Commonwealth Games 2022

Running head: PROJECT MANAGEMENT

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Introduction

Project management is defined as the process undertaken to initiate, plan, execute, control and further close a project. Project management helps in meeting specific success criteria and achieved specific goals in a stipulated time frame. Project management is therefore used to organise various events that take place all over the world (Kerzner& Kerzner, 2017). In this respect, one of the sport events that will be discussed in the report is the Commonwealth Games that is to be held in Birmingham, United Kingdom in the year 2022. The common wealth games that are scheduled in the year 2022, is officially known as the XXII commonwealth Games or also known as the Birmingham 2022. The event is a multisport event that will be hosted in England. The main venue for the Commonwealth Games 2022 is Alexander Stadium where there are seventy three nations that are participating in the game. The motto for the sports event is Heart of the United Kingdom and Soul of Commonwealth. On 21 December 2017, the city hosted a press conference where it announced the hosting of the game at the Arena Academy. The aim of report is to highlight project management as it applies to one of the case of organising a world class sporting event that emphasise on lean project management. The following paragraphs will discuss the process that will help in stakeholder management in the event by identifying the critical stakeholders of the event. Then the report will illustrate the ways in which the lean project management for this event will be implemented. In the subsequent paragraph the report will identify and further elaborate the processes from PRINCE2, PMBOK, Agile practices and Organisational Project management as well as lean six sigma that can be used to implement the lean project management in this event.

Stakeholder management

Stakeholder management is defined as the one of the most vital component of the project or an activity. The stakeholder management aims to create healthy and positive relationships with each of the stakeholder of an event. In this respect, it is important that each and every project identifies the critical stakeholders. Stakeholders are thus defined as the individuals, organisation or a group of individuals that are affected, have been affected or may get affected by a particular event as a part of the program or project. Thus, the term stakeholder management aims to devise

strategies withinorganisation, projects or businesses by the use of vital information (Eskerod& Jepsen, 2016). Stakeholder management is therefore reduces the risk and loss that the key stakeholders of a business can face. In respect to this, the critical stakeholders for the Commonwealth Games that are to be held in the year 2022 include a wide range of individuals and groups. The major stakeholders for the sports event are participants, spectators, governing bodies, financial stakeholders and the community in which the event will take place. The participants of various sports events that will be a part of the Commonwealth Games will be one of the key stakeholders. In this respect, the participants will include the amateur participants and professional athletes. The spectators of the event form another critical stakeholder. These are the main source of revenue for the event. Spectators will thus help in securing the financial success of the event. The governing body of the Commonwealth Games will also be a part of the list of critical stakeholders. The governing body of the Commonwealth games in this respect are the Commonwealth Games Associations. The particular governing body for the Commonwealth Games that are to be held in the year2022 in Birmingham, United Kingdom is Birmingham Organising Committee. Further, the financial Stakeholders are also vital for the event. This will include the key sources that will help the event to collect funds for its organising. Commonwealth Games are funded by various commercial sponsorships, investors, and various sports funding organisations. Further, the community in which the event will take place was another critical stakeholder for the event. The volunteers form a key part of the community as the major stakeholder.

The processes from PRINCE2 can be used to help with stakeholder management with the sports event. In this respect, the processes from PRINCE2 that will be used to manage stakeholders of the event will include some key steps. This will include a six step of process. Firstly, the stakeholder management will start with the identification of major stakeholders of the event. This will involve the identification of various individuals and groups that will be affected, or have been affected or may be affected by the sports event. The major and critical stockholder that have been identified in the Commonwealth Games includes the participants, spectators, financial organisations, governing bodies and the community in which the event will be held in 2022.Further, this will be followed by the creation and analysis of stakeholder (Karaman& Kurt, 2015). In this step, the interest, attitudes and influences of the stakeholders will be evaluated.

The step also highlights a key trait where the stakeholder management will require the analysis of power and importance of each of the identified stakeholder of the Commonwealth Games.

The key interest attitude and influences of each of the stakeholder i.e. the participants, financial organisations, spectators, governing bodies and the community will be evaluated. Each of the stakeholders in this respect may have diverse interest, attitude and influence. Both the emotional and the rational interest and attitude of the stakeholders will be analysed to create the stakeholder profile. Further, the stakeholder engagement approach is the next step in the stakeholder management from PRINCE2 (Hinde, 2018). In this step, the stakeholder management will include the defining of the way in which the event will engage the stakeholders effectively in the event. The step will also highlight the key responsibility and the key role that need to be conveyed to the critical stakeholder of the Commonwealth Games. The step will also provide the key information about some elements of each of the party interested in the event.

The elements will majorly cover the information that each of the stakeholder of the commonwealth Game will need from the event, the information that the stakeholder will be required to provide in the event. Further, it will also include method, format and the frequency in which the, message will be communicated to the critical stakeholders (Welch& Summers, 2018). The sender and the recipient of the information will also be identified in this step. This step will be followed by the planning of engagements. The method and the timing when the message will be communicated to each of the stakeholder of the game will be defined in this step. The fifth step in the process of stakeholder management from PRINCE2 is engaging the stakeholder where the planned communication and engagement activities will be finally carried out. Lastly, the stakeholder management will measure the effectiveness of the engagement and the previous steps that have been taken to engage each of the stakeholders (Cabrera et al. 2016). This step will cover the project assurance where the project will evaluate the various steps that have been undertaken as a part of the stakeholder management.

The key critical stakeholders of the project as it has been identified in the previous section would be the participating teams of different countries, spectators of the event, the governing body of the Commonwealth Games 2022 and persons who are responsible for carrying out the project successfully.

Lean management

Lean management is referred to as the process undertaken in an organisationwith the aim to improve continously. Under lean management, the organisation undertakes a continuous effort to improve the processes, services and products with an incremental improvement that happens over a specific period of time and leads to enhancement in quality and efficiency. Lean management has been derived from the Japanese manufacturing industry and thus aim to eliminate the factors that lead to wastage of time, money and efforts in the organisation.In lean management, all the processes that are undertaken by an organisation are analysed and then revised to cut cost that do not create value for the end customer or the stakeholder in this respect (Bhasin, 2015). The lean management will include identification of areas and opportunities that will eliminate waste. For the Commonwealth Games the key areas that may lead to wastage of time, effort and resources of the game is the waiting time of the participants and the other staff members that are responsible for organising the event. Further, another area that leads to wastage is the transportation of instrument, equipment and machines that are used during the event. In addition to this, the unnecessarily movement of people within the Commonwealth Games that do not improve the quality or efficiency of the event is another area that will lead to wastage of resources and time. To implement lean management in the Commonwealth Games, certain key steps need to be undertaken (Nguyen, 2015). Lean management with the aim to reduce the wastage of time, effort and resources of the event for the Commonwealth Games will begin with engaging the employees and the management of the event.

The managing committee or the governing body of the game i.e. the Birmingham Organising Committee will be responsible for implementing lean in the game. The staff members involved in organising the event where it will cover majorly seventeen sports activities will also be responsible to look after various activities that may lead to wastage of resources during a period of eleven days. The next step in implementation of lean management in the event includes the creation of visual workplace management (Shang et al.,2015). This will distil the operating processes into measures and other essential actions. Further, mini teams will be created where each of the time will look after a particular area or domain and work to implement lean management activities and practices in their respective domain. Lean management will thus be implemented by assigning the responsibility to different individual for each of the seventeen games where it will aim to reduce wastage (Metello et al., 2017). This way the event will ensure

that there is no wastage of time and effort where the focus will be reduce the waiting time, transportation of machines and equipment as well as the movement of peoplewhile a specific sports activity is organised as a part of the Commonwealth Games.

The assigning of individuals to look after activities that lead to wastage of time and resources in each of the sport activity will help in determining the effectiveness of implementing lean management in each of the sports event. This will be followed by delivering of sustainable continuous improvement. The person who will be responsible for implementing lean in their respective sports event will bring each and every team member together to meet the standards of excellence. In order to improve the effectiveness of implementing lean management in each of the team, the assigned individual will further assign the responsibility of looking after the identified areas of wastage to respective group of people within each team. Thus, the responsibility to look after the waiting time will be assigned to a particular group of people who work together in a team of managing aquatic games. This group will thus identify the areas and activities whereparticipants, spectators or the governing body and its staff members have to wait. The group will thus identify these areas and then work to ensure that there is minimum waiting of any participant in the games that fall in aquatic category event as part of the Commonwealth Games (Sparrow et al., 2015). Similar pattern of lean implementation will be followed across all the seventeen games that are organised in the Commonwealth Games 2022.

<div align="center">Lean Project Management Implementation</div>

In addition to the above lean management that can be implemented during the event, the PMBOK, PRINCE2, Organisational project management, Agile Practices and Lean Six Sigma also highlights the processes that can be used to implement lean management in the event.

PMBOK identifies a five step framework to implement lean management in the event. The framework starts with defining the customer value that includes the value stream and as is process. This is followed by measuring the capability to meet the needs of customer where value stream analysis, customer value, cycle time and efficiency. Further, the framework will analyse process for improvement areas and improvement and innovate process to meet customer needs. This includes kaizen, brain storming, visual controls, 6s application and lean processes

(Anholon& Sano, 2016). Lastly, the framework provides the control processes and means to sustain performance that includes standard work and mistake proofing.

PRINCE2 also provides for various processes and principles that can be useful in eliminating wastage. The seven processes that are a part of the PRINCE2 can be used to implement lean in the event. It begins with the starting of project by the manager where the manager will determine the resources that will be required to successfully organise the Commonwealth Games. Lean can be implemented in this area where the manager will determine the exact amount of resources after in undertaking effective calculation and making prediction about the resources required. Further, the event will initiate with the project initiation document will be prepared (Turley, 2018). The document will help in identifying and further eliminating any activity that will not be productive for the event. The next step in PRINCE2 project management is directing the project where it determines the ways in which the event will be overseen. Directing and controlling of the event will determine the areas that increases the waiting time, movement of people and transportation of required resources. In addition to this, the management of delivering various sports activities as a part of the event also adds to effective implementation of lean (Wright, 2017). Managing the stage boundaries that determine the way the event will transit from one activity to another can also consider lean where it should aim to eliminate the waiting time and movement during such transition and also at the time of closing of the event.

Organisational Project Management is defined as the management of programs, portfolios and projects that help in the achievement of strategic goals of an organisation. Thus it aims to establish a correlation between the capabilities of an organisation and thus enhance the effectiveness in the implementation of the strategy. Under organisational project management, the aim is to align the project and its processes with the strategic objectives that are determined in an organisation. Thus, for the Commonwealth games, the organisational project management will implement lean through the determination of the strategic goals of the event. The strategic goals of the Commonwealth Games that are scheduled in 2022 aims to collaborate with the game partners where they can demonstrate the humanity and pride of their city on a global platform (Elias, 2016). Thus, the strategic goals will be achieved by eliminating any activity that can lead to wastage of time, effort and other resources.

Agile practices are one of the disciplines in Project Management that was designed as the iterative way through which continuous value delivery can be achieved. Agile practices are thus used to improve the adaptability in market place, flexibility of the processes and practices as well as thecustomer satisfaction. Lean is strongly practiced as a part of the Agile practices. One of the most popular and commonly used lean management tools is Kanban Boards and Kaizen. These tools are commonly used by various agile teams all over the world (Mishra et al., 2017). Thus, Commonwealth Games as a part of the agile Practices will implement tools such as Kaizen and Kanban boards. Kaizen in this respect can be adopted in the event where all the activities that will be undertaken in the event will aim to continuously improve the functions and practices. Such continuous improvement will be the responsibility of each of the person who will be engaged in organising the event. Further, Kanban Boards will be used under Agile practices to implement lean management (Ciccullo et al., 2018). These boards will be used to ensure implementation of just in time concept in the event.

Lean Six Sigma will also help in successful organising of the Commonwealth Games. These are vital tools of project management where they aim to reduce waste and ensure zero defects. In this respect, DMIAC methodology can be used where it will define areas of wastage, measure the wastage, analyse it and devise means to improve it. Lastly, it will be control to ensure sustainability.

Conclusion

From the above discussion and explanation, it can be concluded that project management is a vital part of the overall management activity. The aim of project management is to ensure the successful completion of a project where it is able to achieve the pre determined objectives of the project and undertake effective closing. In this respect, the report highlights one such project where it discusses the event of Commonwealth Games that will be organised in the year 2022 in Birmingham. The common wealth games that are scheduled in the year 2022, is officially known as the XXII commonwealth Games or also known as the Birmingham 2022. As apart of the project management, the critical stakeholders of the games will include the participants, the spectators, financing organisation, governing body and the community in which the event will take place. The stakeholder management as a part of the project management is derived from

PRINCE2 and highlights a six step process. Some of the steps that are a part of the process include the identification of various individuals and groups that will be affected, creation and analysis of stakeholder, development of stakeholder engagement approach and ensuring engagement of each of the stakeholder. In addition to this, the report has covered implementation of lean management where it has identified and elaborated the areas that will lead to wastage in the event such as waiting time, movement of people and transportation of machinery and equipment. Lastly the report has covered the implementation of lean project management as where it has identified the processes and further elaborated them as they are practiced in PRINCE2, PMBOK, Agile practices, organisational project management and lean six sigma. All these are a vital part of the overall project management that are aimed to ensure successful completion of a project and thus highlight means and processes that will help in eliminating wastage of time, effort and resources in any event or project.

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