



جامعة الجميع الذكية
EVERYONE'S SMART UNIVERSITY

Everyone's Smart University

Project (Spring 2021)

Student Name	احمد بن عبد الهادي محمد القحطاني	اسم الطالب
Students I.D	2021203280	الرقم الجامعي

Section
Course

Master
(PMG506)

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Advanced project Management

Instructions:

- اخر موعد للتسليم هو يوم الخميس ٢٠٢١-٠٥-٠٨ في تمام الساعة ٩ مساءً.
- الإجابة متاحة باللغة الإنجليزية أو اللغة العربية مع مراعاة أن تكون المصطلحات العلمية باللغة الإنجليزية.
- يتم تسليم المشروع في صيغة ملف pdf مع الالتزام نموذج الجامعة ولن تقبل أي مستندات أخرى.
- يجب مراعاة أقسام البحث الرئيسية (مقدمة Introduction، دراسات علمية سابقة Literature Review، طريقة البحث Methodology، النتائج والمناقشة Results and Discussion، وأخيراً المراجع References. وان كان هناك ملحقات Appendices يتم إضافتها)
- يجب الالتزام بـ Theme موحد كما يلي:
- حجم الخط ١٢.
- نوع الخط Arial.
- لون الخط أسود.
- المسافة بين الأسطر ١,٥ line spacing

• عدد صفحات البحث (لا يقل عن ثلاث صفحات ولا يزيد عن ست صفحات).

Instructor's Name: ~~Eng. Amaal Aburumman~~ Eng. Dr. Akram M. S. Ali

Project:

You are required to document your role in administering a project. The project may be set in a business, social, sporting, or family environment but must be of a significant size and scale. If you do not have an actual project to write about you may complete the project hypothetically.

This report will be between three to six pages in length. This is a significant research project.

Your report must address ~~each~~ **ONE** of the following issues:

1. Identify and describe the purpose, scope, and objectives of the project. **Display this information using an appropriate tool.**
2. Describe how the team is given an outline of the project.
3. Describe the strategies that are going to be set up to maintain communication with the team members.
4. Describe the tools that are going to be used to monitor the goals, time frames or milestones.
5. Identify project milestones and activities. **Display this information using an appropriate tool.**
6. Create a budget and link the costs to the key milestones for a project.
7. Describe how you are going to divide tasks and resources amongst a project team. **Display this information using an appropriate tool.**
8. Briefly describe how the progress will be monitored.
9. How are current project records maintained? Who has responsibility for this? provide some recommendations on how this process could be improved.
10. Describe the current procedure for finalizing projects. Create your own procedure and identify how you will evaluate the success of the project.
11. Legislation that may affect the project including health and safety, and anti-discrimination legislation.

Best of luck...

المشروع:

مطلوب منك توثيق دورك في إدارة مشروع. قد يتم تعيين المشروع في بيئة تجارية أو اجتماعية أو رياضية أو عائلية ولكن يجب أن يكون بحجم مناسب. إذا لم يكن لديك مشروع فعلي لتكتب عنه ، فيمكنك إكمال المشروع افتراضياً. سيكون هذا التقرير من ثلاث إلى ست صفحات.

يجب أن يعالج تقريرك ~~كل~~ **احد** القضايا التالية:

١. تحديد ووصف الغرض والنطاق والأهداف من المشروع. اعرض هذه المعلومات باستخدام أداة مناسبة.
٢. صف كيف يتم إعطاء الفريق مخططاً تفصيلياً للمشروع.
٣. وصف الاستراتيجيات التي سيتم وضعها للحفاظ على التواصل مع أعضاء الفريق.
٤. صف الأدوات التي سيتم استخدامها لرصد الأهداف أو الأطر الزمنية أو المعالم.
٥. تحديد معالم المشروع والأنشطة. اعرض هذه المعلومات باستخدام أداة مناسبة.
٦. إنشاء موازنة وربط التكاليف بالمعالم الرئيسية للمشروع.
٧. صف كيف ستقوم بتقسيم المهام والموارد بين فريق المشروع. اعرض هذه المعلومات باستخدام أداة مناسبة.
٨. صف بإيجاز كيف سيتم رصد التقدم.
٩. كيف يتم الاحتفاظ بسجلات المشروع الحالية؟ من المسؤول عن هذا؟ تقديم بعض التوصيات حول كيفية تحسين هذه العملية.
١٠. وصف الإجراء الحالي لإنهاء المشاريع. قم بإنشاء الإجراء الخاص بك وحدد كيفية تقييم نجاح المشروع.
١١. التشريعات التي قد تؤثر على المشروع بما في ذلك الصحة والسلامة ، وتشريعات مكافحة التمييز.

مع تمنياتي بالتوفيق..

Introduction

The project chosen for this assignment is the new Wembley National Stadium. The author has a genuine interest in sports facilities in general and football stadiums in particular. Being able to study this massive project closely is not only a great challenge but also an interesting task.

The paper consists of three major sections. First, an attempt to state the problems in the project has been undertaken. This part covers the timeline of Wembley, from early history to key features of the new design. Particular effort is done to address issues in the project definition process. The next section puts emphasis on a deeper investigation of the problems during the project. It tries to answer *how* and *why* the problems came into being and suggestions on how to solve them are given. Finally, conclusive remarks are presented, and some recommendations and author's personal view of the project future are proposed.

There are a number of assumptions and limitations done in the work with this assignment.

The Wembley project is only considered and discussed based on events occurred before 26th September 2002. This was the date of financial close, where binding and irrevocable agreements were signed. This date can be seen as the end of the project definition period as the construction process (demolition of existing facility) started the day after.

The majority of research and collection of information are done through the World Wide Web. Due to internet's changing nature some of the information might be difficult to reproduce as articles could have been removed from electronic databases.

References are consistently given throughout the paper with a comprehensive list to follow at the end. When the same website is visited more than one time the latest date of access is given in the reference list.

Boundaries stated in this introduction should be kept in mind while reading the rest of the paper to ensure best possible understanding and perception of the project.

Facts and Key Features of the New Wembley Stadium

The Wembley project went through a long, and at times, difficult definition process. This has been described and analysed in the previous two chapters. A summary of some of the final design features and the main construction estimates are given in the table below.

Total cost for project	£757m
Timescale of construction	4 years (2002-2006)
Capacity	90.000 seats
Stadium uses	Football, Rugby, Athletics and any other big one-off events
Stadium key features	
Roof Structure	An enormous arch, 133m height 315m long and 7.4m in diameter
Roof Mobility	Retractable roof for optimum pitch conditions
Royal Box	For collection of trophies. Same traditional position as Old Wembley
Shape of Stands	Bowl, rather than four separate stands, to enhance atmosphere
External Concourse	For improved safety and easy access and exit of the stadium
Stadium construction figures	
Foundation	4000 separate pillars
Height, from pitch to top roof	52 m
Amount of concrete needed	90.000 m ³
Amount of steel needed	23.000 tonnes
Number of workers at site at peak	1500

Table 1 **Key figures and features for the Wembley project**

[<http://www.wembleystadium.com> accessed 30/10/2002]

There is no doubt that the plans for the Wembley project show a state of the art stadium with excellent facilities and comfort. It aims to become the best stadium in the world. Brief comparisons to other stadiums are given in the table below. Stade de France was built prior to the 1998 World Cup, while Stadium Australia was built to the Sydney 2000 Olympics.

Design Comparison	Old Wembley	New Wembley	Stade de France	Stadium Australia
Seat numbers	78.000	90.000	80.000	80.000
Legroom	62cm	80cm	75cm	80cm
Toilet numbers	361	2000	unknown	1465
Min/Max distance to pitch	12m/38m	9m/17m	11m/29m	15m/36m
Space per fan (sit, eat, drink)	n.a.	1.92m ²	0.8m ²	1.25m ²
Food/drink service points	152	478	105	424

Table 2 **Stadium comparisons matrix**

[<http://www.wembleystadium.com> accessed 30/10/2002]

3. Investigation of the problem

3.1 Stakeholders

An important part of the analysis is to look at the stakeholders involved. In this chapter the stakeholders of this project will be tried identified, then they will be categorised and finally an effort is made to disclose their attitude towards the project.

3.1.1 Identification of Key Stakeholders

To get a deeper insight and a more detailed look at the problems in the Wembley project the key stakeholders must be identified and described. A brief presentation of the stakeholders follows (in alphabetic order).

British Olympic Association (BOA)

BOA was formed in 1905 and aims to develop and protect The Olympic Movement in Great Britain according to the Olympic Charter. It administrates everything concerned with the Olympics including provide services to athletes and bid for Olympic Games.



[<http://www.olympics.org.uk> accessed 10/01/2003]

Department of Culture, Media and Sport (DCMS)

DCMS is the sponsoring department for Sport England. It helps set the Government strategy for a whole range of sporting issues under the slogan “A Sporting Future For All”.



The Department is led by Secretary of State, Tessa Jowell MP.

[<http://www.dcms.gov.uk> accessed 24/11/2002]

English Heritage

English Heritage is the government's statutory advisor on the historic environment. As Wembley is a Grade II listed building, English Heritage had to give their approval before the demolition of any part of the existing stadium could begin.



[<http://www.english-heritage.org.uk/> accessed 09/01/2003]

London Borough of Brent

Brent Council is the planning authority for the Wembley area. Council will also be the licensing authority for the new stadium.



The

[<http://www.brent.gov.uk> accessed 09/01/2003]

Multiplex Construction UK Ltd

Multiplex is Australia's largest commercial



Mapping Stakeholders

In the previous chapter stakeholders got categorised by their association with the project. Based on information published by the stakeholders themselves and newspaper articles [<http://www.guardian.co.uk>], a list of their position and attitude toward the Wembley project was created. It is important to bear in mind that many stakeholders changed attitude during the project definition period. The table below is based on the individual stakeholders' initial opinions, back in time just after Wembley was decided as location for the project in 1996.

Stakeholder	For	Against	Split
British Olympic Association		☐	
Construction Market	☐		
Department of Culture, Media and Sport		☐	
English Heritage		☐	
General Public			☐
Local Residents		☐	
London Borough of Brent		☐	
London Development Agency	☐		
Media			☐
Multiplex Constructions UK Ltd	☐		
Premium Seating Customers	☐		
Sport England	☐		
The Football Association	☐		
The Football League	☐		
The Rugby Football League	☐		
UK Athletics		☐	
Wembley National Stadium Ltd	☐		
WestLB International L.B.			☐
World Stadium Team (Fosters + HOK)	☐		

Table 3 *Stakeholders initial attitude towards the project*

The client and the client's customers are not surprisingly positive to the project together with the contractor. Negative forces were in general the various government agencies and non-football sporting organisations that feared new Wembley stadium would be tailor-made for football and not make allowances for other sporting activities. WestLB was not initially in contention at the time being, but the general view of the financial liability of the project among banks were split [<http://www.independent.co.uk> article from 26/09/2002 and <http://www.guardian.co.uk> article from 25/09/2002].

3.2 Financing the Wembley Project

For the Wembley project, the financial package was secured very late in the project definition process. The total project costs increased almost every single year during the seven year long project definition time [<http://news.bbc.co.uk> accessed 08/01/2003]. Reasons for this were various modifications in stadium design due to changes in the definition of stadium uses among other. The total cost of the project was by 26th September £757m. How the financial package was put together and how the money is being spent is explained by the next two tables.

Funding Sources	Cost [£m]
Bank Debt	433
The FA's Equity	100
Capitalisation of FA staging payments	48
Operating profits	15
Sport England contribution	120
London Development Agency (LDA) contribution	21
Department of Culture, Media and Sport (DCMS) contribution	20
Total Funding Sources	757

Table 4 *Project funding sources and figures*

[<http://www.thefa.com> accessed 30/10/2002]

Expenditures	Cost [£m]
Purchase of land, stamp duty and early design fees	120
Multiplex design and construction contract:	445
Basic building costs	(352)
Demolition, design fees, insurances, etc	(93)
Finance costs and interests during construction	85
WNSL management, pre-opening and other costs	86
Local infrastructure	21
Total Expenditure	757

Table 5 *Project expenditures and figures*

[<http://www.thefa.com> accessed 30/10/2002]

By looking at components regarding funding resources it is clear that public's money is involved in the project. The contributions from Sport England, LDA and DCMS are all money raised by the public. Although some government assistance is given, the major financial instrument used is debt. Of the total bank debt of £433m, £300m is planned issued as bonds while the remaining amount to be maintained as regular senior debt [<http://www.guardian.co.uk> article from 18/09/2002]. In project finance terms the debt/equity rate usually tells something about the risk of the project. High debt/equity rate is associated with low risk projects and vice versa [Merna & Nijru 2002]. By looking at the debt/equity rate in this project, which is about 80/20, the project seems to have a low to medium risk profile.

The costs of constructing the stadium, including demolition and design fees, amounts to less than 60% of the total project costs. Due to factors like poor management, additional costs like re-deign and administrative costs constitutes a considerably amount of the total costs for this project.

When the construction is completed in early 2006 the stadium is expected to generate annual revenue of £10-£20 after five years' operating [<http://www.ft.co.uk> article from 27/09/2002].

Conclusions and Recommendations

The Wembley stadium is a very large and complicated project. The first question to be considered should be: Is it a relevant demand for a new national stadium? In countries like Italy they arrange national events at different locations around the country to much satisfaction of the inhabitants. Maybe the same system could continue in England, after positive response for the national team's road show since the old Wembley closed down in 2000. On the other hand, many citizens identified themselves with Wembley and they feel the stadium is a part of their cultural heritage, and should be so in the future.

A large and powerful group of stakeholders were identified with the project. Many of them had implacable interests and conflicts always looked likely to occur. The political uncertainty among those forces played a major role of the poor project definition process.

Several times there was a delay giving the project go-ahead and later lack of necessary backing and belief. Change of personnel in the FA and WSNL also made it difficult to maintain a dynamic a constructive dialogue with the government and local authorities. The definition of stadium uses was at early stages very unsteady, and this did not help the cause either.

A strong client is usual a reliable route to a successful project. WNSL acts as the client in this project on behalf of the FA. It is the first time WNSL have been involved in a complex task like this and it had no previous track record dealing with stakeholders or managing projects. If the Wembley project had a stronger and more consistent client many of the problems during the project definition period could have been handled better. Examples of this are better management of the site location and stadium uses issues.

References

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