

Applied Leadership and Management in the Workplace  
Module Assignment Submission

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|-----------------|---------------------------------------|
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| Module No:      | BMSK5014                              |
| Module Title:   | Managing Projects in the Organisation |

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## **1. Introduction**

### **1.1 Purpose of the Report**

This report critically examines the application of project management theories, models, and processes within the context of a mega-project in the steel production industry. The project in question involves the large-scale development of new steelmaking facilities, incorporating advanced manufacturing technologies, digitalised control systems, and supporting infrastructure. Such industrial mega-projects are characterised by their scale, complexity, and strategic importance, demanding rigorous planning, structured governance, and effective information management to ensure success.

The purpose of this report is twofold: first, to demonstrate how established project management methodologies, such as PMI's PMBOK, PRINCE2, and Agile frameworks can be applied to guide the lifecycle of a steel production mega-project; and second, to provide a reflective, practice-based analysis from the perspective of my role within the Project Controls team as a Document Manager. In this capacity, my responsibilities centre on ensuring that all project documentation is managed systematically, with an emphasis on accuracy, traceability, and accessibility, thereby supporting decision-making, compliance, and accountability across the project lifecycle.

By integrating academic theory with practical experience, the report highlights not only how structured project management processes underpin delivery but also how effective document control serves as a cornerstone of governance and communication in a project of this magnitude.

### **1.2 Scope and Structure**

The scope of this report follows the full project management lifecycle, from concept through to completion. It begins by defining the steel production project concept, articulating both the *what*, the tangible objectives and deliverables and the *why*, the strategic rationale and anticipated benefits.

The report then examines the *how*, applying key project management philosophies and processes to demonstrate their relevance and effectiveness in managing a complex industrial undertaking. Areas of analysis include project initiation, environmental analysis (through PESTLE and stakeholder frameworks), the development of a Work Breakdown Structure (WBS), project communication planning, risk identification and mitigation, monitoring, and project close-down. A critical evaluation of the usefulness and limitations of project management tools and techniques is incorporated throughout, ensuring that the discussion remains both descriptive and evaluative.

| P                                                                                                                                                                                          | E                                                                                                                                                                                                                       | S                                                                                                                                                                                                                                      | T                                                                                                                                                                                                                                            | L                                                                                                                                                                                                      | E                                                                                                                                                                                                                               |
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| POLITICAL                                                                                                                                                                                  | ECONOMICAL                                                                                                                                                                                                              | SOCIAL                                                                                                                                                                                                                                 | TECHNOLOGICAL                                                                                                                                                                                                                                | LEGAL                                                                                                                                                                                                  | ENVIRONMENTAL                                                                                                                                                                                                                   |
| Example:<br><ul style="list-style-type: none"> <li>• Current tax policy</li> <li>• Brexit</li> <li>• Trade policies</li> <li>• Political stability</li> <li>• Government policy</li> </ul> | Example:<br><ul style="list-style-type: none"> <li>• Inflation rate</li> <li>• Exchange rates</li> <li>• Economic growth</li> <li>• Interest rates</li> <li>• Disposable income</li> <li>• Unemployment rate</li> </ul> | Example:<br><ul style="list-style-type: none"> <li>• Lifestyle attitudes</li> <li>• Cultural barriers</li> <li>• Population growth</li> <li>• Population age</li> <li>• Health consciousness</li> <li>• Target demographics</li> </ul> | Example:<br><ul style="list-style-type: none"> <li>• Level of innovation</li> <li>• Automation</li> <li>• Technological awareness</li> <li>• Cybersecurity</li> <li>• Technological change</li> <li>• Internet availability/speed</li> </ul> | Example:<br><ul style="list-style-type: none"> <li>• Employment laws</li> <li>• Discrimination laws</li> <li>• Health and safety</li> <li>• Copyright protection</li> <li>• Consumer safety</li> </ul> | Example:<br><ul style="list-style-type: none"> <li>• Weather</li> <li>• Climate change</li> <li>• Environmental policies</li> <li>• NGO pressure</li> <li>• Recycling</li> <li>• Pollution</li> <li>• Sustainability</li> </ul> |

The final section of the report considers the human dimension of project management. Here, the attributes of an effective project manager are identified and critically discussed. This is followed by a self-audit of my professional competencies within my role. A Personal Development Plan (PDP) is then presented, outlining strategies for strengthening areas of weakness and continuing professional development within the field of project management.

Through this structure, the report seeks to balance academic rigour with professional insight, offering a perspective that is both theoretically grounded and practically informed by the realities of project delivery in the steel industry.

## **2. Defining the Project Idea**

### **2.1 Project Concept: The What**

The project under consideration is the development of a new integrated steel production facility designed to enhance the company's operational capacity, improve product quality, and support sustainable manufacturing practices. The project encompasses the construction of key production units, including a blast furnace, steelmaking shop, rolling mills, and associated utilities such as power generation and water treatment facilities. In addition, the project involves the deployment of advanced automation systems, digital process controls, and integrated enterprise resource planning (ERP) software to optimise operational efficiency.

From a project management perspective, the project can be classified as a mega-project, characterised by:

- A capital investment exceeding several hundred million pounds,
- Multidisciplinary coordination across engineering, procurement, and construction teams,
- Complex scheduling requirements spanning multiple years,
- High stakeholder involvement, including regulatory authorities, suppliers, and internal management, and
- Significant risk exposure across financial, environmental, and operational domains.

My role as part of the Project Controls team, specifically as Document Manager, is to ensure that all project information, including engineering drawings, design specifications, contracts, and reports, is accurately controlled, systematically archived, and readily accessible to authorised personnel. Effective document management is critical to maintaining project integrity, enabling timely decision-making, and supporting audit and compliance requirements throughout the project lifecycle.

## **2.2 Rationale: The Why**

The justification for the project has many aspects, reflecting both strategic and operational imperatives for the company. Firstly, the new facility is intended to increase production capacity to meet growing market demand for steel products in domestic and international markets. Secondly, the project addresses sustainability objectives by incorporating energy-efficient processes, waste minimisation systems, and environmentally compliant technologies, aligning with evolving regulatory requirements and corporate ESG commitments.

From a financial perspective, the project is expected to deliver long-term returns through increased output, reduced operational costs, and enhanced product quality. Strategically, it positions the company as a leader in advanced steel manufacturing, capable of leveraging innovative technologies and integrated processes to maintain competitiveness in a globalised industry.

Finally, the project's complexity and scale necessitate rigorous project management and robust document control. Without systematic information management, the risk of miscommunication, rework, delays, and non-compliance increases substantially. By establishing clear processes for document creation, review, approval, and distribution, the project ensures that stakeholders have access to accurate, up-to-date information, thereby supporting effective governance and project delivery.

## **2.3 Project Objectives and Deliverables**

The primary objectives of the project are:

1. Construct a fully operational integrated steel production facility within the approved budget and timeline.
2. Implement advanced digital and automation systems to optimise production efficiency and data management.
3. Achieve compliance with all environmental, safety, and quality regulations.
4. Establish a robust document management system to support project control, governance, and audit requirements.

Key deliverables include:

- Engineering drawings and design documentation,
- Construction schedules and progress reports,
- Risk registers and mitigation plans,

- Quality assurance and compliance documentation,
- Document Control procedures, workflows, and reporting dashboards, and
- Commissioning and operational readiness reports.

By defining the project concept and objectives in this way, the report can establish a foundation for applying project management methodologies, evaluating tools and techniques, and critically assessing the role of project controls and document management in achieving project success.

### **3. Application of Project Management Philosophies and Processes**

#### **3.1 Overview of Project Management Approaches**

Project management provides a structured framework for delivering complex undertakings such as a steel production mega-project. The overarching aim is to balance scope, cost, schedule, quality, and risk while aligning with the strategic objectives of the organisation. Theories such as the Iron Triangle (Atkinson, 1999) and the Project Management Body of Knowledge (PMBOK, PMI, 2021) stress the importance of integrating technical delivery with governance and stakeholder engagement.

Within this context, document control is critical. Without accurate, accessible, and timely documentation, project decisions are delayed, risks escalate, and compliance is compromised. Document management ensures that methodologies and processes are operationalised effectively, with a transparent record of decisions, changes, and approvals.

#### **3.2 Project Management Methodologies**

Different methodologies offer distinct benefits and challenges for a mega-project:

- Waterfall provides a linear structure suitable for major engineering phases such as design and construction, where sequential approval is essential. Document control plays a pivotal role here by ensuring deliverables from each stage are validated and archived before progression.
- Agile offers flexibility and iterative review, which can be applied in areas such as automation software or digital systems integration. In this case, document control supports version tracking and ensures that iterative updates do not cause confusion across stakeholders.
- Hybrid approaches are often most effective, blending predictability for engineering works with adaptability for digital and operational systems.

For the Document Manager, each methodology demands tailored controls: rigorous revision management in Waterfall, rapid distribution in Agile, and clear governance structures in Hybrid models.

Document control underpins this stage by:

- Archiving approval records and governance decisions,
- Maintaining alignment between contractual obligations and project documentation, and
- Ensuring traceability between initiation documents and downstream deliverables.

Without this structure, discrepancies between early project intentions and execution may emerge, risking disputes or scope creep.

### **3.4 Environmental Analysis**

Mega-projects in the steel sector must consider both external and internal environments.

- PESTLE Analysis evaluates political, economic, social, technological, legal, and environmental factors. For instance, regulatory compliance with environmental emissions laws directly influences project design. Document control ensures that compliance evidence, permits, licences, and audits is systematically filed and retrievable.
- Stakeholder Analysis identifies parties from internal executives to external regulators and local communities. Controlled distribution lists, transmittals, and communication logs provide transparency in stakeholder engagement and reduce the risk of miscommunication.

### **3.5 Work Breakdown Structure (WBS)**

The WBS decomposes the project into manageable deliverables, supporting cost and schedule integration. Each work package generates its own documentation engineering drawings, specifications, contracts, inspection reports. Document control provides the system of classification and coding structures to align documentation with the WBS, ensuring consistent categorisation and retrieval.

Failure to align WBS and document systems can result in misplaced or inaccessible deliverables, undermining schedule control.

### **3.6 Project Management Tools and Communication Plan**

Common tools include:

- Gantt Charts: Support schedule visualisation and progress monitoring. Document control ensures that milestone documentation (e.g., design approvals, inspection reports) is aligned with Gantt milestones.
- Critical Path Method (CPM): Highlights activities critical to timely completion. DC ensures that critical-path deliverables are prioritised in review and approval workflows.
- Agile Tools (Scrum, Kanban): Facilitate collaboration in IT/digital deliverables. Here, DC supports rapid document versioning and distribution.

The Communication Plan integrates with document control by defining distribution lists, access rights, and version histories. This ensures that communication is structured, auditable, and compliant with project governance.

### **3.7 Risk Identification and Risk Management**

Risk management frameworks (Hillson & Simon, 2020) emphasise the identification, analysis, and mitigation of project risks. Document control supports this by:

- Maintaining a Risk Register and ensuring it is up to date,
- Archiving mitigation plans and approvals, and
- Providing audit trails for lessons learned.

For example, on this project, risks such as design rework due to non-compliance can be mitigated by rigorous QA/QC document reviews and issue tracking systems within ACC.

### **3.8 Monitoring, Evaluation, and Project Close-down**

Monitoring involves regular progress measurement against scope, schedule, and cost. Document control provides the evidence base for performance reviews through reports, dashboards, and controlled transmittals.

At project close-down, lessons learned and final documentation (e.g., As-Built drawings, O&M manuals, compliance certificates) are archived to support operational handover and future audits. Document managers ensure that the final deliverable package is complete, accessible, and structured for long-term use.

## 4. Critical Assessment of Project Management Tools and Techniques

### 4.1 Usefulness of Project Tools in Planning and Execution

Project management tools and techniques are essential in delivering a complex mega-project, providing structure, visibility, and accountability. Tools such as the Work Breakdown Structure (WBS), Gantt charts, and Critical Path Method (CPM) enable project managers to translate strategic objectives into operational tasks. Their utility lies in simplifying complexity, coordinating interdisciplinary teams, and monitoring progress against baselines.

For document control, these tools directly influence the flow of information. For instance, a WBS enables document managers to categorise deliverables under consistent codes, improving traceability. Similarly, Gantt charts and CPM milestones dictate the sequencing of documentation, engineering drawings, technical specifications, and QA reports must be available at precise intervals to avoid bottlenecks. This means document control transforms these tools from abstract models into operational systems by ensuring the right information is available at the right time.

Agile techniques, such as Scrum and Kanban, are also increasingly applied in areas like digital automation systems within steel facilities. While Agile is less common in heavy industry construction, its emphasis on iteration and rapid feedback cycles is valuable for IT deliverables. Document control ensures Agile outputs frequent updates, revised specifications, and evolving software documentation are managed without creating confusion or duplications.

### 4.2 Strengths and Limitations of Methodologies and Techniques

#### Work Breakdown Structure (WBS)

- *Strengths:* Provides clarity of scope, simplifies planning, and creates a logical framework for tracking deliverables. For Document Managers, WBS alignment with document coding prevents information loss.
- *Limitations:* Highly detailed WBS structures can create administrative overhead. If poorly integrated with document systems, documents may be misfiled, reducing usability.

#### Gantt Charts

- *Strengths:* Offer a clear visual timeline for stakeholders and enable tracking of interdependencies. Useful for aligning documentation deliverables (e.g., design approvals tied to milestones).
- *Limitations:* Easily become overly complex in mega-projects, making them difficult to maintain. Static Gantt charts may not reflect real-time changes, leading to outdated information unless document updates are carefully synchronised.

### Critical Path Method (CPM)

- *Strengths:* Highlights critical activities, allowing prioritisation of documentation required for timely execution (e.g., construction drawings).
- *Limitations:* Assumes deterministic activity durations, which is unrealistic in volatile environments. Document managers often need to adapt when CPM assumptions do not align with real-world document submission delays.

### Agile Tools (Scrum, Kanban)

- *Strengths:* Facilitate rapid response to change and encourage stakeholder collaboration. Document control ensures auditability despite rapid iteration.
- *Limitations:* Less suited to sequential, compliance-heavy deliverables such as design approvals. Without strong document management, Agile can lead to uncontrolled revisions and inconsistent record keeping.

### Communication Plans

- *Strengths:* Provide clarity on who receives what information, preventing duplication or omission. Document control platforms such as ACC formalise these plans through workflows and permissions.
- *Limitations:* Plans are only effective if consistently followed. In practice, stakeholders may bypass systems (e.g., by sending drawings via email), creating risks of uncontrolled versions and fragmented communication.

### Risk Registers

- *Strengths:* Enable proactive risk identification and monitoring. Document managers ensure registers are updated, approved, and linked to evidence of mitigation actions.
- *Limitations:* Registers can become “tick-box exercises” if not actively maintained, leading to gaps between documented risks and actual project challenges.

## 4.3 Lessons Learned and Best Practices

Critical assessment of these tools in practice reveals that their effectiveness is contingent upon integration with robust document control processes:

1. Alignment with Document Systems – WBS and coding systems must be harmonised to prevent misclassification of deliverables.

2. Real-Time Updating – Tools like Gantt charts and CPM schedules are only as reliable as the documentation that underpins them. Document control ensures that updates are timely and accurate.
3. Balancing Flexibility and Control – Agile methods require careful document versioning and approval protocols to maintain auditability while enabling rapid iteration.
4. Governance and Compliance – Communication plans and risk registers must be embedded in formal document workflows to avoid being bypassed by informal practices.
5. Continuous Improvement – Lessons learned should be formally documented and archived, ensuring that knowledge is retained for future projects.

Ultimately, the usefulness of project management tools is not inherent in the tools themselves, but in how they are implemented, maintained, and integrated into the project ecosystem. Document control acts as the linchpin, bridging theoretical tools with practical application, ensuring that every decision, update, and risk is traceable and defensible.

## **5. Project Manager Attributes and Self-Audit**

### **5.1 Key Attributes of an Effective Project Manager**

The role of a project manager requires a diverse set of competencies that combine technical, interpersonal, and strategic skills. Academic literature (Turner & Müller, 2005; PMI, 2021) identifies several attributes critical to success in large-scale projects:

**Leadership and Team Management** – Inspiring and coordinating multidisciplinary teams while maintaining accountability.

**Communication Skills** – Ensuring that information flows accurately and efficiently across stakeholders.

**Decision-Making and Problem-Solving** – Balancing competing priorities under pressure.

**Strategic Thinking** – Aligning project objectives with organisational goals.

1. Technical Competence – Understanding project methodologies, tools, and industry-specific knowledge.
2. Risk and Change Management – Anticipating, mitigating, and adapting to evolving risks and project changes.
3. Organisational Skills – Managing resources, documentation, and schedules to ensure delivery.
4. Emotional Intelligence (EQ) – Building trust, resolving conflicts, and fostering collaboration.

In the context of a steel production mega-project, these attributes are particularly important given the scale, complexity, and range of stakeholders involved.

5. Technical Competence – Understanding project methodologies, tools, and industry-specific knowledge.
6. Risk and Change Management – Anticipating, mitigating, and adapting to evolving risks and project changes.
7. Organisational Skills – Managing resources, documentation, and schedules to ensure delivery.
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In the context of a steel production mega-project, these attributes are particularly important given the scale, complexity, and range of stakeholders involved.

## **5.2 Self-Audit: Strengths and Weaknesses**

As a Document Manager within the Project Controls team, I occupy a role that bridges technical accuracy with stakeholder communication. Conducting a self-audit against the attributes of an effective project manager highlights the following:

### **Strengths**

- Organisation and Attention to Detail – Strong ability to manage large volumes of documentation systematically, ensuring compliance and accuracy.
- Process Orientation – Skilled in implementing structured workflows (e.g., QA reviews, metadata control, revision cycles).
- Communication – Clear written communication with engineers, vendors, and stakeholders, ensuring traceability of information.

- Analytical Thinking – Ability to critically assess document flows, identify inefficiencies, and propose process improvements.

#### Weaknesses / Areas for Development

- Leadership and Delegation – Experience is more focused on coordination and quality control rather than leading teams directly.
- Strategic Vision – Strong focus on operational details, but less exposure to strategic decision-making at project management level.
- Confidence in Stakeholder Engagement – While proficient in internal communication, further development is needed in presenting to senior stakeholders and influencing decision-making.
- Broader Technical Exposure – While highly competent in document management systems (e.g., ACC, A-Site), limited practical knowledge of engineering/technical design aspects can hinder discussions with discipline leads.

### 5.3 Personal Development Plan (PDP)

| Development Area            | Strategy for Improvement                                                                                             | Resources / Actions                                                            | Timeline     |
|-----------------------------|----------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|--------------|
| Leadership & Delegation     | Take on small leadership tasks within the Document Control team to build confidence in managing people.              | Shadow senior project managers, seek mentoring, lead daily DSUMs.              | 6–12 months  |
| Strategic Vision            | Increase involvement in project reporting and KPI development to align documentation processes with strategic goals. | Attend project board meetings when possible; contribute to KPI dashboards.     | 6–12 months  |
| Stakeholder Engagement      | Build skills in presenting/documenting project updates for senior stakeholders.                                      | Enrol in communication workshops; request opportunities to brief managers.     | 6 months     |
| Broader Technical Knowledge | Develop a stronger understanding of steel production processes and engineering deliverables.                         | Attend technical workshops; review engineering drawings with discipline leads. | 12–18 months |

By pursuing this PDP, I will be able to expand beyond the operational strengths of document management and align more closely with the attributes of an effective project manager. This will not only enhance my contribution to the current project but also support longer-term career progression within project controls and management.

## **6. Conclusion**

### **6.1 Summary of Findings**

This report has examined the planning and execution of a steel production mega-project through the application of project management theories, processes, and tools. Beginning with the definition of the project idea, the report established the rationale and objectives of the initiative, highlighting its scale, complexity, and strategic importance.

The application of project management philosophies demonstrated how methodologies such as Waterfall, Agile, and Hybrid approaches can be adapted to different project phases, with document control providing the backbone for information integrity and compliance. Environmental analysis, stakeholder engagement, and the integration of tools such as WBS, Gantt charts, and risk registers were shown to be critical in coordinating multidisciplinary activities.

The critical assessment of project tools and techniques highlighted both their value and their limitations, emphasising that their effectiveness depends on rigorous implementation, real-time updating, and integration with document control systems. The self-audit further identified the essential attributes of an effective project manager, alongside areas for professional growth, and was supported by a tailored Personal Development Plan.

Overall, the findings demonstrate that project success is not solely dependent on methodologies or tools, but on how effectively these are operationalised through structured information management, communication, and proactive leadership.

### **6.2 Reflections on Project Management Practice**

Reflecting on this analysis, it is clear that project management practice is most effective when it combines theory with the realities of execution. The steel production mega-project illustrates how complex, capital-intensive programmes demand not only technical expertise but also robust governance and communication systems.

From the perspective of a Document Manager within the Project Controls team, document control is far more than an administrative function, it is a critical enabler of project governance, risk management, and stakeholder confidence. Lessons learned highlight the importance of embedding document management processes into every project stage, ensuring that information is not only accurate and timely but also aligned with strategic objectives.

Looking forward, the integration of digital tools, automation, and data-driven dashboards offers opportunities to further strengthen transparency and decision-making. However, these advances also reinforce the need for skilled professionals who can bridge operational detail with strategic vision.

For my own development, this reflection underscores the importance of expanding my leadership, strategic, and stakeholder engagement capabilities, enabling me to evolve from a technical specialist into a broader project management professional. This trajectory will enhance my contribution to the current project while positioning me for future roles in managing complex, high-value projects.

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