



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

BA (HONS) LEADERSHIP AND MANAGEMENT SKILLS FOR THE WORKPLACE.

COMPONENT A - PROJECT PROPOSAL POSTER

Name: Ms. Sara Watson

Module Code: LCLM 5003_LON

Modul: Project Management

Lecturer's Name: Ms. Sukhpreet Grewal

6 Week Emergency Reconstruction of the Worcester Principal Transport Corridor

Challenge Statement

The severe flooding of the River Severn has caused significant damage to Worcester's primary transport corridor, leading to substantial interruption of emergency services. Delays in the transportation of goods and individuals. Financial impacts on local businesses. Urgent restoration efforts are essential for recovery. Support for recovery is critical to mitigate losses.

Aims

To reconstruct and reopen the principal transport corridor within 6 weeks, ensuring safe and efficient movement while implementing short-term flood resilience measures.

SMART Objectives

- Reopen the corridor within six weeks.
- Ensure the road is safe and accessible for all vehicles.
- Repair emergency service access within two weeks.
- Implement temporary flood protection measures.
- Complete the project within a £5 million emergency budget.

Deliverables

- Repaired and resurfaced roadway.
- Temporary drainage systems implemented.
- Emergency flood barriers are currently installed.
- Safe access routes established for both vehicles and pedestrians.
- The traffic control system is fully operational.

Gantt Chart

	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6
Initiation	■					
Planning	■	■				
Construction		■	■	■		
Drawn			■	■	■	
Testing					■	■
Project Closure						■



WBS Table



Quad Chart

- Flood damage to critical transportation routes. - Interruption of emergency response capabilities. - Adverse economic effects on local businesses.	- Reopen the corridor within six weeks. - Restore traffic flow. - Prioritize safety for all users. - Implement temporary flood protection measures.
- Self-evaluation. - Staged development. - Continuous work hours. - Implementation of provisional measures. - Utilisation of temporary solutions.	- Rebuild communication networks. - Enhanced speed of emergency interventions. - Accelerated economic revitalisation. - Strengthened capacity for resilience. - Improved overall system strength.

Iron Triangle



Stakeholders



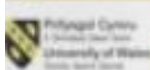
Key Stakeholders:
Government authorities
Construction companies
Community residents
Logistics providers
Local stakeholders

Risk Assessment

Risk	Likely	Impact	Risk	Mitigation
Addition flooding	H	H	H	Temporary flood barriers
Time constraints	H	H	H	Shift work (24/7)
Safety hazards	M	H	H	Strict site protocols
Supply shortages	M	H	M	Backup suppliers

RACI Matrix

Project Plan	Project Manager	Contractors	Council	Agency	Emergency
Plan	R	A	C	C	I
Construction	A	R	C	C	I
Testing & Safety	R	A	C	C	C
Project Closure	R	A	A	I	C





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COMPONENT B – FEEDBACK REFLECTIONS RECEIVED FROM TUTOR AND PEERS

Name: Ms. Sara Watson

Module Code: LCLM 5003_LON

Modul: Project Management

Lecturer's Name: Ms. Sukhpreet Grewal

The feedback I received from both my tutor and peers offered insights into the strengths and limitations of my project poster, focused on the reconstruction of the principal corridor for transporting goods and people. Reflecting on their feedback has enabled me to pinpoint specific areas for improvement and to refine and deepen my understanding of effective communication and presentation in project work.

One of the key strengths of the presentation poster was the clear, effective application of project management tools, including the quad chart, work breakdown structure (WBS), stakeholder analysis, and risk assessment. The poster's structure facilitated a logical arrangement of information, and the inclusion of these tools demonstrated an understanding of core project management principles. Additionally, the stakeholder class peers analysis was relevant and appropriately linked to the project, identifying key points essential to participants such as government authorities, contractors, and local communities.

However, feedback from a class member noted that the poster lacked an introduction, background context, and references. Initially, I chose not to include these elements due to space limitations, as I prioritised visual project management tools over descriptive text. While this decision was intentional, reflecting on the feedback, I recognise that even in a poster format, a brief introduction and background are essential. They provide context for the viewer and ensure that the project is accessible to a wider audience, not only stakeholders, even if familiar with the topic. In the final version, I will include a concise introductory section and a short reference list to strengthen the work's academic quality.

The tutor also noted that the Gantt chart was not visually clear. This feedback reveals an important weakness in the presentation of my project timeline. Although the content of the Gantt chart was correct, its visual layout made it difficult to interpret quickly. This issue is particularly critical in poster design, where clarity and readability are paramount. To address this, I plan to redesign the Gantt chart with improved formatting, including incorporating colour-coded bars, consistent time intervals, and better spacing to enhance both readability and professionalism.

The feedback received has proven to be instrumental in underscoring the necessity of achieving a harmonious balance between visual aesthetics and the provision of critical contextual information. This insight has prompted a re-evaluation of my approach to project presentation, emphasising the need to integrate clarity with essential background details. By prioritising these elements, I aim to create a more cohesive narrative that not only captivates the audience visually but also enhances their understanding of the subject matter.

Moving forward, my commitment will be to improve the overall quality of the presentation while ensuring that it remains academically sound. This will involve a deliberate effort to refine the clarity of the content so that key information is readily accessible and effectively communicated. By focusing on these aspects, I aspire to

produce a project that is not only visually appealing but also strong in its academic objective, ultimately fostering a deeper engagement with the material presented.



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COMPONENT C – PROJECT MANAGEMENT PLAN

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Transport infrastructure is a fundamental component of economic development, enabling the efficient movement of goods and people while supporting trade, employment, and regional growth. Efficient transport corridors contribute to productivity and accessibility, which are particularly vital in urban environments where demand is continually increasing. However, many existing transport systems face significant challenges due to population growth, urbanisation, and increased freight activity, leading to congestion, infrastructure deterioration, and safety concerns (Kerzner, 2022).

Infrastructure projects are widely recognised as complex and high-risk, often experiencing cost overruns, delays, and coordination issues between stakeholders (Flyvbjerg, 2017). In addition, external pressures such as inflation, labour shortages, and supply chain disruption have further increased the difficulty of delivering construction projects on time and within budget (Reuters, 2023). Real-world examples from the UK have also demonstrated these challenges, these large transport projects have faced delays and rising costs due to poor planning and external factors (BBC News, 2023; The Guardian, 2023).

This project management plan outlines a 6-week fast-track improvement project for a principal transport corridor. Due to the highly constrained timeframe, the project adopts a focused and realistic approach, prioritising short-term, high-impact improvements over full-scale redevelopment. The plan applies key project management tools, including scope definition, Work Breakdown Structure (WBS), Gantt chart scheduling, stakeholder analysis, resource allocation, and risk management, in line with recognised frameworks such as the PMBOK Guide (PMI, 2021).

Importantly, this plan not only applies these tools but also critically evaluates their effectiveness within a compressed delivery environment. This demonstrates an understanding of how theoretical project management frameworks must be adapted in practice, particularly when time is the primary constraint.

The project aims to enhance a vital transport corridor that facilitates both passenger and freight movement, serving as a crucial link between residential, commercial, and industrial zones. This corridor is fundamental to the region's economic vitality, accessibility, and logistical efficiency. However, it currently struggles with several operational challenges, including deteriorating road surfaces, traffic congestion, and inefficient traffic management systems. These issues contribute to longer travel times, diminished reliability, increased operational costs for businesses, and heightened safety concerns for all users. While a comprehensive redevelopment of the infrastructure would typically resolve these problems, such an extensive approach would necessitate a longer timeline and a more substantial financial commitment.

Given the six-week project timeframe, a focused intervention strategy has been adopted to implement immediate enhancements. The primary objectives include road resurfacing, minor junction upgrades, optimisation of traffic flow, and improvements to safety measures. This targeted approach is designed to deliver tangible benefits in a short period, addressing the most pressing issues without requiring a complete overhaul of the existing infrastructure. By prioritising these immediate improvements, the project aims to alleviate some of the current operational difficulties while laying the groundwork for future developments.

However, this strategy also raises important considerations regarding the balance between short-term gains and long-term sustainability, as highlighted by Meredith, J.R. (2021). While the project can effectively ameliorate existing conditions, it does not address more profound structural challenges, such as capacity constraints or the infrastructure's long-term resilience. Additionally, external factors, including escalating material costs and supply chain disruptions. Issues that are widely reported in the construction industry (Reuters, 2023) could affect the project's successful delivery. These uncertainties underline the necessity for flexibility and robust contingency planning throughout the project's execution.

Establishing the project scope is a critical step in ensuring that the goals set forth can be realistically achieved within the constraints of time and available resources, as highlighted by the Project Management Institute (PMI, 2021). A well-defined scope not only clarifies the project's objectives but also helps identify the necessary tasks, deliverables, and milestones to be accomplished. By delineating the project's boundaries, stakeholders can better understand what is included and excluded, thereby minimising the risk of scope creep and ensuring the project remains focused and manageable.

In this project, the decision was made to intentionally restrict the scope to fit within a six-week timeline. This strategic limitation is designed to enhance the project's feasibility and effectiveness, allowing the team to concentrate on delivering high-quality outcomes within the specified period. By narrowing the focus, the project can prioritise essential tasks and allocate resources more efficiently, ultimately leading to a more streamlined process and a higher likelihood of meeting the established deadlines. This approach underscores the importance of aligning project scope with time constraints to achieve successful results.

In Scope:

- Conduct a comprehensive feasibility assessment to evaluate the viability of proposed projects, including an in-depth analysis of site conditions and potential challenges.

- Implement road resurfacing initiatives to enhance the durability and safety of existing roadways, utilising high-quality materials and techniques to ensure long-lasting results.
- Execute necessary repairs to damaged road surfaces, addressing potholes, cracks, and uneven pavement to improve overall driving conditions.
- Undertake minor infrastructure upgrades, focusing on critical junctions to optimise traffic flow, enhance visibility through improved signage, and ensure clear road markings for better navigation.
- Develop and implement traffic management strategies designed to alleviate congestion, improve traffic patterns, and enhance the overall efficiency of transportation networks.
- Introduce safety enhancements, including pedestrian crossings, traffic-calming measures, and improved lighting, to reduce accident risk and promote safer travel for all road users.
- Conduct a thorough final inspection of all completed works to ensure compliance with safety standards and project specifications, identifying any areas requiring further attention.
- Facilitate a formal handover process, providing stakeholders with comprehensive documentation of the project, including maintenance guidelines and operational protocols.
- Engage with local communities and stakeholders throughout the project lifecycle to gather feedback, address concerns, and ensure the improvements meet public needs.
- Monitor and evaluate the effectiveness of implemented changes post-completion, using data-driven approaches to assess impacts on traffic flow, safety, and overall user satisfaction.

Out of Scope:

- A critical analysis of these components reveals the interconnectedness of structural integrity, operational efficiency, and community impact. By evaluating the effectiveness of current practices and identifying areas for improvement, stakeholders can make informed decisions that enhance the overall quality and sustainability of transportation systems.
- Comprehensive structural overhauls, such as the construction of bridges and tunnels, are essential for enhancing transportation networks, ensuring they meet modern safety standards and accommodate increasing traffic demands. These projects often require advanced engineering techniques and materials to ensure durability and resilience against environmental factors.
- Long-term maintenance and operation of transportation infrastructure are vital for sustaining performance and safety over time. This includes regular inspections, repairs, and upgrades to ensure facilities remain functional and efficient, as well as implementing innovative technologies to monitor and manage infrastructure health.

- The development of rail infrastructure is crucial for improving connectivity and efficiency within transportation systems. This includes the installation of new tracks, signalling systems, and stations, which collectively enhance the overall functionality and reliability of rail services, thereby promoting economic growth and reducing travel times.
- The expansion of transportation networks beyond established corridors is necessary to address the growing needs of urban and rural populations. This involves strategic planning and investment in new routes connecting underserved areas, thereby facilitating access to essential services and fostering regional development.

The choice to narrow the project scope is a strategic necessity due to time constraints. Attempting to execute a comprehensive redevelopment within a six-week timeframe would heighten the likelihood of delays, budget overruns, and potential project failure. By concentrating on feasible enhancements, the initiative adheres to the principles of scope management and reasonable planning (Kerzner, 2022).

Nonetheless, this strategy comes with its own set of constraints. The improvements achieved may only provide temporary relief and may not adequately address the fundamental infrastructure issues. This underscores the need to synchronise short-term project results with long-term strategic objectives, ensuring that the current project is integrated into a wider infrastructure development framework.

WBS

The Work Breakdown Structure (WBS) serves as a systematic framework for decomposing project activities into smaller, more manageable elements, thereby facilitating effective project management (PMI, 2021). By breaking down complex tasks into distinct components, the WBS enhances overall project clarity, allowing team members to understand their specific roles and responsibilities more clearly.

This structured approach not only fosters greater accountability among team members but also improves coordination across various project segments, ensuring that all parts of the project align with the overarching goals. As a result, the WBS becomes an invaluable tool for project managers, enabling them to monitor progress, allocate resources efficiently, and mitigate risks throughout the project lifecycle.

Project Segments

Week 1

Initiation

1. The process begins with the formal approval and authorisation of the project, which involves securing the necessary endorsements from key decision-makers and stakeholders to ensure alignment with organisational goals and resource allocation.
2. A swift feasibility study is conducted to assess the project's viability, examining critical factors such as technical requirements, financial implications, and potential risks to determine whether the project should proceed.
3. Identification of stakeholders is a crucial step in which individuals or groups with a vested interest in the project are recognised. This includes internal team members, external partners, and any other parties that may influence or be affected by the project's outcomes.
4. Engaging stakeholders early in the process fosters collaboration and ensures their perspectives and needs are considered, enhancing project support and mitigating potential conflicts later.
5. The initiation phase lays the foundation for the project, establishing clear objectives, defining scope, and outlining preliminary timelines, all of which are essential to guiding subsequent planning and execution.

Week 2

Planning

1. Strategic planning involves the careful organisation of resources to ensure that they are utilised effectively and efficiently, aligning with the overall objectives of the project or organisation. This process requires a thorough understanding of both current and future needs, allowing for optimal deployment of assets.
2. Resource allocation is a critical component of project management, focusing on the distribution of available resources, such as personnel, finances, and materials, across various tasks and activities. This ensures that each segment of the project is adequately supported, thereby enhancing productivity and minimising waste.
3. Conducting a comprehensive risk assessment is essential to identify potential challenges and uncertainties that may affect the project's success. This involves analysing various risk factors, evaluating their likelihood and potential impact, and developing strategies to mitigate or manage these risks effectively.
4. Short-term design planning is a vital aspect of project execution, emphasising the immediate steps necessary to achieve specific goals within a defined timeframe. This process includes outlining design specifications, establishing timelines, and coordinating team efforts to ensure that deliverables are met promptly and to the required standards.
5. The integration of these elements, strategic planning, resource allocation, risk assessment, and short-term design planning, creates a cohesive framework that enhances decision-making and fosters a proactive

approach to project management. By addressing each component systematically, organisations can navigate complexities and drive successful outcomes.

Weeks 3 to 5

Implementation

1. Execution of road resurfacing initiatives aimed at enhancing the durability and safety of existing roadways, which includes the application of high-quality asphalt materials to improve surface texture, reduce wear and tear, and provide better traction for vehicles, thereby minimising the risk of accidents and prolonging the lifespan of the infrastructure.
2. Implementation of minor infrastructure upgrades that focus on the enhancement of essential facilities such as drainage systems, sidewalks, and curbs. These upgrades are designed to address existing deficiencies, improve pedestrian accessibility, and ensure effective water management to prevent flooding and erosion, ultimately contributing to a more resilient urban environment.
3. Introduction of traffic system improvements that encompass the installation of advanced traffic signal systems, the optimisation of traffic flow through smart technology, and the enhancement of signage and road markings. These measures aim to reduce congestion, improve travel times, and increase overall road safety by facilitating better communication between drivers and the traffic management system.

Week 6

Closure

1. Finalisation of the project involves a comprehensive closure process to ensure that all aspects of the work are completed and documented. This includes reviewing project objectives, confirming that deliverables meet the established criteria, and addressing any outstanding issues or concerns.
2. A systematic approach to inspections and testing is essential to verify that all project components adhere to the required standards and specifications. This phase includes conducting thorough assessments, utilising various testing methodologies, and documenting results to ensure compliance and quality assurance.
3. Performance evaluation is a critical step in assessing the effectiveness and efficiency of the project outcomes. This involves analysing key performance indicators, gathering stakeholder feedback, and comparing actual results against initial goals to identify areas for improvement and success.
4. The project handover process is pivotal to transferring ownership and responsibility from the project team to the client or end users. This includes providing comprehensive documentation, conducting training sessions, and

ensuring that all necessary resources and support are available for a smooth transition.

5. A critical evaluation of the entire project lifecycle is necessary to derive lessons learned and best practices. This reflective analysis encompasses reviewing successes and challenges, assessing stakeholder satisfaction, and identifying opportunities for future projects to enhance overall performance and outcomes.

The Work Breakdown Structure (WBS) is a fundamental tool for organising project tasks; however, its conventional linear approach may not be entirely suitable for fast-track projects. In such scenarios, it becomes necessary for tasks to overlap to meet tight deadlines, introducing complexity and coordination challenges that can strain project managers. This situation underscores the importance of recognising that, although the WBS is an invaluable asset in the planning phase, it requires modification to effectively accommodate the fluid and often unpredictable nature of accelerated project environments. Adapting the WBS to allow for overlapping tasks can enhance flexibility and responsiveness, ultimately leading to more successful project outcomes in fast-paced settings.

Quad Chart

Overview: The quad chart summarises the project effectively.

Objectives: Enhance efficiency, alleviate congestion, and improve safety.

Stakeholders: Involves government agencies, contractors, and logistics firms.

Methodology: Conduct rapid assessments, followed by planning, implementation, and testing.

Outcomes: Achieve better transport flow and minimise delays.

The quad chart serves as an effective tool for summarising essential information and engaging with stakeholders. Nonetheless, its inherent simplicity limits its ability to fully convey the project's complexities. Consequently, it is advisable to utilise the quad chart alongside more comprehensive planning methodologies.

Gantt Chart

The project timeline is organised into distinct phases:

Week 1 focuses on initiation, followed by planning in Week 2, implementation from Weeks 3 to 5, and closure in Week 6.

Although Gantt charts are widely utilised for project scheduling due to their visual representation of timelines, they can sometimes fail to capture the intricate nature of

task dependencies, as noted by the PMI (2021). In scenarios where projects are on an accelerated timeline, task overlap can create scheduling conflicts that complicate execution. Therefore, it becomes essential to maintain continuous oversight and flexibility throughout the project lifecycle. This adaptability allows project managers to respond effectively to unforeseen challenges, ensuring that the project remains on track and meets its objectives despite the complexities involved.

Stakeholder Involvement

Stakeholders are categorised using a power–interest framework:

Manage Closely: Government, contractors, project sponsor

Keep Satisfied: Regulators, environmental agencies

Keep Informed: Local communities, businesses, logistics companies

Monitor: General public, media

Effective stakeholder management is crucial in infrastructure projects due to the presence of diverse interests and the likelihood of conflicts (Meredith et al, 2021). In projects with short timelines, the limited opportunity for stakeholder engagement underscores the necessity for clear, efficient communication.

Additionally, stakeholder influence is not static and may change throughout the project lifecycle. For example, local communities may become more influential if disruptions occur. This emphasises the need for continuous stakeholder assessment and adaptive management strategies.

Allocation of Resources

Human Resources

Project Manager

Engineering Personnel

Construction Teams

Specialised Experts

Financial Resources

Estimated Budget: £5 MILLION

Contingency Reserve: 10–15% - £0.7 MILLION

Physical Resources: £1.8 MILLION

Construction equipment: £1 MILLION

Materials: £1.5 MILLION

Traffic management systems

Accelerated project timelines require a larger workforce and longer hours, which can lead to employee fatigue and reduced productivity (Kerzner, 2022). While this strategy enables swift project completion, it also poses risks to employee well-being and output quality. Therefore, effective management is essential to balance operational efficiency with long-term sustainability.

Risk Analysis

Risk exposure is significantly higher in short-duration projects due to limited time for recovery. Time constraints increase the likelihood of delays and quality issues, while external risks such as supply chain disruption remain difficult to control (Reuters, 2023).

Real-world examples demonstrate how delays can impact infrastructure projects, reinforcing the importance of proactive risk management (BBC News, 2023). Effective mitigation strategies, including contingency planning and continuous monitoring, are essential to minimise impact.

Project Triangle

Time: Fixed (6 weeks)

Scope: Reduced

Cost: Flexible

Critical Evaluation

The project triangle highlights key constraints; however, it does not fully account for quality or stakeholder satisfaction. This limits its effectiveness as a standalone model and requires additional performance measures.

Conclusion

This project management plan demonstrates how structured tools can be adapted to deliver an infrastructure project on a tight schedule. By focusing on feasible enhancements and employing a fast-track methodology, the project aims to achieve significant gains in efficiency and safety.

Nonetheless, certain limitations persist, particularly regarding the infrastructure's long-term performance and scope. The plan balances theoretical models with practical constraints, demonstrating a comprehensive understanding of project management in real-world scenarios.

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