

**Project Management Maturity of Football Sports Club in South Africa – the case of
PSL Football clubs**

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DECLARATION BY CANDIDATE

I Vincent Mahlatse Maponya, hereby declare that this research report is my own work and effort and that it has not been submitted anywhere for any award. Where other sources of information have been referred to and used, they have been duly acknowledged. It is submitted in partial fulfilment of requirements for the degree of Master of Business Leadership at the School of Business Leadership: University of South Africa, Johannesburg.

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ABSTRACT

Organizations are seen as custodians of portfolio of projects and are increasingly delivering their businesses through multiple complex programs. To be successful in delivering their businesses, these organizations are required to build a project management capability within their structures. Projects today have become far more than solving of technical problems; they have become more of venues for mastering business and change. Project maturity is used as an indication of or a measurement of the organisation's ability to use projects for different purposes. An organisational Project Management Maturity Assessment is an effective method for establishing a baseline and provides an impetus for organisational change.

Project Management Maturity Models are regarded as effective tools for benchmarking and implementing improvements in organisational performance. In this Dissertation, a study in applying project management maturity model to review, assess, and analyze the degree of organizational project management maturity of one of the Professional Soccer clubs participating in the Premier Soccer League (PSL) in South Africa is presented. The project management practices and capabilities of the PSL Soccer clubs are reflected.

The purpose of this paper is to not only demonstrate the methodology and results of the assessment, but to also report on the outcome of the study and propose the necessary recommendations for improvement. The research was strictly focused on those Professional Soccer clubs which are participating in the South African PSL. For confidentiality purposes, the club in this dissertation is referred to as "The Club".

There has been no similar study that has been carried out in this field before. Therefore, this study aims to break new grounds in conducting a research of this kind in this specific sports field.

The main research question posed in this study is:

What is the level of organizational project management maturity of the South African PSL Soccer clubs?

This research question is supported by five other sub-questions which are answered in a research chapter dealing with the synthesis and analysis of the research results. These research questions were motivated by the following reasons:

Organizations are changing drastically in their fundamental ways of conducting business. This change is happening within a short period of time and at an accelerated pace. This change occurs both structurally, operationally, and culturally in response to factors such as globalization, new technology, competition, and the world economy that is various challenges in the marketplace. Organizations are also under pressure to improve on their performance in order to maintain high levels of competitiveness and continue to be successful in the global marketplace and therefore, consistent improvement on their projects or program delivery is required in order to attain competitive advantage and sustained growth.

Therefore, considering the reasons presented above, the researcher found it necessary to evaluate the current levels of project management maturity in the PSL Soccer clubs.

In order to achieve the study objectives two models were used as tools to assess the degree of The Club's project management maturity and further highlighted a recommended path for improvement. Firstly, Organisational Project Management Maturity (OPM3) model, which is a standard developed under the stewardship of Project Management Institute (PMI), was used as the main model. Secondly, the Integrated Management Systems Incorporated's (IMSI) project management assessment model was also used as a supporting model.

OPM3 is an acronym for the *Organisational Portfolio, Program, and Project Management Maturity Model*. The purpose of the OPM3 model is to provide an approach for organizations to measure and comprehend their organizational project management maturity against a comprehensive list of organizational project management Best Practices. OPM3 also assist organizations to plan for improvement of their organizational project management maturity.

The assessment of the degree of organisational project management maturity of The Club provided the basis to evaluate its success in implementing the best project management practices. From the research results obtained from this assessment, recommendations aimed at assisting The Club to progress along the maturity ladder to a Continuous Improvement level and to develop a sustainable competitive advantage through managing its business by projects, were presented.

The project management maturity model concept is widely accepted in present times in business. It provides a view of different stages of the project management development in an organization. It is however prudent to note that these systems and processes do not guarantee success, they just increase the probability of success.

The findings of this study indicate that The Club is at the Measure stage (Level 2) of maturity. Provided they are implemented by The Club, the recommendations proposed in concluding this study could assist The Club to plan for improvement and increase its degree of maturity against the Best Practices and Capabilities as presented by the OPM3 Standard.

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LIST OF ABBREVIATIONS / ACRONYMS

ABSA: Amalgamated Banks of South Africa
APM: Association of Project Managers
APMBok: Association of Project Management Body of Knowledge
CMM: Capability Maturity Model
ESPN: Entertainment and Sports Programming Network
HOQ: House of Quality
IIL: International Institute for Learning
IMSI: Integrated Management Systems Incorporated
MLB: Major League Baseball
NBA: National Basketball League
NFL: National Football League
NHL: National Hockey League
OGC: Office of Government Commerce
OPM3: Organisational Project Management Maturity Model.
P3M3: Portfolio, Programme and Project Management Maturity Model
PBO: Project Based Organization
P-CMM: People Capability Maturity Model
(PM)²: Project Management Process Maturity Model
PM: Project Management
PMBOK®: Project Management Body of Knowledge
PMI: Project Management Institute
PMMM: Project Management Maturity Model
PMO: Project Management Office
POC: Project Oriented Company
POO: Project Oriented Organisation
PRINCE: Projects in Controlled Environments
PSL: Premier Soccer League
R & D: Research & Development
SEI: Software Engineering Institute
SMCI: Standardize, Measure, Controlled, and Continuously Improved
SPC: Statistical Process Control
WBS: Work Breakdown Structure

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