

Evaluating the Significance of the 2022 FIFA World Cup in Qatar as a Mega Sporting Event in Project Management.

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Abstract

The 2022 FIFA world cup in Qatar has promoted the setting-up of major projects in the country. This has entailed extensive construction of stadiums as well as a sustainable strategy adopted for this particular World Cup to ensure its long-term benefits. The strategies made have been in line with project management processes to enable the smooth management of the 2022 FIFA World Cup. These processes have been in the form of financial, social, and environmental project management. The study aimed to evaluate the significance of the 2022 FIFA World Cup in Qatar as a mega sporting event in project management. The research helped evaluate the management practices of the FIFA World Cup in terms of financial and economic project management, environmental project management, and social project management. The research, therefore, analysed the FIFA World Cup's financial, social, and environmental project management measures by collecting the data using a questionnaire sent to various respondents. The data was then put through measures of descriptive statistics as well as hypothesis tests to measure whether there was a significant effect of the 2022 FIFA World Cup on the country's project management measures and practices. The study established that mega sporting events are significant in the three areas of project management and further recommended the use of these mega sporting events for the project management towards developments in the country.

Keywords: *Financial Project Management, Social Project Management, Environmental Project Management, 2022 Qatar FIFA World Cup, mega sporting events, sports management.*

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I. Introduction

1.1 The background and context of the research.

The FIFA World Cup (FWC) has been known to be one of the most prestigious football events in the world. Its prestige and fame bring with it the pressures of hosting a spectacular World Cup for the host countries. Countries go through great lengths to make their country ready to be selected to host these events. Qatar did not fall far behind with planning for the FWC. It was a surprise that Qatar was chosen to host the 2022 FIFA World Cup because of its small size and its lack of a famous football team¹. However, this did not stop the country from bidding to host the World Cup. Following the bid by South Africa, mega sporting events have been a catch for most nations because of the benefits that are believed to come with the hosting of these mega sporting events. Extensive planning is usually seen to follow suit once the countries are chosen to host the mega sporting events. Various countries go through extreme measures to ensure these mega sporting events are well prepared for the attendees. These include making legislative reforms and significant infrastructure developments. The FIFA World Cup is a major project that needs to be managed appropriately to ensure its success. Proper project management practices have to take place to ensure this mega event has successfully been executed. Qatar, therefore, has been seen to put a lot of measures to ensure the 2022 FIFA World Cup is a success², such as the construction of state-of-the-art stadiums and making various labour reforms. Fundamentally, the FIFA World Cup is an important sports event in shaping project management practices.

1.2 Research Rationale

With the increasing demand for mega sporting events, countries are doing all they can to make their environment sports friendly. This comes along with various benefits that are deemed to follow a country once they host these mega sporting events. The FIFA World Cup is a mega sporting event that has been fought for by

1. Joan C. Henderson (2014) Hosting the 2022 FIFA World Cup: opportunities and challenges for Qatar, *Journal of Sport & Tourism*, (19:3-4, 281-298),

2. Raffaello Furlan and Heba ElGahani, Post 2022 FIFA World Cup in the State of Qatar: Urban regeneration strategies for Doha, *Journal of Urban Regeneration and Renewal* 1752-9638 (2018) Vol. 11, 4, 1-16, Henry Stewart Publications.

many. Qatar winning the bid to host the 2022 World Cup means it has higher standards of hosting mega sporting events to live up to. The country, therefore, needs to put in place significant measures to ensure the success of the event. The need to analyse these events arises, for future events to come and to ensure their sustainability. The failure of many host countries to plan properly for these mega-events have proven to be an issue in terms of planning for the costs of running the projects and whether there will be benefits. Project management is a process of planning for the execution of a project, which is very useful in handling mega sporting events. Therefore, mega sporting events and project management exist coherently. The research has helped identify the project management practices that Qatar has engaged in for the success of the 2022 FIFA World Cup. It has also evaluated the relevant measures taken, such as the changes in the transport systems and public spaces, as well as budget changes and legislative reforms and whether the FIFA World Cup will be significant in forming these project management practices.

1.3 The aims and objectives of the research

The study aimed to evaluate the significance of the 2022 FIFA World Cup in Qatar in project management. Various objectives were outlined to achieve this aim:

- To provide a clear view of the project management practices that have been carried out because of the upcoming 2022 FIFA World Cup in Qatar.
- To understand the contribution that the 2022 FIFA World Cup has made in the different aspects of project management.
- To find out whether the contributions made in preparation for the event are significant to project management.
- Provide recommendations to enable proper project management for future mega sporting events.

1.4 Research questions

With the aims and objectives of the research outlined, it was necessary to have research questions to guide the researcher in meeting achieving the objectives. The following are the research questions the study sought to answer:

- Are there contributions that the 2022 FIFA World Cup has made towards project management?
- Do these contributions have a significant effect on project management?

1.5 Significance of the research.

The study was conducted as a new case study because the 2022 FIFA World Cup is the first world cup to be hosted in Qatar. Therefore, it was necessary to conduct the research because of the uniqueness of the country. Qatar being a rich Arab country and the first Arabian country to host this mega event, it is necessary to understand the contributions the FIFA World Cup has made to the country's project management,³ whether negative or positive. The study is also significant to project managers in providing evidence of properly managed mega sporting events for proper management measures to be undertaken in the future. Moreover, the study is useful in steering the guidelines for other sporting events in the near future. For future sporting events, governments and policymakers will be able to identify areas of focus related to mega sporting events and make various legislations for proper planning of these events. Fundamentally, the study provides evidence of how significant mega sporting events are to project management, a study focus that is currently non-existent due to disparity in information from different scholars. This, therefore, warranted the need for the study.

3. FIFA Club World Cup. 2022 FIFA World Cup—Bid Evaluation Report: Qatar; FIFA: Zurich, Switzerland, 2010

II. Literature Review

2.1 Theoretical framework

Various concepts and theories have been used to interpret the contributions of mega sporting events to the host country. Research by Rebecca Pfitzner⁴, on the impacts of mega sporting on host residents' quality of life post sporting events, used data from the 2014 FIFA World cup in Brazil. The study used the social identity theory to investigate the relationship between fans during sports events. It also utilised the Nation-building theory to explain how the interactions of individuals during the games impact them by making changes in the financial project management of the country at a national level. Thirdly the research used Mehrabian Russell's environmental psychology behavioural model to explain whether the perceived impacts of mega sporting are significant in making changes in the social project management with quality of life of the people as their variable. The research used questionnaires to collect and analyse data through longitudinal data analysis as well as a mediated regression analysis. The research, however, found that there was no change in the quality of life post-event per se. However, it was found out that higher perceptions of the significance of mega sporting events caused greater changes in quality of life.

The concept of mega sporting events seen as significant in planning and strategic development was seen in Jansson's research⁵ on the role of mega sporting events in Malmo, Sweden. The research suggests that the concept of fatefulness by Goffman⁶ can be used to explain the impacts of mega sporting events. It suggested that these mega-events act as a stimulus for fateful moments in a city's environmental project management by making changes in the environment, such as sustainable changes on the land in the form of beautification programs. It emphasised that these events, in providing new developments in the city's environment, steer the cities to new development directions, and also provides social renewal for its citizens. Another theory that is mainly seen to provide an understanding of the significance of mega sporting events is the theory of social sustainability. This theory greatly regards the social influence of mega sports events on ensuring the social project management practices are sustainable for future events.

2.2 .1 Contributions and Significance of mega sporting events in different aspects of project management

Various countries view mega sporting events as a reason for a boom in their urban developments. This is a view shared by various sports organisations as well as certain development agencies. Research by Preuss⁷ suggests that mega sporting events act as catalysts for financial and economic project developments, which take up to 10 years afterward. The research came up with a model for calculating the cost-benefit analysis and economic impacts of the Olympic Games. The research conducted a longitudinal analysis of the net present value of the Olympic Games at a given time frame. The researcher concluded that the significance of these games on the financial project management, however, lose their power after a certain period. It also suggested that the size of the significance depends on the size of the city, the level of tourist inflows, existing infrastructure, and subsidiaries of the country. They, however, regards to the significance provided to the social project management practices of creating tourist inflows as a positive impact on the host countries.

Research by Hiller⁸ on the winter Olympics 1988 suggests that the flagship environmental developments made during the mega sporting events form good urban designs that result in better project management practices to host other mega sporting events. An example in the research is Calgary's Olympic plaza used to host major tournaments after the Olympics. However, with the social projects' sustainability also comes equity of resources. Hiller, however, states that these sporting events come with higher financial project management strategies from the International Olympic Committee in this case that the needy residents cannot meet. The escalating high costs of these events prove to be a hindrance to their sustainability in the long run. Studies by Gratton, Shibli, & Coleman⁹ suggest that the infrastructure spending on megasporting events has been on the increase due to the economic benefits it causes to the host cities. Their research focused on the evidence of the financial project management strategies that provide the success of these mega sporting events

4. Pfitzner, Rebecca. "The impact of mega-sport events on host residents' quality of life." PhD diss., Technische Universität München, 2016.

5. Jansson, André. "Re-encoding the spectacle: urban fatefulness and mediated stigmatization in the 'City of Tomorrow'." *Urban studies* 42, no. 10 (2005): 1671-1691.

6. Goffman, Erving. *Interaction ritual: Essays in face behaviour*. Aldine Transaction, 2005.

7. Preuss, Holger. "The economic impact of visitors at major multi-sport events." *European sport management quarterly* 5, no. 3 (2005): 281-301.

8. Hiller, Harry H. "Post-event outcomes and the post-modern turn: The Olympics and urban transformations." *European sport management quarterly* 6, no. 4 (2006): 317-332.

⁹ Gratton, Chris & Shibli, Simon & Coleman, Richard. (2005). Sport and Economic Regeneration in Cities. *Urban Studies*. 42. 985-999.

and put the investment expenditure to good use. They also suggested that these sports investments provide a new image of the city and new employment opportunities.

Studies on the social project management legacies of mega sporting events by Holt and Ruta¹⁰ suggests that the positive effects of mega sporting events are important in the practices for urban development. Their research suggests that the management of mega sporting events should lead to better legacies, such as the long-term revival of an economy and the renewal of the city into a new brand. The study also emphasised on the feel-good factor and pride that befalls the population after mega sporting events as a long-term benefit of mega sporting events. Besides, various negative contributions of the mega sporting events also exist due to improper financial project management practices, which can be seen in the form of excessive cost expenditures¹¹, slip up on the schedules, and higher expectations of the positive contributions of other mega sporting events in different nations. The research by Baade and Matheson¹² suggests that after the 1994 World Cup games, the host cities suffered significant losses instead of gains post-event. Their research focused on the qualitative analysis of existing evidence on the impacts of mega sporting events. Their research included the 2010 FIFA World Cup in South Africa, among other World cups. Their study showed that even with the high infrastructure cost, the rewards to these events were very minimal.

These negative effects were also seen in the Rio de Janeiro World cup games as it accelerated the socio-spatial polarisation because of the resettlement of the residents¹³. This research also portrayed the management changes made by the government on certain legislations such as tax exemptions, which costed the country great losses on tax revenues that year. Many host cities are seen to make the same mistake in making new legislations or making certain exemptions to accommodate mega sporting events¹⁴. This, however, only brings negative contributions to the nation's financial project management and planning processes. Further, research by Martin Muller also suggests the negative effects on the project management processes and what should be done to mitigate unfavourable outcomes. The study suggests a group of symptoms that affect the planning of mega sporting events. These include the highly promised benefits, suspension of the rule of law, the misappropriation of public resources for public use, and the overestimated and underestimated costs. The research suggests better policies in social, environmental, and financial project management aspects of these mega sporting events of avoiding these risks and negative contributions.

2.2 Conceptual Framework

The conceptual framework for the study relied on the approach of sustainable project management¹⁵. The theory focused on the planning, monitoring, and controls of delivering projects and their support for their processes. The theory considers the environmental, economic, financial, and social aspects of a project life cycle, which includes the resources of the project, its process, its deliverables, and its effects. It also focuses on the realisation of benefits for stakeholders of projects managed and performed in transparent and ethical ways. This theory, therefore, was integrated into the study to analyse how the interactions of stakeholders, the available resources, and the policies and practices of the 2022 FWC will provide better financial, social, and environmental project management.

¹⁰Holt, R. & Ruta, D. (2015). Routledge handbook of sport and legacy: Meeting the challenge of major sports events. 10.4324/9780203132562.

¹¹Matheson, Victor, "Assessing the infrastructure impact of mega-events in emerging economies" (2012). Economics Department Working Papers. Paper 8. http://crossworks.holycross.edu/econ_working_papers/8

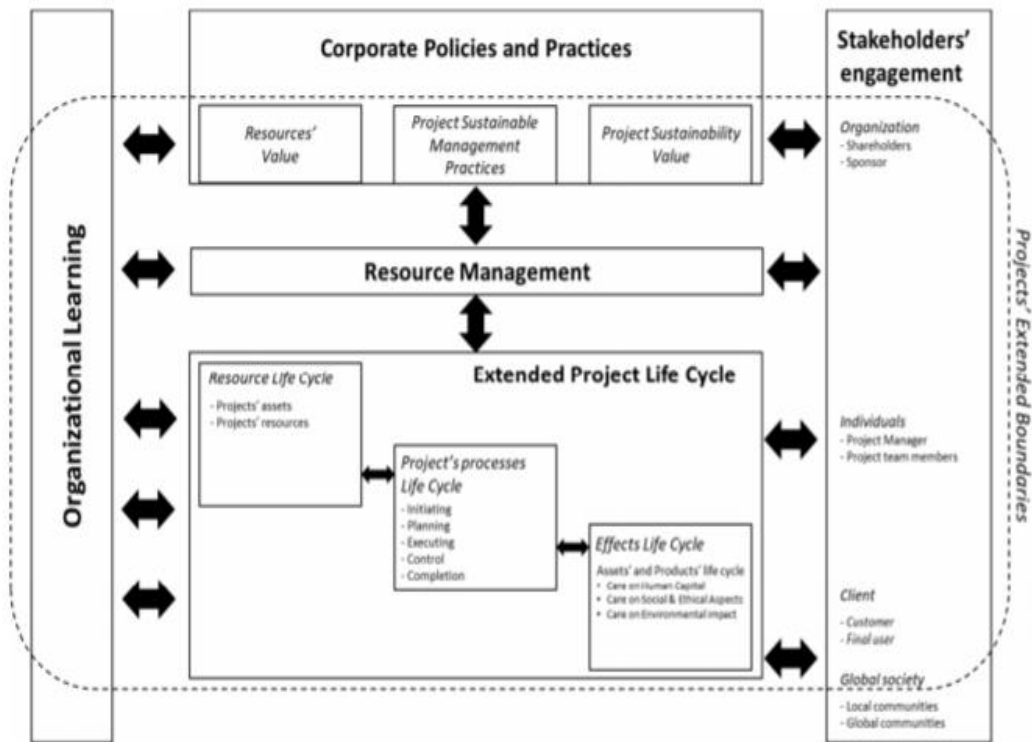
¹²Baade, Robert A., and Victor A. Matheson. "The quest for the cup: assessing the economic impact of the world cup." *Regional studies* 38, no. 4 (2004): 343-354., DOI: [10.1080/03434002000213888](https://doi.org/10.1080/03434002000213888)

¹³Gaffney, Christopher. (2010). Mega-events and socio-spatial dynamics in Rio de Janeiro, 1919-2016. *Journal of Latin American Geography*. 9. 7-29. 10.1353/lag.0.0068.

¹⁴De Paula, Marilene. "The 2014 World Cup in Brazil: its legacy and challenges." *Human Rights programme coordinator for the Heinrich Böll Foundation in Brazil*. https://doi.org/10.1163/2210-7975_hrd-9951-0029 (2014).

¹⁵Silvius, A. J. Gilbert, Martin Kampinga, Silvana Paniagua and Herman G. Mooi. "Considering sustainability in project management decision making; An investigation using Q-methodology." *International Journal of Project Management* 35 (2017): 1133-1150.

Figure 1: Conceptual framework



2.3 Summary of literature review

From the analysis of the previous scholarly studies, it is evident that mega sporting events have significant positive and negative effects on the host city. This can be seen by the positive financial and social project management measures that are associated with positive infrastructure development¹⁶, changes in the city's image, and the influx of tourists¹⁷. Certain scholars, however, suggest that these positive contributions are only possible with proper planning processes¹⁸. Others also suggest that they are dependent on the existing infrastructure and stability of the host nations¹⁹. The negative contributions also exist post various mega sporting events such as cost overruns and high maintenance costs²⁰ that warrants the need for further quantitative analysis into these mega sporting events and their significance in financial, social, and environmental project management.

¹⁶Preuss, Holger. "The economic impact of visitors at major multi-sport events." *European sport management quarterly* 5, no. 3 (2005): 281-301.

¹⁷ Ibid.

¹⁸ Martin Müller (2015) The Mega-Event Syndrome: Why So Much Goes Wrong in Mega-Event Planning and What to Do About It, *Journal of the American Planning Association*, 81:1, 6-17, DOI: [10.1080/01944363.2015.1038292](https://doi.org/10.1080/01944363.2015.1038292)

¹⁹ Matheson, Victor, "Assessing the infrastructure impact of mega-events in emerging economies" (2012). Economics Department Working Papers. Paper 8. http://crossworks.holycross.edu/econ_working_papers/8

²⁰ Baade, Robert A., and Victor A. Matheson. "The quest for the cup: assessing the economic impact of the world cup." *Regional studies* 38, no. 4 (2004): 343-354., DOI: [10.1080/03434002000213888](https://doi.org/10.1080/03434002000213888)

III. Research Methodology

3.1 The research Design

The research design took the form of a mixed form of analysis by incorporating both qualitative and quantitative analysis. The qualitative analysis of the literature review helped provide necessary information on mega sporting events and their significant impact on project management. Further qualitative analysis followed from the analysis of the raw data collected. This was done through the provision of empirical results from measures of data analysis.

3.2 Sources of Data and Data collection method

Data was collected from primary sources. These were individuals directly involved with the planning of the 2022 FIFA World cup. They included government officials, officials from the governing body of the FIFA World cup, organising committees, various event planners, project managers, and a few of the local workers in the construction sector. The data was collected by the use of survey questionnaires sent to the respondents via email. Data on financial project management was collected from the FIFA organisation officials as well as the sports ministry organising committee. Data on social project management was collected from the existing professionals in the field of project management as well as social workers. The data from environmental project management practices was collected from government employees, those with elementary occupations as well as service workers. A sample of the questionnaire was sent to a few of the respondents prior the data collection to ensure that they were comfortable with the language of questioning, and they understand the questions. The questionnaires were sent to 65 target respondents, however, seven did not respond, leaving the total respondents to 58. The different impacts of the contributions of the FIFA World cup in Qatar were asked in the questionnaires in different forms. Each question was measured using a 5-point Likert Scale from 1 being the least agreeable to 5 being the most agreeable.

3.3 Method of Data Analysis

The data was analysed by performing hypothesis tests on each of the questionnaire responses. This was done using the statistical packages for social sciences (SPSS) software. The hypothesis tests were done using a sample chi-square test because of the variables used. The variables were categorised in the form of economic effects, social effects, infrastructural development effects, and organisational and governance effects. The questionnaire was put through a Cronbach's alpha test to check its reliability. A Pearson's coefficient test was also performed to check for collinearity of the variables.

3.4 The research Hypothesis

The null hypotheses formulated to find a solution to the research questions were as follows:

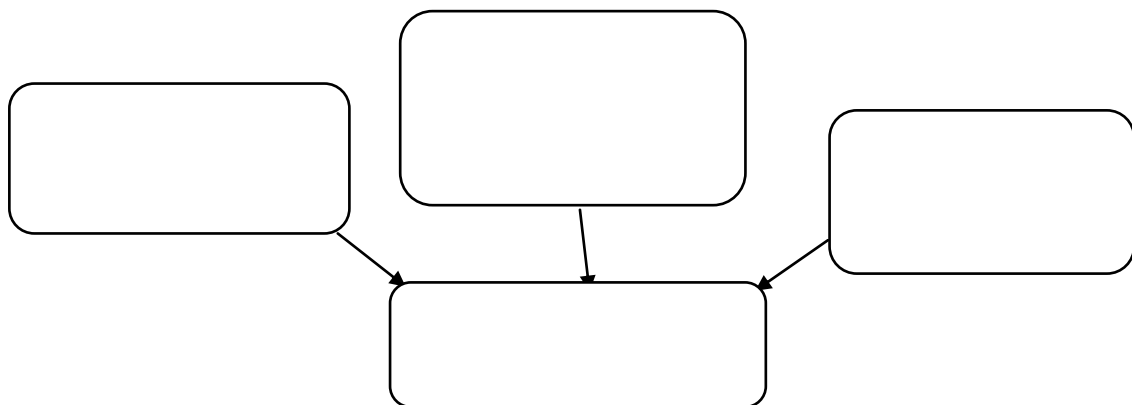
H1: there is no significance of mega sporting events in financial and economic project management

H2: there is no significance of mega sporting events in social project management

H3: there is no significance of mega sporting events in environmental project management

3.5 Research model

Figure 2: Research model



The research model shown in the figure above was used to find the solutions to the research objectives.

3.6 Ethical considerations

Various ethical considerations were made to ensure the smooth running of the research. These included the procurement of official letters to allow the questioning of various government officials and workers. The respondents were also consented before proceeding to respond to the questionnaire. The anonymity of the responses was also guaranteed, and the research ensured the respondents responded objectively to the questions.

3.7 Research Limitations.

The research faced the limitation of the small sample size due to the availability of willing respondents. The study was also limited to respondents that could receive and access emails. This meant that certain members of the population with no access to the internet and those who could not check their emails frequently were left out of the research.

IV. Analysis, Results, and Discussion

4.1 Overview

The chapter contains an analysis of the data collected to find a solution to the research problem. Descriptive statistics of the variables measured are displayed as well as a one-sample t-test to test the significant effects of the variables. Also, the variables were tested for internal consistency and correlation. The variables obtained financial and economic project management, social project management, and environmental project management. The results are finally displayed and discussed.

4.2 Descriptive statistics

The table below displays the mean, standard deviation, and standard error of the variable.

One-Sample Statistics

| | N | Mean | Std. Deviation | Std. Error Mean |
|----------------------------------|----|--------|----------------|-----------------|
| Financial project management | 58 | 3.8448 | .72974 | .09582 |
| Economic project management | 58 | 3.8842 | .52264 | .06863 |
| Social project management | 58 | 3.8190 | .60961 | .08005 |
| Environmental project management | 58 | 3.7759 | 1.12458 | .14766 |

Table 1: Descriptive statistics

4.3 Test for internal consistency and correlation

The Cronbach’s alpha test for reliability found that the sample responses were all reliable, having attained a reliability score of more than 0.5²¹. The results are displayed in the table below. A spearman’s correlation coefficient also recorded correlations of more than 0.5, therefore allowing the researcher to conclude that there was collinearity among the variables. This can be seen in the table below.

| Inter-Item Correlation Matrix | | | | |
|--------------------------------------|-----------------------------|----------------------------|--------------------------|---------------------------------|
| | Financialproject management | Economicprojectm anagement | Socialprojectmana gement | Environmentalproject management |
| Financialprojectmanagement | 1.000 | .159 | .049 | .120 |
| Economicprojectmanagement | .159 | 1.000 | -.097 | .177 |
| Socialprojectmanagement | .049 | -.097 | 1.000 | .407 |
| Environmentalprojectmanagemen t | .120 | .177 | .407 | 1.000 |
| Reliability Statistics | | | | |
| Cronbach's Alpha | 0.512 | N of Items | 4 | |

Table 2: Correlation and Reliability diagnostics

21. Hair, J.F., RE. Anderson, RL. Tatham and W.G. Black, 1998. Multivariate Data Analysis. 5th Edn, Prentice Hall, New Jersey, USA, ISBN-JO: 0138948585, pp: 768.

4.4 Demographic Representation

The sample respondents were represented, as seen in Table 4 (Appendix 1). A more significant percentage of the represented gender were females. The majority of the respondents were of the university, and graduate-level and most were professionals and government employees. The frequency distributions are also presented in Table 5 (Appendix 1). All the variables recorded a mean of higher than 3, showing that most of the respondents agreed to the presence of measures of financial and economic project management, social project management, and environmental, as well as social management present as a result of the FWC.

4.5 Hypothesis testing

A one-sample t-test was conducted to test the hypotheses of the research. The null hypotheses tested were:

H1: there is no significance of mega sporting events in financial project management

H2: there is no significance of mega sporting events in social project management

H3: there is no significance of mega sporting events in environmental project management

The results of these tests are shown in the table below.

| One-Sample Test | | | | | | |
|----------------------------------|----------------|----|-----------------|-----------------|---|--------|
| | Test Value = 3 | | | | | |
| | t | Df | Sig. (2-tailed) | Mean Difference | 95% Confidence Interval of the Difference | |
| | | | | | Lower | Upper |
| Financial project management | 8.817 | 57 | .000 | .84483 | .6530 | 1.0367 |
| Economic project management | 12.885 | 57 | .000 | .88424 | .7468 | 1.0217 |
| Social project management | 10.231 | 57 | .000 | .81897 | .6587 | .9793 |
| Environmental project management | 5.254 | 57 | .000 | .77586 | .4802 | 1.0716 |

Table 3: One sample T-test

All the variables were found to be statistically significant at $p < 0.05$. This can be seen in the table above. Therefore, we reject the null hypothesis and conclude that there are significant contributions of the 2022 FWC to financial and economic project management, social project management, and environmental, as well as social project management.

V. Discussion of Findings

From the results of the hypothesis tests, it was found that all the hypothesis tests were significant at a p -value < 0.05 . The first hypothesis test rejected the null hypothesis that stated, there is no significant contribution of mega sporting events on the financial and economic management of the 2022 FWC in Qatar. The 2022 FIFA World cup was found to be significant in providing planning measures important to financial project management. This can be seen by the high-cost measures established to plan the FWC. It can also be seen in the management of infrastructure expenditure used for the FWC. The emphasis of the fiscal expenditure investments on the FWC is seen to guide the management of the national income of the country. The contributions of the 2022 FWC on the economic project management were significant in the provisions for the promotion of hotel and hospitality business, the development of various transport systems, and sufficient sports facilities. These projects were to transform the economy of Qatar pre-event and post-event, thus influence the country's economic management. The second null hypothesis stated the presence of no significant contribution of the 2022 FWC on social project management. This involved managing the development of the city's image, the employment rates, and the country's attraction of tourists. It was found that the FWC was of great importance in the contribution to the social project management. It was also found that great importance would be put on the management of intangible benefits of the FWC compared to the tangible benefits. There were also changes in the people's interests in sporting and healthy lifestyle management due to the 2022 FWC. The third hypothesis tested the lack of a significant effect of the 2022 FWC on environmental project management. The country seemed to practice measures that would maintain a greener and less polluted environment. Therefore, the FWC contributes significantly to the management practices of the environment for both pre-event and post-event. The 2022 FWC, therefore, was found to provide significant contributions that impact the project management aspects. These included the financial, economic, social, and environmental aspects of project management.

VI. Summary, Conclusion, and Recommendations

5.1 Summary of the research

The study was set out to evaluate the significance of the 2022 FWC in Qatar as a mega sporting event on project management. The objectives were set out, and the data collected in line with the objectives of the study analysed using quantitative and qualitative methods. This was done through the theoretical and conceptual reviews of the existing literature on the subject of the significance of mega sporting events. Various contributions were analysed, and they were found to be different forms of significance, both negative and positive. Data was then further collected by the use of questionnaires from a sample of 58 respondents. The data was put through various measures of internal consistency and correlations to obtain their reliability. It was then analysed by the performing hypothesis tests using a one-sample t-Test to obtain the significance of the variables measured. The variables were categorised in the form of financial, economic, social, and environmental aspects of project management. The null hypothesis of each of the measured effects stated no significant effects of the 2022 FWC on Qatar. All the null hypotheses were rejected with the research finding significant contributions of the 2022 FWC on Qatar's forproject management measures.

5.2 Conclusion of the Findings

From the findings of the study, it was concluded that the 2022 FWC in Qatar is significant to project management. The significant effects evaluated financial, economic, social, and environmental aspects of project management. They were all found to be significant to the country during and post-event. Therefore, concluding that the 2022 FWC has great significance on Qatar's project management strategies in all sectors. The financial project management practices employed were, however, disputed as being very costly. This was similar to research by Matheson,²² where cost overruns were recorded. The positive significant on the social influence of the FWC helped create more social project management practices that enabled a better lifestyle and creation of a better image for Qatar. This resulted in the promise of more tourist influx and major employment and income opportunities. Good financial project management practices, however, have helped create the state of the art stadiums and public spaces. The influence of the FWC will put Qatar on the map as a sports hub for other mega sporting events. The significant influence of the FWC is seen to have helped Qatar create better strategies for environmental project management of green and less polluting projects. This, therefore, impacts greatly on the planning of the future mega sporting events incorporating greener strategies. The development of a better image for Qatar owing to the FWC has also helped create better social project management practices that shape the future of planning other mega sporting events.

5.3 Recommendations of the research

Further research is recommended on more factors that are significant from these mega sporting events. Most research has also not dwelled on the FIFA World cup but the Olympics. This, therefore, means more research should be conducted to obtain conclusive results on the disparity in literary sources. Project managers and financial planners should also find guidance in this research to identify significant contributions of these mega sports events and use them for future project planning.

Appendix 1: Respondents Demographics

| Demographic Representations | | | | | |
|-----------------------------|------------------|-----------|---------|---------------|--------------------|
| Level of Education. | | | | | |
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Master's Level | 8 | 13.8 | 13.8 | 13.8 |
| | University level | 15 | 25.9 | 25.9 | 39.7 |
| | Graduate Level | 19 | 32.8 | 32.8 | 72.4 |
| | Ph.D. Level | 10 | 17.2 | 17.2 | 89.7 |
| | Other | 6 | 10.3 | 10.3 | 100.0 |
| | Total | 58 | 100.0 | 100.0 | |
| Gender | | | | | |
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Male | 25 | 43.1 | 43.1 | 43.1 |
| | female | 33 | 56.9 | 56.9 | 100.0 |
| | Total | 58 | 100.0 | 100.0 | |
| type of work | | | | | |

22. Baade, Robert A., and Victor A. Matheson. "The quest for the cup: assessing the economic impact of the world cup." *Regional Studies* 38, no. 4 (2004): 343-354., DOI: [10.1080/03434002000213888](https://doi.org/10.1080/03434002000213888)

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|--|-------------------------|-----------|---------|---------------|--------------------|
| Valid | Elementary occupations | 5 | 8.6 | 8.6 | 8.6 |
| | Service worker | 6 | 10.3 | 10.3 | 19.0 |
| | Government Employee | 16 | 27.6 | 27.6 | 46.6 |
| | Managerial/professional | 19 | 32.8 | 32.8 | 79.3 |
| | Skilled Manual | 5 | 8.6 | 8.6 | 87.9 |
| | Social work | 7 | 12.1 | 12.1 | 100.0 |
| | Total | 58 | 100.0 | 100.0 | |
| income level | | | | | |
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Extremely low | 6 | 10.3 | 10.3 | 10.3 |
| | Low | 4 | 6.9 | 6.9 | 17.2 |
| | Average in the country | 10 | 17.2 | 17.2 | 34.5 |
| | High | 27 | 46.6 | 46.6 | 81.0 |
| | Extremely high | 11 | 19.0 | 19.0 | 100.0 |
| | Total | 58 | 100.0 | 100.0 | |
| Aware of the World cup in Qatar | | | | | |
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | No | 5 | 8.6 | 8.6 | 8.6 |
| | Yes | 53 | 91.4 | 91.4 | 100.0 |
| | Total | 58 | 100.0 | 100.0 | |

Table 4: Demographic representation

Appendix 2: Frequency distribution of variables.

| Financial project management | | | | | |
|-------------------------------------|-------|-----------|---------|---------------|--------------------|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | 2.25 | 2 | 3.4 | 3.4 | 3.4 |
| | 2.50 | 2 | 3.4 | 3.4 | 6.9 |
| | 2.75 | 2 | 3.4 | 3.4 | 10.3 |
| | 3.00 | 4 | 6.9 | 6.9 | 17.2 |
| | 3.25 | 5 | 8.6 | 8.6 | 25.9 |
| | 3.50 | 6 | 10.3 | 10.3 | 36.2 |
| | 3.75 | 8 | 13.8 | 13.8 | 50.0 |
| | 4.00 | 7 | 12.1 | 12.1 | 62.1 |
| | 4.25 | 7 | 12.1 | 12.1 | 74.1 |
| | 4.50 | 6 | 10.3 | 10.3 | 84.5 |
| | 4.75 | 4 | 6.9 | 6.9 | 91.4 |
| | 5.00 | 5 | 8.6 | 8.6 | 100.0 |
| | Total | 58 | 100.0 | 100.0 | |
| Economic project management | | | | | |
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | 2.43 | 1 | 1.7 | 1.7 | 1.7 |
| | 2.57 | 1 | 1.7 | 1.7 | 3.4 |
| | 2.86 | 1 | 1.7 | 1.7 | 5.2 |
| | 3.00 | 1 | 1.7 | 1.7 | 6.9 |
| | 3.14 | 3 | 5.2 | 5.2 | 12.1 |
| | 3.29 | 1 | 1.7 | 1.7 | 13.8 |
| | 3.43 | 2 | 3.4 | 3.4 | 17.2 |
| | 3.57 | 6 | 10.3 | 10.3 | 27.6 |

| | | | | | |
|---|-------|-----------|---------|---------------|--------------------|
| | 3.71 | 9 | 15.5 | 15.5 | 43.1 |
| | 3.86 | 5 | 8.6 | 8.6 | 51.7 |
| | 4.00 | 4 | 6.9 | 6.9 | 58.6 |
| | 4.14 | 8 | 13.8 | 13.8 | 72.4 |
| | 4.29 | 5 | 8.6 | 8.6 | 81.0 |
| | 4.43 | 5 | 8.6 | 8.6 | 89.7 |
| | 4.57 | 3 | 5.2 | 5.2 | 94.8 |
| | 4.71 | 2 | 3.4 | 3.4 | 98.3 |
| | 4.86 | 1 | 1.7 | 1.7 | 100.0 |
| | Total | 58 | 100.0 | 100.0 | |
| Social project management | | | | | |
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | 2.33 | 1 | 1.7 | 1.7 | 1.7 |
| | 2.67 | 2 | 3.4 | 3.4 | 5.2 |
| | 2.83 | 3 | 5.2 | 5.2 | 10.3 |
| | 3.00 | 1 | 1.7 | 1.7 | 12.1 |
| | 3.17 | 2 | 3.4 | 3.4 | 15.5 |
| | 3.33 | 4 | 6.9 | 6.9 | 22.4 |
| | 3.50 | 5 | 8.6 | 8.6 | 31.0 |
| | 3.67 | 8 | 13.8 | 13.8 | 44.8 |
| | 3.83 | 9 | 15.5 | 15.5 | 60.3 |
| | 4.00 | 5 | 8.6 | 8.6 | 69.0 |
| | 4.17 | 3 | 5.2 | 5.2 | 74.1 |
| | 4.33 | 4 | 6.9 | 6.9 | 81.0 |
| | 4.50 | 5 | 8.6 | 8.6 | 89.7 |
| | 4.67 | 3 | 5.2 | 5.2 | 94.8 |
| | 5.00 | 3 | 5.2 | 5.2 | 100.0 |
| | Total | 58 | 100.0 | 100.0 | |
| Environmental project management | | | | | |
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | 1.50 | 3 | 5.2 | 5.2 | 5.2 |
| | 2.00 | 3 | 5.2 | 5.2 | 10.3 |
| | 2.50 | 5 | 8.6 | 8.6 | 19.0 |
| | 3.00 | 11 | 19.0 | 19.0 | 37.9 |
| | 3.50 | 7 | 12.1 | 12.1 | 50.0 |
| | 4.00 | 2 | 3.4 | 3.4 | 53.4 |
| | 4.50 | 9 | 15.5 | 15.5 | 69.0 |
| | 5.00 | 18 | 31.0 | 31.0 | 100.0 |
| | Total | 58 | 100.0 | 100.0 | |

Table 5: frequency distribution of variables.

Appendix 3: Sample Questionnaire

Part I. Background Information

- 1. Level of Education. Please, choose the Level that you fall within at the moment of responding.**
 - University level
 - Master's Level
 - Ph.D. Level
 - Graduate Level
 - Other

- 2. What is your gender?**
 - Male
 - Female

- 3. What is the type of work you do for a living?**
 - Elementary occupations
 - Skilled Manual
 - Social work
 - Service worker
 - Managerial/professional
 - Government Employee

- 4. How would you characterise your income?**
 - Extremely low (i.e. you do not have enough money even for food)
 - Low
 - Average in the country
 - High
 - Extremely high (i.e. you do not count money and do not restrict yourself in spending)

- 5. Are you aware that Qatar is hosting the 2022 World Cup?**
 - Yes
 - No

- 6. Do you agree with economic commentators that hosting the 2022 World Cup accelerates changes in infrastructure development in the country?**
 - Strongly disagree
 - Disagree
 - Neither agree nor disagree
 - Agree
 - Strongly agree

- 7. Commentators often suggest that high costs of hosting the 2022 FIFA World Cup will affect the expenditure budgets of Qatar greatly in the future. Do you agree?**
 - Strongly disagree
 - Disagree
 - Neither agree nor disagree
 - Agree
 - Strongly agree

- 8. Hosting the 2022 World cup will promote businesses, such as in the hotel and hospitality industry.**
 - Strongly disagree
 - Disagree
 - Neither agree nor disagree
 - Agree
 - Strongly agree

- 9. Do you agree with the government position that currently Qatar has a well-developed road system?**
 - Strongly disagree

- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

10. Do you agree with the ministry of culture and sports that Qatar currently has constructed a sufficient number of stadiums and sports objects?

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

11. The 2022 World Cup will raise the tourist influx in the country.

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

12. According to industry specialists, there is excessive expenditure on infrastructure development in Qatar.

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

13. There have been major changes in the transport systems of the country. Do you agree?

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

14. There have been major changes in the construction of stadiums. Do you agree?

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

15. There have been major changes in the public spaces in the country. Do you agree?

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

16. Some commentators believe that the jobs created by the 2022 FIFA World Cup in Qatar will stay long after the event is over. Do you agree?

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

17. Do you agree that you can expect to have more opportunities to raise your income during the 2022 FIFA World Cup? For example, will your business or sales of the company where you work and you receive payments to benefit from increased demand during the FIFA World Cup?

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

18. Do you have confidence in a sustainable long-term increase in your income after the 2022 FIFA event is over? For example, will you have more employment opportunities, or is your business expected to grow faster after the World Cup?

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

19. Analysts predict that the 2022 FIFA World Cup will attract many tourists in the country. Do you agree with this?

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

20. Commentators often say that Qatar will be attracting more and more tourists even after the 2022 FIFA event is over. Do you agree?

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

21. To what extent do you agree with the argument that tourists are essential for the growth and national income of the country? The national income is the total amount that all households and businesses earned in Qatar.

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

22. Economists argue that infrastructure investments, such as investments in roads, buildings, internet and mobile networks, power supply, etc., are essential for the growth of national income of the country. What is your response?

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

23. According to researchers, intangible benefits (such as pride for the country and psychological satisfaction) will be greater than tangible benefits (such as a rise in people's income) after the 2022 FIFA World Cup. Do you agree?

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

24. Based on previous experience, commentators often say that the 2022 FIFA World Cup will significantly increase the public interest in sports and a healthy lifestyle in Qatar. Do you agree?

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

25. Industry specialists estimate that public infrastructure investments in preparation for the 2022 World Cup will make cities “greener” and less polluted. Do you agree?

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

Appendix 4: Abbreviations

FWC-FIFA World Cup

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