

Project Management (LCBB5005)

Assessment 2

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Introduction:

The primary purpose of this essay is to analyze the crossrail project which is also known as the Elizabeth line project. The essay will highlight the different aspects of the crossrail project which will show the reason why the crossrail project will be a success or a failure. The essay will analyze the crossrail project based on different principles which are defined under the concept of project management. Also, it will justify the crossrail project by critically evaluating the project based on tools and techniques set under the project management (Guo and Zhang,2022). The essay will also highlight the life cycle of a product and how the project is started, the budget is passed, the problems within the completion of the project, the completion of the project and the problems and consequences which arise after the completion of the project based on the crossrail project set on the Elizabeth line. The whole crossrail project will be analyzed with the help of project management methodology and after the proper evaluation and analysis of the project, the reasons which are in favor of the project and those who are against the project will be discussed. The essay will provide a logical justification for all the elements and factors included in the crossrail projects with the help of various tools, methodologies, and a recommendation based on the different aspects of the crossrail project (Tunncliffe,2022).

Main Body:

The crossrail project also known as the Elizabeth line project was started for the purpose to reduce the burden on the previous railway lines and increase the capacity of the railways in London by 10%. The main analysis of the project was based on the cost and the benefit which was attached to it. It was analyzed that the new project line could have handled more than 200 million people and would help in rejuvenating the vacancies in London. The initial budget which was allocated to the project was £14.8 billion which was increased and reached £18.8 billion because of the different delays which occurred in the project lifetime (Lobo and Arib,2020). The various causes of the delay in the project were the coalition election that took place in 2010 and because of this the budget of the project was cut down and as a result, the project was halted. The other reasons which led to the delay of the project were the accidents that took place at the workplace and the different accidents at the

workplace which diverted the attention of the workers working over there. Apart from this, there were a few plus points that were considered in the crossrail project. This plus point was an active risk management strategy followed by the organization and altogether bringing up a new department so that the risk could be controlled and the interest of the stakeholders could be maintained. The analysis of the crossrail project showed that it was a perfect combination of the ups and downs which a project suffers during its lifetime (Sandle,2022).

The crossrail project followed various project management principles during its lifetime. These project management included a formal structure of the project, clear goals and objectives, clear roles and responsibilities, engaged investors, risk management, strong change management, performance baseline management, mature value delivery, and a communication plan. The crossrail project was given a formal structure in the year 2008. The formalized structure mentioned the sources of the fund, the time taken for the completion of the project and the process through which the whole process will be put through (Ovetska, Ovetskyi, and Vytiaz,2021). The project sponsors of the crossrail project included the government and the London audit office. Also, the transport operator had a significant interest in the crossrail project and it helped in adding 100km tracks and 41 stations. The main goals and outcomes attached to the project were that it will provide job opportunities in London and will reduce the load on the previous railway connection and will take care of 200 million people who will be traveling through the railways. The crossrail project could have not been completed without the proper roles and responsibilities which were assigned to different stakeholders and the operation managers as per their capabilities. The proper role and responsibility help in making the project manager accountable for any consequences which take place during the completion of the project (Armenia, et al,2019). Though the project which was made in 2008 did not consist of any of the uncertainties which took place in the project's lifetime it had a proper space to deal with the consequences the only drawback of this was that the overall budget was estimated to increase over the period. Another important aspect of project management was the scope of risk management. This was the field in the crossrail project that performed its best. The crossrail project made a specialized team for all the risks which took place during the project's lifetime. The main goal of the crossrail project risk management team was that it should minimize any

negatives and keep up with the commitment made by them to the stakeholders. The crossrail project made a risk sub-committee on its behalf in 2010. The risk management method which was adopted by the team was alarm risk management which was best at that time. This risk management technique had five levels and a proper report for the risk management was maintained. The other principles of project management was fulfilled by the crossrail project by keeping a view on the task done by them and employing various experienced workers in the process and building a stable relationship with the stakeholder and engaging them in different steps which were included in the process of the competition of the crossrail project (Safapour, Kermanshachi, and Jafari,2020).

Different project management tools were used by the crossrail project in the whole process of the completion of the project. These tools included working in an organized and planned manner. The activities which were to be done by the crossrail project were decided back in 2008 and the employees and the different departments were assigned tasks according to it. Once this was done, they were provided with a proper blueprint in which all tasks would have to be carried out (Sensini, shan, and Vazquez,2021). Once the blueprint was provided it was the time that coordination could be maintained with the different workforce employed for the competition of the project. For this, it became important the task of different departments was aligned with each other and for the different departments to communicate with each other based on the regular meetings which were conducted. Thus, the crossrail project utilizes all the tools of project management which are time management, task management, and communication within the different departments (Rew, et al,2020). The crossrail project showed a proper combination of the classical technique and the waterfall technique of project management. The crossrail project followed the classical approach technique by setting up all the procedures and plans which were to be carried out during the whole project and providing a blueprint for the same. Once this was done the crossrail project also implied the waterfall technique because in the railway it was important the earlier task could be completed before the starting of the new products much as it was important to dig the tunnels before the laying down of the railway line. This technique was fulfilled by the cross-rail projects by using the Gantt chart. And it is also followed by the rational unified process technique by keeping a record of all the problems that were experienced by

the team in the process of the competition of the talk (Llorens and Vinales-Cebolla,2021).

The phases which are included in the project life cycle are project initiation, project planning, project execution, project monitoring and control, and project closure. These phases of the project life cycle can be understood with the help of the crossrail project (Burmistrov, Siniavina, and Iliashenko,2018). The project initiation of the crossrail project started in 2008 when the government felt there was a need to reduce the load on the earlier railway line by introducing a new railway line and also it helped provide employment opportunities to individuals. Once this was done the project planning took place and the crossrail project company provided the government with a budget of less than £15.8 million for the completion of the project (Armenia, et al,2019). Once this was the execution of the Elizabeth line of the project took place in 2010 but due to the coalition election which took place, the project was halted because of the reduction in the budget provided to them by the government. Once the project was executed it became important the project was monitored and controlled for which a risk management team was set up and a halt that took place due to accidents that took place at the workplace was controlled. This showed the importance of risk management but due to the death which occurred at the workplace, the crossrail project has also suffered from the fines imposed on them by the government (Ma, et al,2018). The project closure phase of the Elizabeth line projects it as the present. At this time the final valuation came up to £18 billion which was initially £15 billion. It showed that the increase in the cost of setting up the railway was due to the delay caused by the government election, uncertain deaths, and the pandemic. The pandemic was a major halt to the whole railway project but the crossrail project came out of it very quickly because of the management and control procedures taken by it (Li, et al,2022).

The crossrail project suffered many ups and downs during the whole process of completion of the project. These ups and downs could have been controlled and the budget which rose due to exceeding the time taken to complete the task could have been minimized with the adoption of proper project management techniques and methodology. Different methodologies such as agile, waterfall, classic, Kanban, six sigma, etc should have been used. The active utilization of all the methodologies and making the best plan taking into consideration all types of techniques could help

crossrail management in completing the project effectively and efficiently (Lalevee, et al,2020). The crossrail project should have made a plan in which the task which could be done side by side should have been assigned to different teams according to their specialty and should have been assigned in the same period (Crossrail,2022). The main drawbacks of the crossrail project were that they did not find another source of finance and sponsor and because of that at the time of the election which took place in 2010 the construction of the railway stopped because of the shortage of funds. Another drawback associated with the crossrail project is that the cross-railway project did not make a proper plan for the implementation of any consequences which arise due to the death of the worker at the workplace. The crossrail project should have to be ready with team two. In case the first team was not available at work, team 2 could have taken up the project and in this way, the halt which the company experienced due to the unavailability of the worker could have been reduced. If the crossrail project management team could have taken proper care of this the Elizabeth line project could have been completed timely (Cono-Moreno, et al,2019).

The plus point which could have led to the success of the crossrail project was that the crossrail project has its own risk management team which could analyze the risk situation or the uncertainty situation in the working and could implement plans which could be used in the overall project management. The crossrail project also made an active connection with all the stakeholders who were interested in the organization by keeping up with them and providing them with reports of all the progress which took place during the project work which can help to make their interest invested in the organization.

Conclusion:

The essay has helped in analyzing all the factors which were responsible for the success and the failure of the project of Elizabeth railway line. The essay also provides the principles of project management such as proper planning, funding, clear roles and responsibility, sponsors, etc were implied by the crossrail project in the project lifetime. The essay also discusses all the factors which were included in the project life cycle such as planning of the project, presentation of the project, execution of the project, and the analysis which took place at the closure of the project with the help of the crossrail project. Also, the essay provides insight into different project management methodologies with the help of crossrail projects.

Recommendations:

The few recommendations which should be included in the process of project management concerning the crossrail project are as followed:

- The cross-rail organization in the starting should have proposed and approached different sponsors to fund the project rather than solely depending on the government.
- The crossrail project team should have used a proper blend of the different project management methodologies so that two different tasks could be completed simultaneously, reducing the overall time required for the completion of the project.
- The crossrail project should have been ready with plan B and team B in this way any consequences which arise due to uncertainty and accidents at the workplace could be reduced. The team would not have to search for a new person urgently to take up the work of the other person which increased the project completion time.
- Also, the crossrail project should have inspected the tools, instruments, and place beforehand so that the accidents which took place at the workplace could have been reduced.

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