

Construction of a Temporary Multimodal Transport Solution

BA (Hons) Leadership and Management Skills in the Workplace
LCLM5003 Project Management
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temporary accessible multimodal coordinated

1. Background and rationale

The closure of a 40-year-old central transport hub creates immediate capacity, safety and economic risks. A permanent rebuild is outside this project; the proposed project is a temporary, modular interchange that keeps passengers, rail-replacement buses, local buses and freight logistics moving while the main regeneration programme proceeds.

Rationale: the temporary hub protects commuter access, supply chains and local businesses. The project is treated as a project because it has a defined objective, beginning and end, specific stakeholders, uncertainty, and time–cost–quality constraints (PMI, 2021; Maylor, 2010).

4. Quad Chart

Purpose / why	Stakeholders / who
Restore temporary transport capacity, keep people and goods moving, and reduce economic disruption during the hub closure.	Local authority, project sponsor, operators, freight firms, passengers, staff, accessibility groups, emergency services and local businesses.
Desired result	Measures of success
A working temporary multimodal interchange with modular bays, safe pedestrian flows, digital information and coordinated freight access.	Launch by Week 16; safety approval; positive passenger feedback; reliable real-time information; reduced freight pressure.

7. Stakeholder Analysis

POWER	KEEP SATISFIED Funding bodies Safety regulators Emergency services	MANAGE CLOSELY Local authority sponsor Project board Transport operators Main contractor
	MONITOR Wider public Regional media	KEEP INFORMED Passengers Disabled user groups Local businesses Freight firms Transport staff
INTEREST		

10. High-level Gantt chart: 16-week implementation plan



11. Strategic value

The temporary hub is valuable because it protects economic activity while the permanent hub is redeveloped. It reduces avoidable delays for workers, students and vulnerable passengers. It also protects freight flows that support local shops and services.

Strategically, the project demonstrates coordinated public-sector delivery: engineering, transport operations, digital information, accessibility and stakeholder communication work together rather than as separate responses. The temporary arrangement also gives the permanent regeneration programme live evidence about passenger behaviour, bottlenecks and accessibility issues.

2. Aim and SMART objectives

Aim: to construct and launch a safe, accessible and digitally coordinated temporary multimodal hub that maintains essential passenger and freight movement until permanent hub capacity is restored.

- Confirm requirements, demand levels and site feasibility by Week 3.
- Secure permissions, traffic orders and operator agreements by Week 6.
- Procure modular passenger shelters, lighting, CCTV, signage and control systems by Week 8.
- Build and test the temporary hub by Week 15.
- Launch with safety sign-off and public guidance in Week 16.

5. Work Breakdown structure

In scope: modular bays and shelters, accessible routes, lighting, CCTV, toilets, control desk, digital signage, traffic management, staff training, community communication and launch testing.

Out of scope: permanent hub reconstruction, new rail tracks, fleet purchase, land and long-term operation after handover.

1. Initiation Business case	2. Site & permits al route	3. Design & procurement Modular assets	4. Traffic p4. Enabling works lan
5. Construction Shelters/signag e	6. Digital & operations Control desk	7. Testing & training Safety checks	8. Handover & evaluation Lessons learned

8. RACI matrix: role clarity

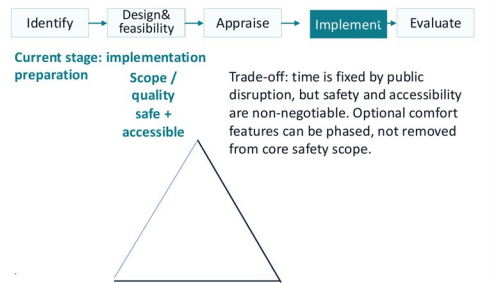
Activity	Sponsor	PM	Operators	Contractor	Users
Business case	A	R	C	I	C
Site approval	A	R	C	C	I
Layout design	C	A/R	C	R	C
Construction	I	A	C	R	I
Service launch	A	R	R	C	I
Evaluation	C	A/R	R	I	C

3. Location analysis: preferred temporary site logic

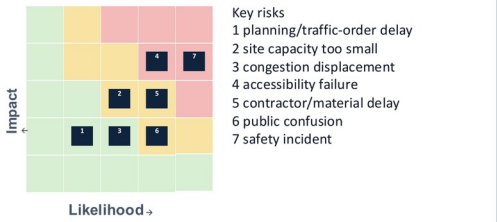
A weighted scoring model supports transparent site selection and prevents choosing the nearest land simply because it is available. The preferred site is the option with the best balance between access, freight approach, land availability and low community disruption.

Factor	Weight	Judgement
Passenger access	30%	closest to demand
Bus/rail-replacement approach	25%	separate traffic routes
Land availability	20%	quick installation
Accessibility and safety	15%	step-free routes and lighting
Environmental/community effect	10%	limits noise and diversion

6. Life cycle and Iron Triangle trade-offs



9. 5x5 risk matrix and responses



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Strategically, the project demonstrates coordinated public-sector delivery: engineering, transport operations, digital information, accessibility and stakeholder communication work together rather than as separate responses. The temporary arrangement also gives the permanent regeneration programme live evidence about passenger behaviour, bottlenecks and accessibility issues.

Measure	Target / evidence
Time	Operational by Week 16
Safety	Safety file and incident reporting approved
Accessibility	Step-free routes and accessible information tested with user group
Service	95% real-time information availability during operating hours
Logistics	Freight slot system live and dwell-time pressure reduced
Public confidence	Passenger and business feedback reviewed after launch

13. Conclusion

The project should be delivered through a phased, controlled approach: confirm the business case, select the site, agree traffic orders and operator requirements, procure modular assets, construct the interchange, test safety and accessibility, train staff, launch with public communication, and evaluate after stabilisation.

The proposal is justified because it is urgent but still manageable. It has clear boundaries, measurable benefits, defined stakeholders and a realistic implementation sequence. The main recommendation is to protect the Week 16 launch date while refusing any shortcut that weakens safety, accessibility or stakeholder trust.

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Assignment Title: A Project portfolio (Part B)

Lecturer's Name: Dr. Xavier Matieni

Reflection Using Gibbs' Reflective Cycle

After handing in my project management poster, I got some helpful feedback from my tutor and scored 17 out of 25 marks. The comments pointed out that I did a great job engaging with the assignment and effectively included the relevant project management frameworks. He also mentioned that the content was thorough and showed I had put some thought into it. However, he also highlighted a few areas for improvement, like repeating the project aim and measure of success, the need for better hierarchy in the Work Breakdown Structure (WBS), and the small font size throughout the poster, which made it harder to read.

Initially, I felt proud that my tutor recognized the effort I had put into my research and project management work. Receiving 17/25 was slightly disappointing because I thought I had covered everything required. Before presenting my poster, I felt nervous because I am not very confident speaking publicly and I was worried about making mistakes. However, the support from my classmates and friendly face of my teacher helped me feel more comfortable and confident. After reflecting on the feedback, I realised it was an opportunity to improve rather than something to be discouraged by. This motivated me to make the necessary changes before my final submission.

The feedback showed that my research and use of project management frameworks were strong. However, I needed to improve the organisation and presentation of my poster. Repeating information reduced clarity, while my WBS needed more detail and the font was too small. I will use this feedback to make my future presentations clearer and easier to read.

The experience helped me realise that a good project plan is not just about having the right information, but also about presenting it clearly. I noticed that my poster had too much information, a basic WBS design, and small text, which made it harder to follow. I learned that I

need to think more about my audience and make my work easier and more interesting to understand. This will help me improve both my presentation skills and future project work.

My tutor 's comments really helped me see where I could step up my game, plus it strengthened my understanding of project management concepts. I got 17 out of 25 marks, and it hit me that if I focus on organizing, making my work easier to read, and improving the overall structure, I could aim for a better grade next time. The helpful comments pointed out things I might have missed myself and played a big role in my learning journey.

I'm in the middle of making all the adjustments based on the feedback I got before I turn in my final project. I've tidied up the project aim and success measures so they're only in the Quad Chart now. I'm also reworking the Work Breakdown Structure to add clearer levels, which should make the tasks easier to follow. Plus, I've bumped up the font size on the entire poster to make it more readable, especially during the presentation. These changes should really enhance the overall content and appearance of my final project management plan. Going forward, I plan to take a more critical look at my work, balancing both content and presentation. I'll also try to get feedback sooner, ask a peer or tutor to review the layout before I submit, and keep using reflective practice to elevate the quality of my academic and professional efforts.

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Table of Contents:

1. Introduction
2. Project description
3. Project scope
4. Work breakdown structure (WBS).
5. Quad chart
6. Gantt chart
7. Stakeholders' involvement
8. Allocation of resources
9. Risk analysis
10. Conclusion
11. References

List of Tables:

- Table 1: Project scope and boundaries
Table 2: Quad chart -project overview
Table 3: Stakeholder analysis
Table 4: Indicative project budget
Table 5: Project risk register

List of figures:

- Figure 1: Work breakdown structure
Figure 2: Project Gantt chart
Figure 3: Stakeholder Power/Interest Matrix
Figure 4: Project Risk management process

Project Title:

Construction of a Temporary Multimodal Transport Solution Following the Closure of the Central Transport Hub

1.Introduction

In November 2025, the closure of the city's main transport hub disrupted public transport, freight, businesses, and the local economy. A temporary multimodal transport facility is therefore proposed near the existing hub to restore connectivity while permanent redevelopment is planned. The facility will support buses, rail replacement services, freight, pedestrians, and cyclists, with digital passenger-information systems. The project will use project management tools such as a WBS, Gantt chart, stakeholder analysis, resource planning, risk assessment, and change control. It will also focus on sustainability and accessibility through energy-efficient facilities, low-carbon travel, and accessible routes.

2. Project Description

The proposed initiative entails the planning, construction, and activation of a temporary multimodal transport interchange that can function while the central transport hub is out of service. This temporary facility will be situated on a suitable brownfield site or an existing transport-related area within the city centre or its immediate vicinity. The site selection will occur after conducting feasibility studies and traffic evaluations, considering its closeness to current rail systems, bus routes, pedestrian zones, and freight networks.

For the purposes of planning, the project is projected to have a 12-month implementation timeline, spanning from January 2026 to December 2026, followed by a period of temporary operation until the permanent transport solution is available. An estimated project budget of £35 million has been proposed, with the final budget to be determined following site assessments, design progress, procurement, and detailed cost analysis.

Project aim

The aim of the project is:

To design, construct and commission a safe, accessible, sustainable and digitally coordinated temporary multimodal transport interchange within 12 months, restoring essential passenger and freight connectivity following the closure of the central transport hub.

Project objectives

The project will:

Design and construct the temporary interchange within 12 months.

Restore essential bus, rail-replacement and freight connectivity following the hub closure.

Provide safe and accessible facilities for passengers, including step-free routes.

Introduce integrated passenger-information and digital transport-coordination systems.

Minimise disruption to commuters, local businesses and freight operators during implementation.

Incorporate sustainable materials, energy-efficient temporary facilities and active-travel infrastructure.

Complete the project within the approved £35 million budget.

Achieve safe operational readiness before the temporary interchange opens to the public.

Establish effective monitoring arrangements throughout the temporary operating period.

Provide a transition plan for the eventual closure or removal of the temporary facility. Project success will therefore be assessed through time, cost, quality, safety, accessibility, stakeholder satisfaction and operational performance, rather than simply whether the physical facility is completed.

3. Scope

3.1 In-scope activities

- Site feasibility, transport impact assessment and approvals temporary interchange design and site preparation
- Roads, bus bays, rail-replacement and freight facilities
- Passenger shelters, walkways and cycle access
- Step-free routes, ramps and accessible facilities
- Lighting, CCTV, security and signage
- Passenger-information and digital journey-planning systems
- Traffic management and environmental controls
- Construction safety, testing and commissioning
- Staff training and public communication
- Operational monitoring and eventual transition/removal

3.2 Out-of-scope activities

The following will not form part of the project:

Permanent reconstruction of the central transport hub.

Construction of new railway lines.

Permanent city-wide road improvements unrelated to the temporary interchange.

Long-term redevelopment of surrounding commercial property.

Permanent housing or retail development.

Long-term operation of public transport services after the temporary facility is removed.

3.3 Scope boundaries

The project manager will uphold an official scope statement and a change-control process. Any stakeholder seeking extra tasks must present a change request that details the rationale, expenses, timeline implications, resource needs, and impact on project goals. This is especially crucial as temporary infrastructure projects are prone to scope creep when stakeholders ask for added facilities post-construction. A well-defined WBS can assist in delineating project limits and facilitating risk identification.

4. Work Breakdown Structure (WBS)

The Work Breakdown Structure divides the project into manageable deliverables and work packages.

Level 1: Temporary Multimodal Transport Solution

1.0 Project Management

- 1.1 Project initiation
- 1.2 Business case
- 1.3 Project governance
- 1.4 Project controls
- 1.5 Change management
- 1.6 Progress reporting
- 1.7 Project closure

2.0 Feasibility and Site Preparation

- 2.1 Site identification
- 2.2 Site surveys
- 2.3 Traffic assessment
- 2.4 Environmental assessment
- 2.5 Ground investigation
- 2.6 Site preparation

3.0 Design and Approvals

- 3.1 Concept design
- 3.2 Transport design
- 3.3 Accessibility design
- 3.4 Sustainability design

- 3.5 Digital-system design
- 3.6 Planning approvals
- 3.7 Safety approvals

- 4.0 Procurement
 - 4.1 Procurement strategy
 - 4.2 Tender documentation
 - 4.3 Contractor selection
 - 4.4 Supplier appointment
 - 4.5 Contract mobilisation

- 5.0 Temporary Transport Infrastructure
 - 5.1 Bus bays
 - 5.2 Rail-replacement facilities
 - 5.3 Freight facilities
 - 5.4 Passenger shelters
 - 5.5 Pedestrian routes
 - 5.6 Cycle facilities
 - 5.7 Accessible infrastructure
 - 5.8 Temporary roads and traffic controls

- 6.0 Digital and Security Systems
 - 6.1 Passenger-information displays
 - 6.2 Digital journey information
 - 6.3 Ticketing integration
 - 6.4 CCTV
 - 6.5 Communications infrastructure
 - 6.6 Cybersecurity
 - 6.7 System testing

- 7.0 Environmental and Sustainability Measures
 - 7.1 Energy-efficient lighting
 - 7.2 Low-energy facilities
 - 7.3 Sustainable materials
 - 7.4 Waste management
 - 7.5 EV facilities where appropriate
 - 7.6 Sustainable drainage

- 8.0 Testing and Commissioning
 - 8.1 Infrastructure inspection
 - 8.2 Safety testing

- 8.3 Accessibility testing
- 8.4 Digital-system testing
- 8.5 Emergency exercises
- 8.6 Staff training
- 8.7 Operational readiness

- 9.0 Opening and Operation
- 9.1 Public information campaign
- 9.2 Soft opening
- 9.3 Full opening
- 9.4 Performance monitoring
- 9.5 Maintenance
- 9.6 Transition/removal planning

A WBS is useful because it provides a structured basis for estimating activities, resources, responsibilities, risks and schedule requirements. It can also support risk identification during design and later project stages.

5. Quad Chart

PROJECT NEED	PROPOSED SOLUTION
Central transport hub has been closed	Construct a temporary multimodal interchange
Commuters are experiencing disruption	Provide coordinated bus and rail replacement services
Freight logistics have been affected	Create temporary freight and delivery facilities
Existing interchange capacity is unavailable	Provide temporary passenger facilities
Accessibility requirements have changed	Install step-free and inclusive infrastructure
Passenger information is fragmented	Introduce integrated digital information systems
EXPECTED BENEFITS	KEY RISKS / TRADE-OFFS
Restore transport connectivity	High construction cost
Reduce passenger disruption	Tight delivery deadline
Support local businesses	Limited temporary-site capacity

Improve accessibility	Traffic congestion around site
Improve freight coordination	Noise and construction disruption
Support sustainable travel	Weather and construction delays
Provide real-time information	Technology integration failure
Create resilience until permanent solution	Temporary facilities have limited lifespan

The main trade-off is between speed and cost. Delivering the facility quickly is essential because continued transport disruption creates economic and social costs. However, accelerating procurement and construction can increase financial and safety risks. The project manager must therefore maintain quality and safety standards while using appropriate fast-track techniques.

6. Gantt Chart

The project is planned over 12 months.

Project activity	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Project initiation	■											
Site assessment	■	■										
Design		■	■									
Planning/approve		■	■	■								
Procurement			■	■	■							
Site preparation				■	■							
Infrastructure construction					■	■	■	■				
Digital installation							■	■	■			
Sustainability works						■	■	■				
Testing									■	■		
Staff training										■		
Public								■	■	■	■	

communication												
Opening/commi ssioning											■	■

Key milestones

January 2027: Project formally initiated.

March 2027: Site and concept design approved.

May 2027: Main procurement completed.

April 2027: Site preparation begins.

September 2027: Main construction substantially completed.

October 2027: Digital and security systems installed.

November 2027: Testing and staff training completed.

December 2027: Temporary interchange fully operational.

Because the project responds to an urgent transport disruption, schedule management will be particularly important. Weekly construction meetings, monthly project-board reviews and milestone tracking will be used to identify schedule variance. Any activity threatening the critical path will be escalated immediately.

7. Stakeholders' Involvement

The project has a complex stakeholder environment because the temporary interchange affects transport users, public authorities, transport operators, businesses, residents and construction organizations.

Stakeholder engagement is a significant success factor in infrastructure projects. Research indicates that effective engagement can improve project outcomes, while weak engagement can contribute to conflict and project problems.

A Power/Interest Matrix will be used.

Stakeholder	Power	Interest	Management approach
Local authority	High	High	Manage closely
Project sponsor	High	High	Manage closely
Transport operators	High	High	Joint planning
Construction contractor	High	High	Contract management

Emergency services	High	Medium	Regular consultation
Local businesses	Medium	High	Regular communication
Passengers/commuters	Medium	High	Consultation and updates
Residents	Medium	High	Community engagement
Accessibility groups	Medium	High	Design consultation
Freight companies	Medium	High	Operational workshops
Environmental groups	Medium	Medium	Consultation
General public	Low	Medium	Information campaigns
Media	Medium	Medium	Public communication

The project manager will establish a stakeholder register identifying stakeholder requirements, influence, communication preferences and engagement responsibilities.

Stakeholder communication

The local government and project backers will be provided with monthly updates regarding expenses, timelines, risks, and advantages. Transport providers will participate in weekly meetings, and businesses, residents, and travelers will be kept informed through digital communications, signage, and announcements. Organizations focused on accessibility will also take part in the design and testing phases to guarantee the interchange accommodates user requirements. Engaging the community early on will aid in minimizing disruptions and mitigating project risks.

8. Allocation of Resources

Effective resource management will be essential because the project has a short delivery period.
Human resources

The core project team will consist of:

Project sponsor
 Project manager
 Project management officer
 Transport planner
 Civil engineer
 Structural engineer
 Architect/design team Quantity
 surveyor
 Procurement manager
 Construction manager
 Health and safety manager
 Environmental specialist
 Digital/IT specialist
 Accessibility consultant
 Stakeholder and communications manager
 Main contractor
 Specialist subcontractors
 Testing and commissioning team
 The project manager will coordinate these resources and ensure that responsibilities are clearly defined.

Indicative budget

An assumed budget of £35 million is proposed:

Resource area	Indicative budget
Design, surveys and consultancy	£3.0m
Site preparation	£4.0m
Temporary transport infrastructure	£12.0m
Digital and security systems	£3.0m
Accessibility and public facilities	£3.0m
Sustainability measures	£2.0m
Traffic management and temporary operations	£4.0m
Contingency	£4.0m
Total	£35.0m

The contingency will be controlled by the project sponsor and project board rather than being treated as an unrestricted project fund.

Equipment and materials

The project will require:

Temporary shelters

Modular construction materials

Road barriers

Lighting

Signage

CCTV

Passenger-information displays

Network equipment

Accessibility equipment

Construction machinery

Traffic-management equipment

Emergency and safety equipment

Where possible, modular and reusable materials will be selected because the infrastructure has a temporary purpose. This can reduce waste and potentially allow components to be reused elsewhere after the project ends.

9. Risk Analysis

Risk management will be performed throughout the project. Each risk will have an identified owner, probability rating, impact rating, mitigation strategy and contingency response.

Risk	Probability	Impact	Rating	Mitigation
Construction delay	High	High	High	Detailed schedule and weekly monitoring
Cost inflation	High	High	High	Early procurement and contingency
Planning approval delay	Medium	High	High	Early regulator engagement
Poor site conditions	Medium	High	High	Detailed site investigation

Severe weather	Medium	Medium	Medium	Weather contingency in schedule
Traffic congestion	High	High	High	Traffic management plan
Public opposition	Medium	Medium	Medium	Early stakeholder engagement
Safety incident	Low	Very high	High	Safety management and inspections
Digital-system failure	Medium	High	High	Testing and backup systems
Cybersecurity incident	Medium	High	High	Secure networks and access controls
Supply-chain disruption	Medium	High	High	Multiple suppliers
Accessibility failure	Low	High	Medium	Accessibility audits
Environmental non-compliance	Low	High	Medium	Environmental monitoring
Scope creep	Medium	High	High	Formal change control

Risk management will involve four main stages: risk identification, risk assessment, risk response and risk monitoring.

Construction delay

Construction delay is a high-priority risk because the project's primary purpose is to restore transport capacity quickly. The project manager will use detailed scheduling, milestone monitoring and contractor performance reviews to reduce this risk.

Cost inflation

Temporary infrastructure may experience material and labour-price increases. Early procurement and framework agreements can reduce exposure, while a controlled contingency will provide protection against unavoidable cost increases.

Traffic congestion

Construction activity could worsen existing transport problems. A traffic-management plan will therefore be developed before construction begins. Construction deliveries will be scheduled outside peak periods where possible.

Public opposition

Residents and businesses may object to noise, congestion, construction activity or the location of the temporary interchange. Proactive engagement is essential because stakeholder concerns can become significant project risks. Research supports the use of stakeholder engagement as part of proactive risk management.

Technology failure

The temporary facility will depend on digital passenger-information systems. Failure could cause confusion and operational disruption. The project will therefore include system testing, backup communication methods and technical support.

Safety

Passenger and construction safety will be treated as the highest priority. Risk assessments, site controls, emergency procedures, inspections and staff training will be completed before opening. A 5×5 probability-impact matrix will be used to priorities risks. High-rated risks will be reviewed at every project-board meeting, while medium and low risks will be monitored through the project risk register.

The project manager will also maintain an issue log to distinguish risks that may occur from problems that have already occurred.

10. Conclusion

The shutdown of the main transport centre has posed a pressing challenge in transportation, economy, and society. Establishing a temporary multimodal facility would serve as an effective short-term measure by reinstating bus, rail-replacement, freight, walking, and cycling links.

The Project Management Plan employs various tools, including a Work Breakdown Structure (WBS), Gantt chart, stakeholder analysis, resource allocation, and risk management strategies to facilitate successful execution. The primary challenge lies in achieving a balance between speed, cost, quality, and safety while prioritizing accessibility and sustainability.

In summary, the project aims to reestablish connectivity within a year and a budget of £35 million, all while supporting local enterprises, ensuring passenger safety, and maintaining public trust until a permanent transport solution is established.

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