

Manchester United Soccer Club – Summer Tournament

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Abstract

Manchester United Soccer Club is a small soccer club based in Manchester, New Hampshire. The club was formed in 1992 with the mission of bring recreational soccer players to a higher level of competition to go on to play in area high schools and even participate in the State Olympic Development Program. The Manchester United Soccer Club's board of directors decided to sponsor a summer invitational soccer tournament in hopes of generating additional revenues. The board of directors decided this would be a successful method of raising funds after analyzing other area soccer clubs and discovering that it is common to raise anywhere from \$50,000 to \$70,000 for hosting an invitational tournament. Nicolette Larson was nominated by the board of directors as tournament director and is responsible for organizing Manchester United Soccer Club's first summer invitational tournament. After her first unsuccessful and chaotic committee meeting, Nicolette has decided to implement a work breakdown structure to help her complete the project of developing the summer tournament. Nicolette must effectively manage all aspects of the project to provide a successful outcome and impress the Manchester United Soccer Club board of directors.

Manchester United Soccer Club – Summer Tournament

Nicolette Larson has been elected tournament director of the first ever Manchester United Soccer Club summer invitational tournament by the board of directors. While Nicolette is a self-confessed “soccer mom”, organizing a tournament is something in which Nicolette does not possess much experience. Fortunately, Nicolette’s husband, Kevin, works at an engineering and design firm and has suggested that Nicolette implement a work breakdown structure, much like he uses at his place of employment. To ensure success for this project, Nicolette must satisfy the board of directors by successfully organizing the Manchester United Soccer Club’s first summer invitational tournament so that the tournament generates the revenues needed for the club and the project is completed before the tournament begins.

Summer Invitational Tournament Project Summary

The Manchester United Soccer Club, located in Manchester, New Hampshire, was formed in 1992 with the goal of transforming recreational soccer players into excellent athletes. In fact, one of the major goals of the Manchester United Soccer club is to prepare recreational soccer players for the State Olympic Development Program. The club also trains soccer players to become excellent athletes that often become part of local high school teams. The board of directors has decided to sponsor a summer invitational soccer tournament to generate revenues as they need to refurbish and expand the number of soccer fields they have at the Rock Rimmon soccer complex and increase their scholarship fund. The Manchester United Soccer Club scholarship fund provides financial assistance to players who cannot afford the club’s \$450 annual dues.

Nicolette Larson was elected director of the club’s first summer invitational tournament by the board of directors. As director, Nicolette is in responsible for organizaing and ensuring

the success of the summer tournament. After the first committee meeting for the summer tournament, Nicolette left feeling overwhelmed and exhausted. While the committee members provided many ideas and suggestions, Nicolette realized the amount of work for which she is responsible is vast. Among the ideas presented by the committee members were incorporating corporate sponsorship to help fund the tournament, selling tournament merchandise (e.g., t-shirts, sweatshirts), contacting local area colleges regarding using their soccer fields, and providing rewards to competition winners. Based on advice from her husband, Nicolette decided to develop a work breakdown structure to help plan and organize the summer invitational tournament project.

Deliverables

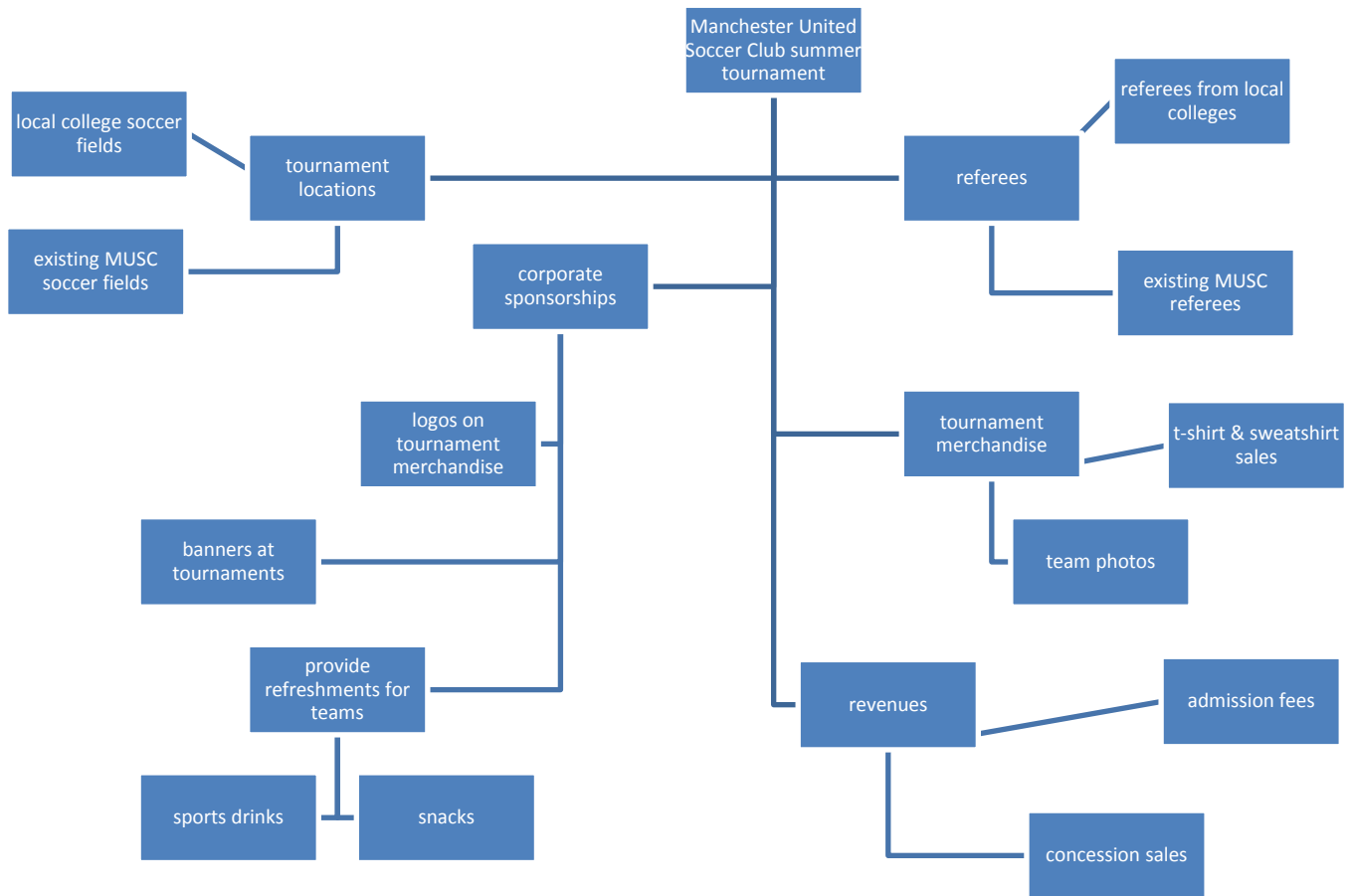
Before Nicolette begins creating a work breakdown structure, she must first analyze the deliverables for the project. In their article “Work and Resource Breakdown Structures for Formalized Bottom-Up Estimating” Dr. Rad and Dr. Cioffi discuss the importance of using deliverables in creating a work breakdown structure. This can be observed when they state that a good work breakdown structure provides a common framework for all project deliverables by smoothing communication among those implementing the project. Dr. Rad and Dr. Cioffi also emphasize that real deliverables should be used and that they should divide the project into discrete, manageable items that require relatively simple tasks to complete (Rad & Cioffi, 2004). It is important to note that both Dr. Rad and Dr. Cioffi emphasize the importance of creating deliverables that divide the project into small manageable tasks that can easily be completed. By dividing the project into small manageable tasks, it is also easier to track and measure overall project progress. Because each task will be assigned both a cost and time estimate, Nicolette will

be able to easily determine if the project begins to go over budget or if too much time is being spent on one item.

The major deliverables associated with hosting an invitational soccer tournament include corporate sponsorships, tournament merchandise, tournament locations, referees, and revenues. Each major deliverable will be broken down into smaller, more manageable deliverables. Corporate sponsorships will be divided into logos on tournament merchandise, corporate banners at tournaments, and refreshments for competing teams. Tournament merchandise will be divided into t-shirt and sweatshirt sales and team photos. Tournament locations will be divided into existing Manchester United Soccer Club fields and local area college soccer fields. Referees will be divided into existing Manchester United Soccer Club affiliate referees and referees from local area colleges.

Work Breakdown Structure

A work breakdown structure defines all elements of a project and lists them in a hierarchical framework; each element's relationship is established to the project end items. The hierarchical structure facilitates evaluation of cost, time, and technical performance at all levels in the organization over the entire life of the project (Lawson & Gray, 2011). After researching a work breakdown structure, Nicolette has determined that a work breakdown structure will help her complete her project in a timely and efficient manner. Based on the deliverables Nicolette has determined are necessary for the project, she has created the following work breakdown structure.



One of the key elements of a work breakdown structure that Nicolette discovered was that each item in the work breakdown structure must have a time and cost estimate so that it is possible to plan, schedule, and budget the entire project. By assigning time and cost to each item, the project manager can use this information to track cost and performance at each level of the project (Lawson & Gray, 2011). As the work breakdown structure is developed, organizational units and individuals are assigned responsibility for executing work. The work breakdown structure is also an effective means of streamlining communication. By having

properly defined communication channels, each member of the project knows who they communicate with when they have a problem or need assistance.

Alleviating Committee Problems

A work breakdown structure would help alleviate some of the problems that occurred during the first committee meeting and also help Nicolette organize and plan the project. One way to implement a work breakdown structure in the committee meetings is for Nicolette to create leaders for each of the different areas of the project: corporate sponsorships, tournament locations, tournament merchandise, referees, and revenues. If Nicolette continues to run committee meetings the way the first meeting went, the project will never be completed on schedule. At the next scheduled committee meeting, Nicolette will request volunteers from the committee to become area leaders. Nicolette must ensure that the committee members who are volunteering for leadership positions realize that they are taking on additional responsibilities other than simply attending weekly committee meetings. The area leaders will be responsible for an assigned area and must make sure it is thoroughly planned and properly executed so that the leader attributes to the overall success of the project. The area leaders will also have other committee members and other volunteers who are not associated with the committee on their teams. These group members will assist the area leader in completing the assigned responsibilities for the group.

Nicolette will also request that proper communication channels be followed. Even though the summer invitational tournament may not appear to be a professional business environment, Nicolette will act as if it is in order to ensure stability and productivity while minimizing conflict. Baker, Tjosvold, and Andrews, in their article “Conflict Approaches of Effective and Ineffective Project Managers: A Field Study in a Matrix Organization” describe

the importance a project manager plays in reducing conflict when they describe how project managers who help their project group manage its conflict by producing positive outcomes are likely to be appreciated by the project members (Barker, Tjosvold, & Andrews, 1988). If a volunteer or committee member has a problem or suggestion with a certain aspect of the project, they must first communicate with the area leader. The area leader will then either answer the question or handle the problem themselves. If the area leader feels the problem or suggestion is something that may impact other area leaders or even the entire project, they will go to Nicolette for additional assistance or guidance. This will allow Nicolette to devote more of her time focusing on the project's success and on-time completion. Because Nicolette does not believe in only providing information or assistance to people in a position of leadership, she will meet with anyone who is having difficulties working with their area leader but only after they have first attempted to resolve the issue with the other person.

Project Leaders

After project leaders are chosen, the remaining committee members will be assigned to work with a project leader. Committee members will be assigned to a group based on their current work experience, knowledge, or personal experience with one of the project deliverables. The groups will then work together to determine when and how often they will meet to begin working on their assigned portion of the project. Nicolette also suggests that groups enlist the help of volunteers outside of the committee to help complete their assigned tasks as many parents of soccer players are not involved in any committee. The volunteers are encouraged to attend committee meetings, but their attendance is not expected or required. Committee meetings will continue to meet every two weeks. The new agenda for committee meetings will be to allow each group to present an update on where they stand with their assigned tasks.

In addition to committee meetings, Nicolette will meet with the project leaders as a group on a weekly basis. This will allow each of the area leaders the opportunity to discuss not only with Nicolette but also with all of the other leaders the successes or struggles they are facing with their group members and with achieving their assigned tasks. Not only will Nicolette be able to provide feedback, but the other project leaders will also be able to provide feedback based on methods or strategies that are working for them. Additionally, having the group leaders meet together with Nicolette will ensure that deadlines are being met. Nicolette will, of course, hold each group leader accountable for the success of their group, but the other group leaders will also hold each other accountable because the entire project is linked together. If one project leader falls behind, the results may be vast and could cause other project leaders to fall behind as well. As a result, each project leader will ensure they are working as diligently as possible so that they do not cause the entire project to fall behind schedule.

Communication is often the key to successful teamwork. Barbara Anderson in her article “Project Leadership and the Art of Managing Relationships” understands that leaders and followers must work together and listen to each other. This is evident when she explains how communication typically consumes over 80 percent of her time on a project. She saw that early on in her career there was a necessity and importance in building and managing relationships – both within the team and those that would be affected by the team’s output (Anderson, 2010). Nicolette also understands the importance of her project leaders. Nicolette must facilitate an environment of effective communication in order to ensure the project’s success

Cost Estimates

The work breakdown structure is an excellent way to generate cost estimates for the summer invitational tournament. The group leaders of each of the different areas will work with

their committee members and other volunteers to develop an estimated budget for their assigned area. Each group leader must be as extensive and thorough as possible when planning so that no budget increases are required at a future date. Nicolette will hold each of the group leaders responsible for staying within their budget so that the overall project generates as much revenue as possible. This will help ensure that the board of directors for the Manchester United Soccer Club is pleased with the work Nicolette and her team has done.

Resources/Timeframe/Costs

Nicolette is beginning the project in November after recently being elected director of the summer invitational tournament project. Because the board of directors for the Manchester United Soccer Club intends to begin the tournament in June of the following year, Nicolette must work as quickly as possible while also working efficiently. According to Dvir, Sadeh, and Malach-Pines' article "Projects and Project Managers: The Relationship between Project Managers' Personalities, Project Types, and Project Success" uncertainty, complexity, and pace determine how hard a project manager will work to complete their project (Dvir, Sadeh & Malach-Pines, 2006). Nicolette believes that the tournament locations and referees must be decided no later than the end of February, corporate sponsorships must be set up and in place by the end of April and tournament merchandise must be completed by the middle of May. Revenues will not be totaled until after the tournament is over, but admission prices for the tournament will be set by the end of February and concession prices will be determined by the middle of May.

In an effort to offset many of the costs required with organizing a tournament, corporate sponsorships will be used. Nicolette plans on using corporate sponsorships to provide many things, among those being refreshments for competing teams. By having a corporate sponsor

pay for sports drinks and snacks for the teams during the game, this will reduce the amount of money the Manchester United Soccer Club will have to pay during the tournament. Some of the local area colleges may also charge for use of their soccer fields. Nicolette also plans on asking a corporate sponsor to pay for the cost of using an area college soccer field in exchange for positive advertising.

Risk Assessment Form

A risk assessment form is commonly used by organizations to determine the likeliness of an event occurring, the impact it will have on the project and the ability to detect the event in advance. Nicolette has determined that the follow risks might apply to the summer invitational tournament project: insufficient time, insufficient budget/funding, merchandise issues, and lack of volunteers. Because Nicolette is beginning the project in November she is not sure if there will be sufficient time to complete the project and begin the tournament by the beginning of June. Budget and funding is also an issue that is of concern to Nicolette as the Manchester United Soccer Club is a smaller soccer club in the New England area. Merchandise issues are also a concern because the t-shirts and sweatshirts need to first be designed and then produced at a cost that is cheap enough to still make a profit on their sale. Lack of volunteers could pose serious problems. The organization of this project will require a great amount of work and if there are not enough volunteers, the leaders along with Nicolette will have to put in more time than they had planned. Based on the potential risks for the summer invitational tournament, a risk assessment form has been created to determine which event(s) require attention and which one(s) do not.

The scale for likelihood will be 0 = improbable, 5 = extremely likely

The scale for detection difficulty will be 1 = lots of time to react, 5 = no warning

Risk Event	Likelihood	Impact	Detection Difficulty	When
insufficient time	3.75	high	3	planning/executing
insufficient budget/funding	4	high	2.75	each phase of project
merchandise issues	3.25	moderate	3.5	entire process
lack of committee members/volunteers	3.75	high	2.75	entire process

The results of the risk assessment form indicate that lack of merchandise issues is the least likely event to pose a problem for the summer invitational tournament. On the other hand, insufficient time and lack of committee members/volunteers are the most likely issues to prevent the summer invitational tournament from succeeding. This is extremely important to note because the impact on the project is high, indicating that these events would have a damaging effect on the project itself.

Conclusion

To guarantee success for this project, Nicolette must satisfy the board of directors by successfully organizing the Manchester United Soccer Club's first summer invitational tournament so that the tournament generates the revenues needed for the club and the project is completed before the tournament begins. Nicolette Larson has the means and potential to successfully organize the summer invitational tournament on time, and on budget. While it may not be an easy task to effectively manage a team of leaders and volunteers to establish a successful outcome, Nicolette must encourage everyone involved to be diligent in their work and focus on the end result. The successful outcome may not only mean satisfying the board of directors, but could mean recognition for Nicolette personally and future opportunities for organizing projects.

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