

**A PROJECT INITIATION DOCUMENT FOR MANAGING A
BUSINESS PROJECT IN A SPORTING EVENT**



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Introduction

This is a Project Initiation Document (PID) for a Cross-Campus University Sports Competition co-ordinated by the Local Sport Council and the Student Union. It will utilise project management theories, methodologies, and tools to prepare a project delivery plan and assess stakeholder management, governance, risk control, and project team effectiveness in reaching strategic organisational objectives.

Part A: Projection initiation report

Project overview and strategic alignment

Project description

The Proposed Cross-Campus University Sports Competition is an innovative concept that will bring together students from various university campuses to compete in sports, and provide a large-scale sports program in the vicinity of the city centre to see the participation of students and the public, up to 500 spectators. Mohammed and Skibniewski (2023) define a project as a temporary endeavour that frees up a unique product, service, or result. Similarly, Herath and Chong (2021) define that project success generally focuses on task completion, and project management success is measured by planning, directing, and controlling resources to ensure the project satisfies the technical, budget, and schedule requirements. Based on these insights, it can be stated that this sports project has a definite scope and duration, fixed resources, and measurable outcomes.

The project provides direct benefits to the university student union and local sports council in relation to the strategic goals of all elements related to student engagement, physical wellbeing, community partnerships, and reputation. Wilson et al. (2022) found that people who participated in organised sport had 66% greater likelihood of positive well-being. As such, the project supports the wider organisational goals on student experience and community development.

This is supported by the Triple Constraint Model, which states that scope, time, and costs must all be managed in order to ensure quality results (Panchal and Khokrale, 2024). Importantly, expansion of the number of participants could improve project benefits, but may also lead to higher costs and oversimplification. However, participation goals are not the only criterion for successful projects; decisions about trade-offs and management of stakeholders are equally important. This is a good argument to show that strategic alignment has to be done with a balance between the organisational goals and more tangible project issues.

SMART Objectives

Specific	Measurable	Achievable	Relevant	Time taken
Deliver a cross-campus sports competition involving multiple sporting events.	Minimum 300 student participants	University facilities and student networks are available	Supports student engagement strategy	By June 2027
Attract spectators to the city-centre event	500 supporters attending	Supported by a marketing campaign and SU promotion	Enhances community engagement	Event day, June 2027
Maintain financial control	Expenditure within the approved budget with $\leq 5\%$ variance	Based on allocated funding and sponsorship	Supports organisational sustainability	Throughout the project lifecycle
Ensure participant satisfaction	Achieve at least 90% positive feedback score	Through quality event management	Enhances university reputation	Within one week after the event

Table 1: SMART Objectives

(Source: Self-developed)

Project Methodology

Selection of methodology

The University Sports Competition will adopt the Projects IN Controlled Environments (PRINCE2) because of its structured approach, governance, stage-gate controls, and emphasis on accountability. PRINCE2 gives a process-focused approach, focusing on managed and effective project management planning and delivery (Ahmed, 2024). This is especially appropriate for a

project that is event-based, has a limited amount of time to complete the work, and stakeholder expectations are subject to smart management. The methodology is based on the Project Life Cycle: initiation, planning, execution, monitoring and control, and closure, with clearly identified objectives, outcomes, and decision points (Bajare *et al.* 2024).

As compared with PRINCE, the PMBOK offers comprehensive project management knowledge areas. Nevertheless, critics have always believed that pure process literacy can be interpreted in a manner that could become rigid and focus more on compliance and less on value creation (CATANA and FLORESCU, 2025). In contrast to the rigid, top-down or bottom-up approach of traditional project management, Agile offers flexibility and iterative delivery, which is ideal for software projects where requirements often evolve during development (Dugbartey and Kehinde, 2025). A sports competition in the university, however, has fixed goals, places, and times, rather than having the potential to be repeatedly changed to the advantage of the competition, making the effect of iteration not applicable. While PMBOK and Agile are great tools, PRINCE2 gives the best control over scope, risks, quality, and communication with the stakeholders.

The studies undertaken by Pretorius *et al.* (2022) indicate that more successful projects are undertaken by organisations that exhibit higher PM maturity levels than those exhibiting lower PM maturity levels, such as not using formal project management methodologies. Therefore, PRINCE2 helps to improve the chances of a successful project outcome within financial, time, and quality limits.

Project deliverables and timeline

Project Phase	Key Activities	Deliverables	Timeline
Initiation	Feasibility study, stakeholder analysis, business case development	Approved Project Charter and PID	Weeks 1–2
Planning	Budgeting, scheduling, risk assessment, and resource allocation	Project Management Plan and Risk Register	Weeks 3–6

Execution	Marketing, volunteer training, venue preparation, participant registration	Operational event readiness	Weeks 7–12
Monitoring and Control	Performance tracking, quality reviews, budget monitoring, risk management	Progress reports and corrective actions	Weeks 7–12 (continuous)
Closure	Event evaluation, stakeholder feedback, and lessons learned review	Project Closure Report	Weeks 13–14

Table 2: Project deliverables and timeline

(Source: Self-developed)

Thus, PRINCE2's stage-based method allows the project manager to check in on progress at each stage and avoid expensive, safety-related, or operational issues before going further. The university sports competition governance structure renders PRINCE2 an ideal selection of project management methodology to ensure the successful delivery of the project.

Business Environment and stakeholder analysis

Stakeholder Analysis

Stakeholder management is critical not only because of a project's operational performance but also because of the importance of stakeholder support for projects to succeed. Stakeholder theory takes into account that balancing the interests of stakeholders positively impacts the performance of the project (Ishimwe and Sanja, 2024). The Power-Interest Matrix developed by Mendelow is one of the frameworks used to classify stakeholders according to their power to influence the outcome of a project and their interest in project implementation (Adelakun and Kumar 2026).

Mendelow's Matrix	Power	Interest	Stakeholders
Manage closely	High	High	University Management, Sports Council Committee,

			and Student Union (SU)
Keep informed	Low	High	Student Participants and Volunteers
Keep satisfied	High	Medium	Sponsors and Local Authority & Emergency Services
Monitor	Low	Medium	Spectators & Community Members

Table 3: Stakeholder analysis

(Source: Self-developed)

Most importantly, Mendelow's model shows that the stakeholders have different powers to influence the outcomes of the project. These key decision makers, for funding, approvals, and governance, are University Management, the Student Union, and the Sports Council and need to be engaged on an ongoing basis. On the other hand, students and volunteers have low power but high interest, as their involvement can be vital to event success. It is observed in the study by Bridoux and Stoelhorst (2022) that stakeholder involvement is linked to 82.7% of the variance in the success of a project, making it vital for successful communications and relationship management.

Business environment with PESTLE

Factors	Description	Opportunities or challenges
Political	Local authority event regulations and safety requirements	Challenge
Economic	Sponsorship funding and inflationary pressures on event costs	Both

Social	Growing emphasis on student wellbeing and community engagement	Opportunity
Technological	Digital registration, social media promotion, and live updates	Opportunity
Legal	Health and Safety at Work and safeguarding obligations	Challenge
Environmental	Weather conditions and sustainability expectations	Challenge

Table 4: PESTLE Analysis

(Source: Self-developed)

Based on the results found in the PESTLE analysis, the proposed sports competition project can be seen as being located in a dynamic external environment where both opportunities and risks exist. Politically and legally, stadium and event licensing, compliance of stadium design and infrastructure with international standards, and safety standards are essential, as event-related safety failure can have reputational and financial consequences (Kamenecka-Usova *et al.* 2025). From an economic viewpoint, inflation's challenges are the cost of venues, equipment, operations, and income, but budget pressures can be balanced by sponsorship opportunities. Social factors are positively influencing the project, with research by UTS (2024) indicating that 72% of young people (aged 12 to 24 years) consider sport participation as being important. It helps to boost self-confidence, well-being, and social connectedness. Besides, technological advancements offer a great opportunity with online registration systems and social media marketing, as students who are in university spend excessive time on social media (Taş, 2022). From an environmental perspective, harsh weather could make it more difficult to conduct outdoor tasks, and sustainability principles increase resource and waste management. Thus, it is essential to plan proactively to turn external opportunities into strategic gains and to control external risks from an environmental and regulatory perspective.

Project Team Composition and Management

The success of the Cross-Campus University Sports Competition relies heavily on the effective composition of the various stakeholders, venues, and operational activities of the project, as project outcomes rely on the coordinated efforts of these elements. The proposed project team is as stated below.

Role	Key Responsibilities
Project Sponsor	Strategic oversight and funding approval
Project Manager	Planning, coordination, monitoring, and stakeholder management
Event Coordinator	Venue management and logistics
Marketing Officer	Promotion, registration, and communication
Finance Officer	Budget monitoring and cost control
Volunteer Coordinator	Recruitment, training, and scheduling
Health and Safety Officer	Risk assessment and compliance

Table 5: Team Responsibilities

(Source: Self-developed)

For the composition of the team, a role-based approach, like Belbin team roles, is used, which classifies different team members in a specific work role (Koivunen *et al.* 2021). This states that effective work teams need complementary behaviours, not similar skills. For instance, the role of Project Manager is a Coordinator, the role of Event Coordinator is an Implementer, and the Health and Safety Officer is a Completer-Finisher. This vast array of capabilities improves decision-making and minimises operational inaccuracies.

Additionally, Tuckman's model of Forming, Storming, Norming, and Performing is expected to be followed in team development (Azram *et al.* 2026). During the Forming stage, the members within the team develop relationships and understand the project goals, while in the Storming stage, conflict could occur about how to allocate resources and on which events to focus. At the norming stage, collaboration continues to increase because roles and norms are identified, and trust grows. Besides, transition to the Performing stage may be supported by effective leadership and communication in the task, where team productivity is maximised. Studies, like Celestin *et al.* (2024), have shown that highly engaged teams actually increase productivity by 17% compared to teams that are not engaged, ultimately improving the outcomes of the project.

However, crucially, as accountabilities are driven up through role specialisation, functional over-separation can lead to communication silos and slower decision-making. Progress meetings should be scheduled on a regular basis, planning sessions should be coordinated with the other team members, and digital platforms should be adopted to ensure that everyone stays in touch with the work that comes out. The project manager should be a transformational leader, which helps them to foster team participation, motivation, and ownership of project goals (Mishra *et al.* 2023). Thus, quality project delivery relies not only on the right people who possess the skills needed but also on developing cooperation, confidence, and working through communication between stakeholders throughout the life of a project.

Project Management Plan and Role of Project Manager

Scope management

Scope Area	Description
In Scope	Sports competitions, venue management, participant registration, marketing, volunteer coordination, safety management, and post-event evaluation.
Out of Scope	Construction of new facilities, long-term sports programmes, non-university competitions, and activities beyond the approved project budget and timeline.

Table 6: Scope management

(Source: Self-developed)

Schedule management

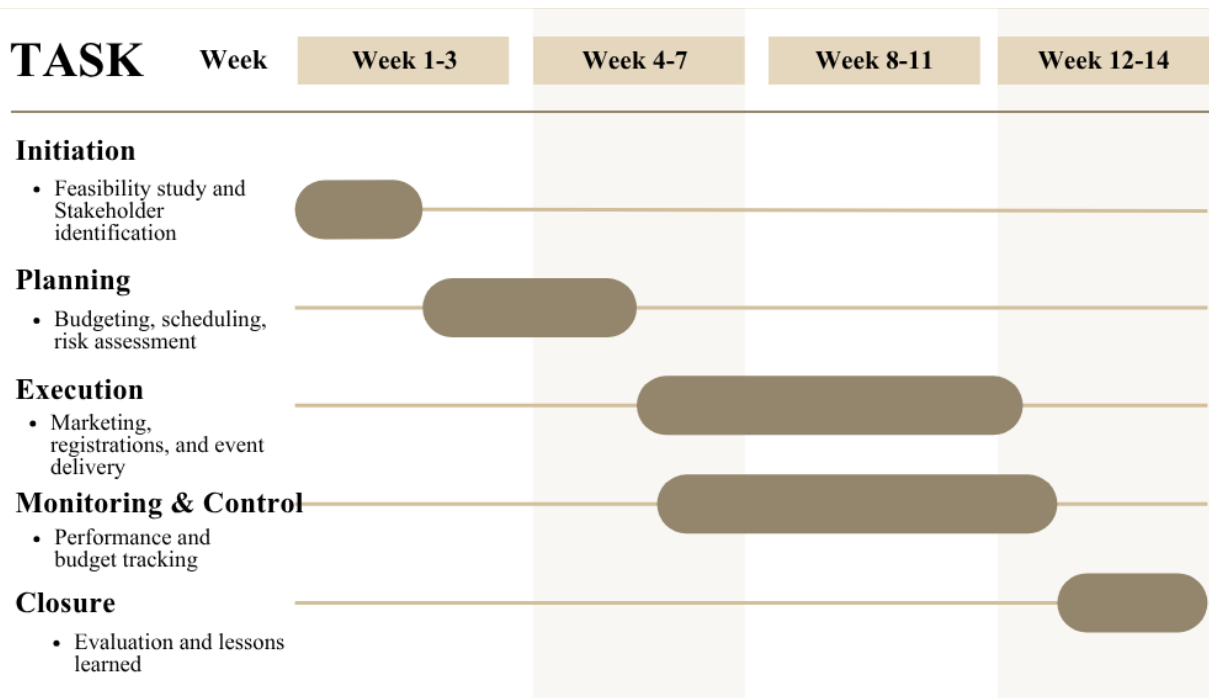


Figure 1: Gantt Chart

(Source: Self-developed)

Cost Management

Cost Category	Estimated Cost (£)
Venue and Facilities	3,000
Sports Equipment	2,000
Marketing and Promotion	1,500
Health and Safety Measures	1,000
Volunteer Training and Support	1,000
Contingency Reserve (10%)	850
Total Estimated Budget	£9,350

Table 7: Cost management

(Source: Self-developed)

Resource management

Resource Type	Allocation
Human Resources	Project manager, event coordinator, finance officer, marketing team, and 25 volunteers
Physical Resources	Sports facilities, city-centre venue, equipment, signage, and first-aid stations
Technological Resources	Online registration system, social media platforms, and communication software
Financial Resources	Approved budget and sponsorship funding

Table 8: Resource management

(Source: Self-developed)

Communication management

Communication Activity	Audience	Frequency	Method
Project Progress Meetings	Project Team	Weekly	Face-to-face or online
Status Reports	Sponsor and Sports Council	Bi-weekly	Email
Stakeholder Updates	Student Union and Sponsors	Monthly	Meetings or Email
Event Communications	Participants and Volunteers	As required	Social media and Email

Table 9: Communication management

(Source: Self-developed)

The role of a project manager

The Project Manager has a prominent part to play in developing the project scope, schedule, costs, quality, and the expectations of all stakeholders throughout the project's life cycle (Sanyaolu *et al.* 2023). Under the guidance of the PMI Talent Triangle, the Project Manager applies technical project management, leadership, and strategic business skills, ensuring successful alignment with organisational objectives (Bartesaghi, 2023). PMI (2026) research study also shows that organisations that invest in proven project management practices save 28x less money due to increased strategic initiative successes. Beyond administrative aspects, the Project Manager needs to lead decision-making, manage conflict, supervise risks, and build collaboration between the stakeholders to obtain the Project's strategic and operational results.

Risk, Quality, Change, and Configuration Control

Risk management

Goswami (2024) states that the absence of dedicated and integrated risk management approaches is a major reason for project failures, underscoring the need for proactive risk monitoring and control measures. The most common tool is the Risk Matrix or the Probability-Impact Matrix), which is simple and easily communicated; it visually represents a risk by likelihood and impact and allows efficient allocation of resources to high-priority risks (Tsami *et al.* 2025).

Risk	Probability	Impact	Mitigation Strategy
Low participant attendance	Medium	High	Early marketing and student engagement campaigns
Adverse weather conditions	Medium	High	Indoor venue contingency plan
Budget overrun	Medium	Medium	Monthly budget reviews and contingency fund
Sports-related injuries	Low	High	First-aid provision and safety protocols

Equipment failure	Medium	Medium	Equipment inspections and backup resources
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Table 10: Risk analysis

(Source: Self-developed)

Quality Management

Quality management is crucial to ensure the sports competition achieves the objectives and expectations of its stakeholders. The project will follow the principles of Total Quality Management (TQM) that emphasise the importance of continuous improvement, collaboration with stakeholders, and diligent attention to quality (Alawag *et al.* 2024). Indicators include 90% or higher participant satisfaction, venue readiness, and zero major safety incidents. The most important thing for quality is to be a part of the plan and process, and not just assessed when the project is complete.

Change management

Lewin's Three-Step Change Model will be used to guide change management (Kumarasinghe and Dilan, 2021). The Unfreeze stage is the one where stakeholders are worked up for change; they communicate the need for adjustments, such as maybe changes in venue or schedule. The Change stage is about putting activities into practice, which have been agreed, including guidance and resources to ensure disruption is minimised. In the Refreeze stage, updated documentation, communication, and monitoring of the new arrangements help to stabilise the system. Crucially, change may be required to address new threats or stakeholder needs, but if change is not properly managed, it can result in change creep and cost and time overruns. Any changes should therefore be subject to a formal approval process in order to ensure that the proposed change is in line with project objectives and quality.

Configuration control

Configuration items	Control method	Purpose
Project schedule	Version numbering and approval logs	Prevent use of outdated schedules
Budget documents	Change tracking and authorisation	Maintain financial accuracy

Risk register	Regular updates and review records	Ensure current risk information
Event Plans	Centralised document repository	Maintain consistency across stakeholders

Table 11: Configuration control

(Source: Self-developed)

Part B: Reflection on lessons learnt

Description

Creating the Project Initiation Document (PID) for the Cross-Campus University Sports Competition further developed my understanding of how projects add value to an organisation's strategy and to stakeholders in the organisation. The exercise involved the use of project management methodologies, risk management techniques, stakeholder analysis, and the theory of team management to produce a structured plan that could deliver a successful sporting event.

Feelings

At first, I considered project management just as a procedure for arranging tasks and managing plans. As I was in the process of preparing the PID, though, I realised that achieving project delivery successfully depends on managing stakeholders' expectations, risk controls, team dynamics, and strategic objectives. Managing stakeholders was particularly difficult as different groups, such as students, sponsors, and the University management, had conflicting priorities.

Evaluation

The fact that the proposed project uses the PRINCE2 methodology, with an emphasis on continual business justification, well-defined roles and responsibilities, learning from previous situations, stage-based management, and product-focused delivery, is a significant strength (Brandt, 2024). In addition, it was found that the application of Mendelow's Power Interest matrix helped in stakeholder prioritisation and communication planning. Nevertheless, I knew that, like any other project, risks can be underestimated, and communication channels can be ineffective. Pretorius *et al* (2022) found that organisations that have a more developed project management practice generally have significantly higher project success rates, which demonstrates the necessity of establishing formal project controls.

Analysis

This reflection reinforced that project success is not just about meeting the time, cost, and scope criteria. The Triple Constraint Model shows how changes to one aspect of a project will impact others (Gupta *et al.* 2026). For instance, higher numbers of participants can be correlated with greater satisfaction with the program, but can also lead to higher costs or more complex operations. Similarly, Tuckman's Team Development Model highlighted that the storming phase is not without conflict, which requires effective resolution (Awang *et al.* 2024). However, conflict is not always bad; if handled well, it can enhance collaboration and performance. On the other hand, lack of communication, insufficient risk management, lack of stakeholder buy-in, and out-of-control scope changes can lead to project failure. Thus, leadership and governance are essential as well as technical skills of project management.

Conclusion

The most important lesson I have gained from this PID is that project managers should not only act as administrators, but also leaders and communicators, as well as decision-makers throughout the project lifecycle. Besides, proactive stakeholder engagement, structured governance, and continuous monitoring are equally important for conducting successful projects.

Action Plan

I will use structured methods like PRINCE2 as a future manager and leader, enhance stakeholder communication, and practice proactive risk management. I will also advocate for team culture and sharing, as well as conduct post-project reviews to capture lessons learned. The actions will help me to be more effective at leading complex projects successfully and add value to the organisation in a sustainable way.

Conclusion

The PDI of this sports competition project clearly defines that the successful implementation of the project, with a particular emphasis on organisational strategy, as well as on the value of the stakeholders. It focuses on describing the way PRINCE2, Stakeholder Analysis, and leadership principles of teams can be applied in order to create a strong foundation that contributes to successful project delivery. Moreover, the reflection also helped to understand the need for monitoring, communicating, and learning on a continuous journey to be effective in the future of managerial work.



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