader/Manager. The coordination style we have is one Manager/Leader with multiple stuff under the Manager/Leader. I, as the Leader/Manager have all the Authority, Resource Availability and Budget Control. So, the Organization Style is Project-based.

Analysis:

Because we do not have an organization, there is no right or wrong about the value in this parameter. I know the new couple and their parents give me all the resources and authority because they trust me. And as I stated multiple times before, I will listen to their opinions and adjust my plan accordingly. So, in this case, I think the value is correct.

Potential problems & Possible solutions

However, I do not think the value is correct in general. For a must-not-fail (or must-be-perfect) family event. It is definitely not wise to hand over all the resources to one person unless that person is really loyal and competent. A Balanced Matrix where Manager's Authority is low, and Resources are harder to access might be a good Organization Style. From another perspective (which I did not mention because the scenario is different), if we consider a family as an Organization, the Projectized structure might work because the Leader/Manager must be a wise and experienced individual with high reputation inside the family. I think this is actually the difference between a family business and a normal business.

TEAM FORMATION

Forming	Storming	Norming	Performing
	Y		Y

Explanation:

For the preparation part, because I ask the new couple and their parents to join the decision-making process, so I assume we are a Team. Because they appointed me as the Leader/Manager, I assume they clearly understand the purpose of the team. In the first meeting, I went through the original plan with them and threw out some questions about the guest list of the engagement ceremony. Everyone participated in the discussion on the topic and gave out their agreed solutions/opinion back to me, so, I assume they have a high degree of Autonomy, their Commitment is strong, and they Respect me. When I threw out the questions, I just sit there, took notes, and watched them discuss, so I think I, as a leader, just facilitated and oversaw. They do not need to be instructed. So, according to the Team formation lecture and documentation, the team is in at least Norming stage and, at greater chance, is in the Performing stage.

For the execution part, all I did was gathering 16 people and telling them what they might be required to do. We have not met with each other, nor have they known what they should do individually. The purpose is clear but no specific requirements. However, because we are friends and they trust me, there are no disagreement. So, I think we are still in the Storming stage.

Analysis & Potential problems & Possible solutions

The Performing value for the preparation team is correct. I am happy with the preparation team where all I need to do is to throw out questions and wait for a collectively constructed answer.

The Storming value for the execution team is definitely not correct. The team member should know their individual duty and the entire plan by heart and carry them out without question. I do not blame them because the plans for all 3 events are not finalized yet and we have not had a proper meeting. My plan to update the Formations from Forming to Performing is to host a dinner meeting to answer questions, give more detailed instructions, let them pick their job/duty and give a pep talk. Hopefully this will clear the confusions they have.

INTENTIONS

Experimental	Process	Strategic	Culture
			Y

Explanation & Analysis:

I think the value is correct.

Wedding is all about family and people. If we think family as an organization, wedding means there are some organizational changes happened. The new couple started a new family (Subsidiary). They have a new home (office). They can stand on their own. The Change impact is high, and the Specificity of the outcome is low (we cannot quantitatively calculate the outcome), hence Culture Intentions.

Potential problems & Possible solutions

I do not think there are any problems.

PROBLEM ORIENTATION

Monolithic	Incremental	Evolutionary
Y	Y	Y

Explanation & Analysis:

I think the value is correct.

The wedding project consists of 3 major pieces/sub-problems and the project will be approach in a “Divide and Conquer” style, hence Incremental. I think it is good practice to break the 2-month project down to 3 sub-problems because there are 3 events. Each one of the problems should be considered individually with different plans, different preparation and different execution.

For the planning part, as is stated above, after I drafted any plan, I will go though it with the key stakeholders and make adjustment accordingly. So, I will approach the solution multiple times based on the feedback. Changes are definitely welcomed. There will be a lot of communication and interaction resulting different versions of the plan, hence Evolutionary. I think it is correct because wedding is a family event, so I should know, understand the execute the couples and the parents’ requirements.

For the execution part, all we need to do is follow the plan. So, it is a classic waterfall, start to end, Monolithic Orientation.

Potential problems & Possible solutions

I do not think there are any problems.

PROJECT ASPECTS

Size		Structure		Technology	
Large	Small	High	Low	High	Low
Y		Y			Y

Explanation & Analysis:

1. Size:

Duration: 2 months

Team: 7 people for preparation, 17 for execution plus some restaurant staff.

Stakeholders: New couple, both families. 400 guests.

Budget: 143, 000 USD

Large or small is a relative/gradable adjective. But for me, a naïve graduate newbie, it is definitely a Large project because of the 400 guests and 6-figure budget.

2. Structure:

As is discussed in the Basics part, although some more requirements might be added to the Objectives, the whole framework and processes are clear and correct. Also, for execution on the event day, we will have a detailed timetable to follow. So, the Structure is high in my eyes.

3. Technology:

As is discussed previously, the Technical part of the project lies in the drivers and restaurants. Since they have participated in similar wedding project before, they are fully able to accomplish the tasks. So, the Technology Aspect of the project is low.

EXTERNAL INTEGRATION

High	Medium	Low
	Y	

Explanation:

Although the planning and execution are conducted within the family, hotels/restaurants and alcohol beverages are booked and ordered from “outside”. Also, I think restaurants and alcohol beverages are essential in Chinese wedding. So, the External Integration is Medium in this project.

Analysis:

I think the value is correct. For a large wedding project, we cannot do everything within the family. To host 400 guests, a Medium External Integration is absolutely needed.

INTERNAL INTEGRATION

High	Medium	Low
Y		

Explanation:

As is stated above, the project planning part will consist of key stakeholders inside the family giving the Leader/Manager their opinions/requests. So, there will be close communications between family members and the Leader, hence the High Internal Integration.

Analysis:

The value is correct. Wedding is a family event, so it is very important for me, as a project manager, to listen to the stakeholders, in this case, the new couple and the parents. Wedding is considered a major event for not only the new couple but also the parents in Chinese culture. The parents waited for this event for half of their life, and I think it is important to respect their requirements and opinions. There should be a lot of communications inside the family. So, this project needs high Internal Integration.

FORMAL PLANNING

High	Medium	Low
Y		

Explanation:

Before the execution, as is stated multiple times before, there will be a lot of planning with the key stakeholders inside the family. So, the Formal planning in this project is high.

Analysis:

The value is correct. The real core of the project is about execution on Leader/Manager doing all the preparations and helpers executing the detailed timetable. However, the planning for preparation and a detailed timetable is important. So, the Formal Planning before the project started is needed.

FORMAL CONTROL

High	Medium	Low
Y		

Explanation:

In the execution part on the event day, All the helpers and drivers are required to put on a walkie-talkie headset for communication. The leader will give directions on what they should do and have them report their progress back to the Leader. I want to have control on every individual. So, the Formal Control of the project is High.

Analysis:

The value is correct. Wedding is a mess. There will be 400 guests, large number of alcohol beverages and snacks arrived in about 3 hours. Workers/helpers will be very busy with decoration. Drivers will be busy with picking up/driving/delivery. Normal communication methods like texts or phone calls might not be efficient. So, more direct or hand-free communication devices are needed. In this case, we will use walkie-talkie headset to control the process to achieve High Formal Control.

Potential problems & Possible solutions

All 5 parameters of Project Aspects, Ex/Internal Integration and Formal Planning/Control are served to evaluate the risk for the project. As I identify the wedding project as a Large, High Structure, Low Technology one. The External Integration should be Low, Internal Integration should be Medium and Formal Planning/Control should be high.

While the Formal Planning/Control level being the same as is identified. The Ex/Internal Integration are upgraded to one upper level (I identify the External Integration as Medium and Internal Integration as High). One could argue that making some calls to book the hotels/restaurants and alcohol beverages are not exactly a Medium External Integration. Also, asking key stakeholders to participate in only the planning phrase but not the execution phrase is not exactly a High Internal Integration. I admit that these arguments are reasonable. I might be too nervous about the wedding project that I think everything is important thus trying to elevate the level of some Project Aspect. While I do not think of this as a problem because, again, high, medium, and low are relative/gradable terms, I will try to calm myself down and management the project from a more indifferent perspective. So, the risk for the project is low and I don't see any problems.

Summary

As is analyzed in the above part, most of the values are correct for this project. Note that the values for this wedding may not be applied to other wedding because different culture and different families have different Objectives for a wedding, thus different ways to handle a wedding.

Basics

I always believe the most important part for a project is the Research because only after a valid Research can we determine what the specification of a project and what the correct ways to handle the project. However, conducting an adequate and sufficient Research is difficult. In many projects, especially for a project that is managed by someone who lacks experience like me, the goals of Research might be insufficient, leading to incomplete Objectives, leading to insufficient Other Efforts. In a wedding project, the most important thing is to fulfill the key Stakeholders requirements. So, I should try my best to communicate with the key stakeholders, acquire their requirements as many as possible and adjust my plan accordingly.

Stakeholders & Motivation & Motive Disposition & Social roles & Change Assumptions

From what I learned, these parameters can be categorized to the “what are the stakeholders, what do they want and what influence they have” part. For the key stakeholders, their Motives mostly are having a dream wedding. So, the analysis on these parameters (I believe my values and analysis are correct) reinforced my thought of making my plan with the key stakeholders. What's more, I should constantly remind myself that although I am the Leader, my role is just Change Agent to help manage the project instead of acting like an Innovator producing “new” ideas on my own. To make the stakeholder list more complete, those who might sabotage the wedding should be identified and should not be invited.

Leadership types & Project Authority & Leadership (Behavioral) & Organizational Style & Leadership (Situational) & Organizational Context & Team Structures & Kind of Teams & Team Formation

From what I learned, these parameters can be categorized to the Teams, Team Member and Leadership. For the planning phrase, I act as the leader to only lead the discussion. The plan comes with collective effort. For the execution phrase, I act as the leader to answer questions and make sure the plan is strictly followed. Currently, I believe I have a good team and my managing style as a lead is correct for the project. After the plan is finalized, I will hold a meeting for the helpers and drivers to understand their specific tasks. For the very few Technical part, I will just tell them the requirements and they have all the Authorities themselves.

Intentions & Problem Orientation & Project Aspects & Internal/External Integration & Formal Planning/Control

From what I learned, these parameters can be categorized to how to approach the project. For the planning part, we draft and adjust the plan in an Evolutionary style Internally with the key stakeholders because wedding's Intention is Culture Change within the family. For the execution phrase, we ill just execute the plan in a Monolithic style. For a Large project with High Structure and Low Technology, we will have very High Planning at the planning phrase and High Control in the execution phrase.

My opinions:

The analysis on current project stage shows a promising future. Most of the values are correct so what I need to do is keep the values consistent in the future. I also have solutions to those potential problems. For the planning phrase, the key is listening to the key stakeholders' requirements. For the execution phrase, the key is having everyone understand their tasks and follow the plan.

Reference:

- Class slides/material/textbook of SP2021.T54.PRJM.524.01
 - All the terms and methods for identifying and evaluating parameters directly come from the slides.