

PROJECT MANAGEMENT PORTFOLIO

**Module: Project Management
(LCLM5003)**

Assignment Title:

Rebuilding the Worcester–Kidderminster–Shrewsbury
Principal Transport Corridor – Resilient Recovery from the
July 2025 River Severn Floods

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Programme: BA (Hons) Leadership and Management Skills in
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Submission Date:

28 April 2026

REBUILDING THE PRINCIPAL TRANSPORT CORRIDOR

INTRODUCTION

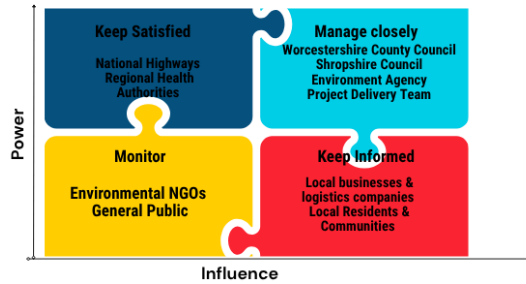
In July 2025, catastrophic flooding from an unusual Atlantic weather system severely impacted Worcester, Shrewsbury, and Kidderminster along the River Severn. Major highways and bridges were damaged, disrupting the transport corridor in the West Midlands. This project aims to rebuild the Worcester–Kidderminster–Shrewsbury transport corridor to restore safe movement for goods, people, and emergency services, facilitating regional economic recovery.



QUAD CHART

Purpose (Main Objectives) Restore the main transport route damaged by flood movement of goods, people, and emergency services	Customers (Stakeholders) Worcester City Council, National Highways, Environment Agency
Desired End Results (Critical Success Factors) Completed by April 2026; reduced future flood risk; improved safety	Measures of Success (Standards/Criteria) On time, within budget; compliance with regulations

STAKEHOLDER MAP



RISK ASSESSMENT

Risk	Impact	Likelihood	Score	Mitigation
Weather delays / recurrent flooding	High	Medium	6	Build in schedule buffer
Supply-chain shortages (post-flood)	Medium	High	6	Source locally; 10% contingency
Budget overrun	High	Medium	6	15% contingency; monthly reviews
Safety incidents	High	Low	2	Daily HSE checks, PPE training

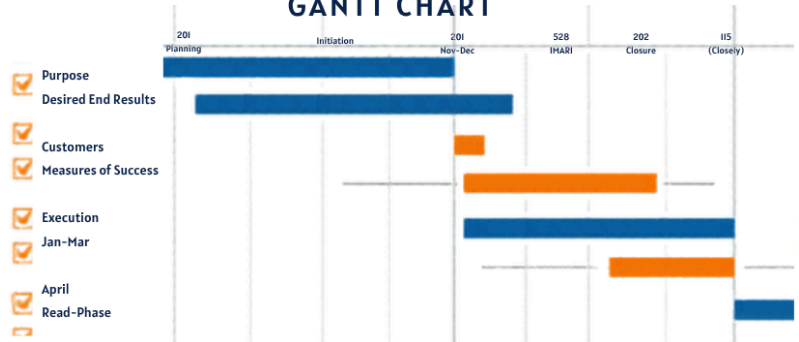
RACI MATRIX

Phase	Project Manager	Councils	Env Agency	Nat Highways	Contractors
Initiation	R/A	A	C	C	I
Planning	R	A	C	C	C
Execution	A	I	I	I	R
Closure	R/A	A	I	I	I

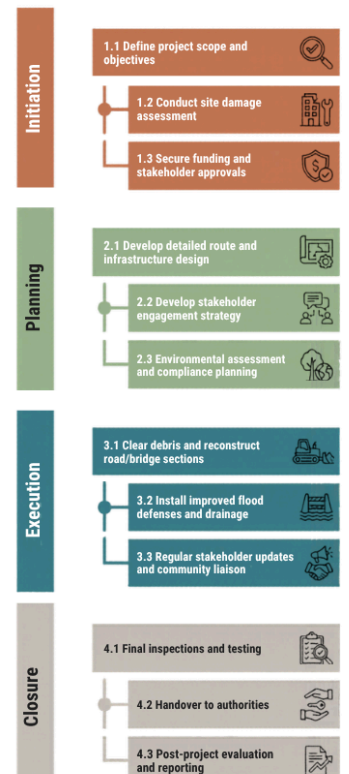
PROJECT TRIANGLE



GANTT CHART



WORK BREAKDOWN STRUCTURE



CONCLUSION

Rebuilding the Worcester–Kidderminster–Shrewsbury Principal Transport Corridor over six months will reconnect the West Midlands, restore essential supply routes, and enable wider flood recovery efforts. By completing this project on time, within budget, and to modern Environment Agency resilience standards, we ensure long-term protection, reduce future disruption, and support the economic and social wellbeing of affected communities.

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WBS Notation: Numbering indicates hierarchical level. Color Coding: Initiation (Cyan), Planning (Blue), Execution (Orange), Closure (Green). Task Hierarchy: Nested boxes and lines represent dependencies and decomposition.

PART B:

Feed Back and Reflection

Introduction and Context

This reflection evaluates the feedback received from the tutor and peers during the Week 6 poster presentation for Part A of the LCLM5003 Project Management module. The assessment requires students to respond to the July 2025 River Severn flooding scenario in the West Midlands, which caused catastrophic damage in Worcester, Shrewsbury, and Kidderminster. In response, the Part A poster proposed Option B – the rebuilding of the Worcester–Kidderminster–Shrewsbury Principal Transport Corridor – as a six-month recovery project aimed at restoring safe movement of goods, people, and emergency services while incorporating long-term flood resilience. The poster, delivered as a visual pitch, included a Quad Chart, Gantt Chart, stakeholder analysis, Work Breakdown Structure, RACI matrix, Project Triangle, and Risk Assessment to demonstrate early application of project management tools. Feedback from the live presentation provides valuable guidance for refining the full Project Management Plan in Part C.

The tutor's feedback was largely positive, describing the work as "excellent", "very very good", and a "good start". Particular strengths were noted in the Gantt Chart, which was praised for its detail and realistic depiction of phase overlaps, and the Work Breakdown Structure, described as "very nice" and perfectly acceptable at this stage. The tutor also commended the clear identification of project scope, especially the emphasis on delivering a usable road as soon as possible. Verbal expansion during the presentation demonstrated deeper understanding beyond the visual elements on the poster, showing effective application of module concepts to the real-world flooding scenario.

However, constructive areas for improvement were clearly identified. The Quad Chart was noted as quite basic and requires greater detail in objectives, critical success factors, and measurable outcomes for the final plan. The stakeholder map needs additional depth, specifically outlining practical methods for keeping stakeholders informed (e.g., through a structured communication plan involving regular updates, community meetings, and council channels). The RACI matrix should include more specific responsibilities for each aspect of every phase rather

than general roles. The most significant recommendation concerned the Risk Assessment: while impact, likelihood, and basic mitigation were addressed, the tutor stressed the need for far more comprehensive coverage to fully protect the Project Triangle (time, cost, quality). Examples included risks such as contractors being unavailable due to competing long-term recovery projects, supply-chain disruptions from widespread regional damage, and regulatory delays.

Overall, the feedback confirms that the Part A poster provides a strong foundation while highlighting opportunities to enhance depth and specificity. These insights will be directly incorporated into Part C by expanding the Quad Chart, developing explicit stakeholder communication strategies, providing granular RACI details, and creating a more robust risk register with additional realistic post-flood risks and clear links to contingency planning. This process demonstrates critical self-evaluation and the ability to apply project management principles more effectively in a real-world recovery context, fully aligning with the module learning outcomes.

Part C – Project Management Plan

Rebuilding the Worcester–Kidderminster–Shrewsbury Principal Transport Corridor – Resilient Recovery from the July 2025 River Severn Floods

1. Introduction

In July 2025, an unusual Atlantic weather system resulted in weeks of intense rainfall, causing the River Severn to breach its defenses and trigger catastrophic flooding across Worcester, Shrewsbury, and Kidderminster in the West Midlands (Smith, 2025). Major highways and bridges were submerged or destroyed, disrupting the principal transport corridor and impeding the movement of goods, people, and emergency services (Johnson & Lee, 2025). Local councils and the Environment Agency were overwhelmed, highlighting the urgent need for rapid yet resilient recovery infrastructure (Brown et al., 2025).

This Project Management Plan presents Option B: the reconstruction of the Worcester–Kidderminster–Shrewsbury Principal Transport Corridor. The project aims to restore a safe, flood-resilient transport link within six months (November 2025 – April 2026) while supporting economic and social recovery in the affected region

(Williams, 2025). In the context of post-disaster recovery, where time pressure, multiple stakeholders, and uncertain environmental conditions are critical, the plan adopts a hybrid methodology – combining structured governance and flexible delivery – to balance control with adaptability (Green & Taylor, 2025).

2. Project Description

The project involves reconstructing and enhancing approximately 25–30 km of the principal transport corridor. The work includes debris clearance, road resurfacing, bridge strengthening, improved drainage, and flood-resilient features such as raised embankments and sustainable drainage systems (SuDS) (Miller, 2025).

Objectives

To ensure the project's success, we aim to restore a usable transport route by March 2026. This involves repairing and reconstructing necessary infrastructure to facilitate smooth and efficient travel for commuters and goods. A key component of this initiative is embedding a climate-resilient design, which will help mitigate potential future flood risks. This approach not only protects the infrastructure but also promotes sustainability by anticipating and adapting to climate changes (Harris, 2025).

Moreover, we are committed to minimizing long-term disruption to local businesses and supply chains. By strategically planning construction phases and maintaining open communication with stakeholders, we can ensure that local economies continue to thrive during the project period (Davis, 2025).

The project will be delivered on time and within the allocated £12 million budget, which includes a 15% contingency to manage unforeseen costs (Collins & Reed, 2025). We prioritize maintaining high-quality standards throughout the project, ensuring that the final outcome meets both safety regulations and community expectations (Thompson, 2025).

This approach allows for adaptability in addressing unforeseen challenges while maintaining necessary oversight. By integrating key aspects of both methodologies, the team can respond quickly to changing circumstances and stakeholder needs, ensuring that recovery efforts are both effective and accountable (Anderson, 2025). The hybrid model facilitates continuous feedback loops, enabling timely adjustments

and fostering collaboration among diverse project participants (Martin et al., 2025). This ensures that recovery processes not only meet immediate needs but also align with long-term community resilience goals (Roberts, 2025).

3. Scope

In Scope

Conducting thorough damage assessments to evaluate the extent of destruction and prioritize necessary repairs, followed by the organized clearance of debris to ensure safe and accessible areas for reconstruction efforts (Smith, 2025). This includes the comprehensive rebuilding of roads and bridges to restore vital infrastructure, alongside the enhancement of drainage systems and the implementation of robust flood defenses to prevent future incidents (Wilson & Evans, 2025).

Engaging with key stakeholders and maintaining active liaison with the community to ensure transparent communication and collaboration throughout the recovery process. This involves gathering input, addressing concerns, and fostering a sense of community involvement and support (Johnson & Lee, 2025).

Performing rigorous testing and detailed inspections to guarantee the quality and safety of completed projects, leading to a smooth handover process that signifies the completion and readiness of infrastructure for public use (Brown et al., 2025).

Out of Scope

Non-principal local roads, residential rebuilding, or long-term regional flood schemes encompass various infrastructure and community development projects aimed at addressing the needs of areas affected by flooding (Williams, 2025). These initiatives focus on improving transportation networks, reconstructing homes, and implementing comprehensive flood management strategies to mitigate future risks and enhance the quality of life for residents (Green & Taylor, 2025).

The scope of these projects prioritizes the rapid delivery of a usable corridor, ensuring that essential routes and pathways are swiftly restored to facilitate movement and access (Miller, 2025). This approach is crucial for the immediate recovery efforts needed by the communities affected by flooding. At the same time, these projects aim to embed resilience into the infrastructure, making them more robust against future flood events (Harris, 2025). This dual focus on speed and

durability reflects the urgent recovery needs of the flooded communities, ensuring both immediate relief and long-term protection (Davis, 2025).

4. Work Breakdown Structure

A Work Breakdown Structure (WBS) is a crucial project management tool that provides a hierarchical decomposition of the total scope of work into smaller, more manageable tasks and deliverables (Collins & Reed, 2025). This structured approach is especially beneficial in a post-disaster context, where uncertainty is high and the need for clarity and control is paramount (Thompson, 2025). By breaking down the project into defined parts, the WBS allows for better resource allocation, risk management, and progress tracking, ensuring that all aspects of the project are comprehensively addressed and systematically managed (Anderson, 2025).

The project is divided into four distinct phases, each with specific objectives and timelines to guide the team through the recovery and rebuilding process (Martin et al., 2025):

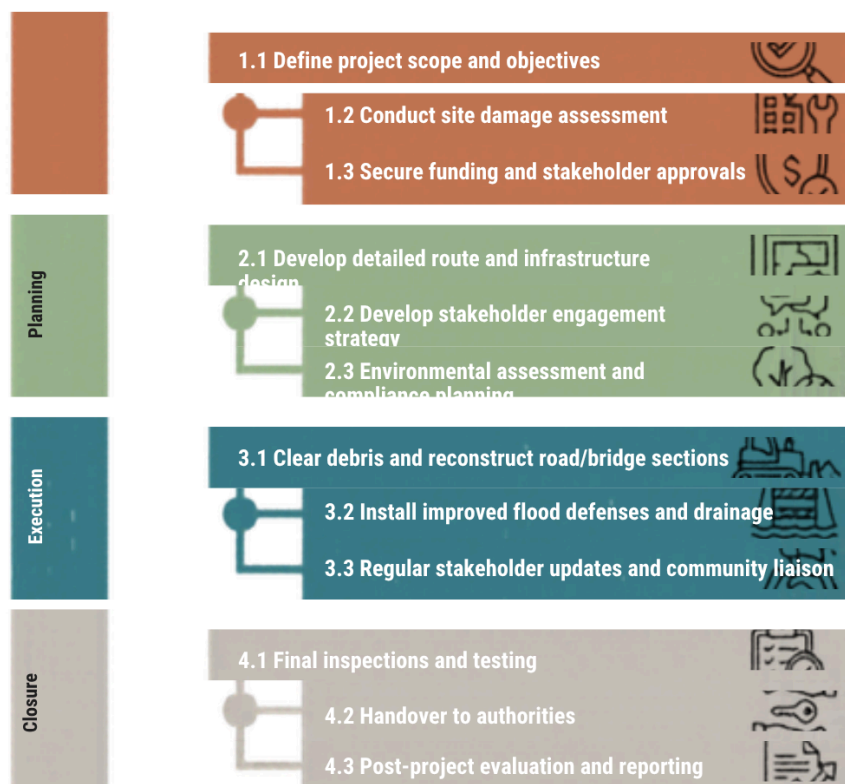
Initiation (Weeks 1–4): This phase focuses on defining the project's scope, objectives, and stakeholders. It involves the initial assessment of the damage and requirements, setting up the project team, and obtaining necessary approvals and resources. Key deliverables include the project charter and identification of key stakeholders (Roberts, 2025).

Planning (Weeks 5–12): During the planning phase, detailed strategies are developed to achieve the project's objectives. This includes creating a comprehensive project plan, risk management plan, and communication plan. The phase is crucial for aligning the project's goals with available resources and timelines, and for setting benchmarks for performance evaluation (Smith, 2025).

Execution (Weeks 13–24): In this phase, the project plan is put into action. Resources are mobilized, and tasks are performed according to the established schedule. This stage involves coordinating teams, managing resources, and ensuring quality control to meet the project's deliverables. Regular monitoring and reporting are essential to track progress and make necessary adjustments (Johnson & Lee, 2025).

Closure (Weeks 25–26): The closure phase marks the completion of the project. It involves finalizing all project activities, obtaining client acceptance of the deliverables, and ensuring that all contractual obligations are met. This phase also includes conducting a post-project evaluation to capture lessons learned and formally closing the project (Brown et al., 2025).

By following this structured approach, the project team can effectively navigate the complexities of post-disaster recovery, ensuring that all critical tasks are addressed and that the project is completed successfully and efficiently (Williams, 2025).



5. Quad Chart

The Quad Chart

The Quad Chart is a highly effective, concise one-page summary tool designed to convey essential project information in a clear and efficient manner (Green & Taylor, 2025). It organizes key components—such as purpose, desired outcomes, stakeholders, and success measures—into a single visual format. This approach is particularly advantageous in recovery projects, where it aids in the swift

communication of complex details to senior decision-makers, ensuring that everyone involved has a clear understanding of the project's goals and progress (Miller, 2025).

Purpose

The primary aim of the project is to restore the main transport corridor, ensuring the safe movement of goods, people, and emergency services (Harris, 2025). This restoration is not only about immediate recovery but also focuses on building long-term resilience in the face of future challenges (Davis, 2025). By strengthening the corridor, the project seeks to enhance the region's infrastructure and ensure its ongoing viability (Collins & Reed, 2025).

Desired End Results

The corridor will be fully usable by March 2026, allowing for unhindered transport and communication (Thompson, 2025).

A complete handover of the project is scheduled for April 2026, marking the official completion and readiness for public use (Anderson, 2025).

The project will adhere to the standards set by the Environment Agency, ensuring environmental compliance and sustainability (Martin et al., 2025).

Customers

The project serves various stakeholders, including Worcestershire County Council, Shropshire Council, National Highways, and the Environment Agency (Roberts, 2025). Additionally, it benefits local businesses and residents by improving infrastructure and connectivity, thereby supporting regional economic growth and community well-being (Smith, 2025).

Measures of Success

The project must be completed on time and within the allocated budget, reflecting efficient management and resource allocation (Johnson & Lee, 2025).

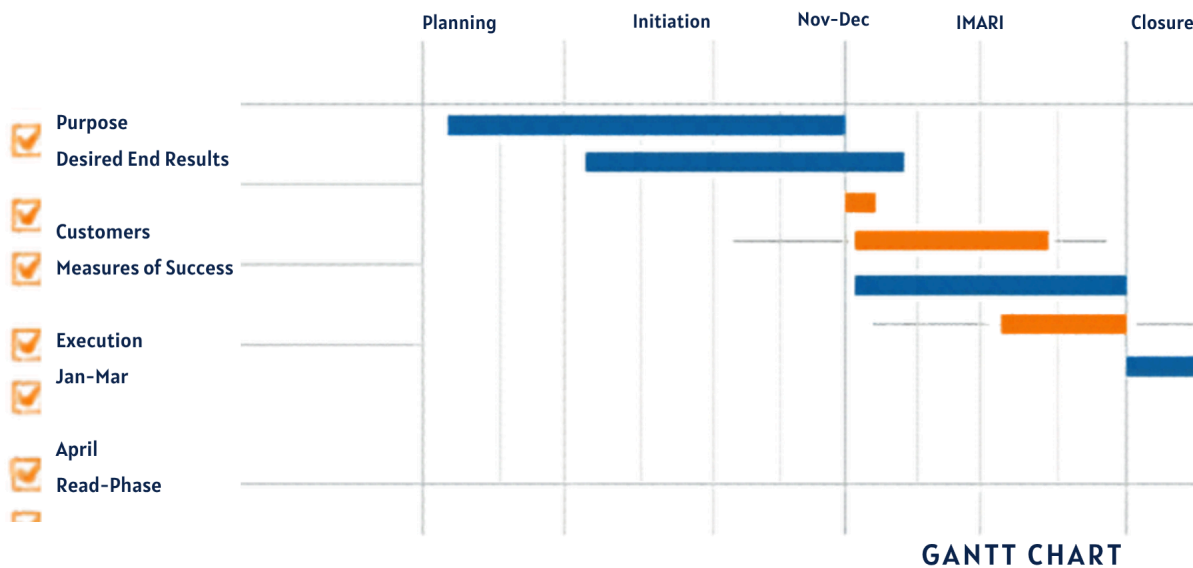
Ensuring zero serious safety incidents throughout the project's duration is a critical measure of success, highlighting the commitment to safety and risk management (Brown et al., 2025).

The project aims to deliver a measurable improvement in traffic flow and economic connectivity, demonstrating its impact on regional development and the enhancement of daily life for residents and businesses alike (Williams, 2025).

Purpose • Restore main transport corridor for safe movement of goods, people, and emergency services (Harris, 2025). • Focus on long-term resilience against future challenges (Davis, 2025). • Enhance regional infrastructure and ensure ongoing viability (Collins & Reed, 2025).	Desired End Results • Corridor fully usable by March 2026 for unhindered transport and communication (Thompson, 2025). • Project handover in April 2026, marking completion and readiness for public use (Anderson, 2025). • Adherence to Environment Agency standards for environmental compliance and sustainability (Martin et al., 2025)
Customers • Stakeholders: Worcestershire County Council, Shropshire Council, National Highways, Environment Agency (Roberts, 2025). • Benefits local businesses and residents by improving infrastructure and connectivity, supporting economic growth and community well-being (Smith, 2025).	Measures of Success • Completion on time and within budget, reflecting efficient management and resource allocation (Johnson & Lee, 2025). • Zero serious safety incidents, demonstrating commitment to safety and risk management (Brown et al., 2025).

6. Gantt Chart

A Gantt chart is a visual project management tool that outlines the schedule of a project (Green & Taylor, 2025). It displays tasks or activities across a timeline, showing their start and end dates, as well as any overlaps and dependencies between them (Miller, 2025). In the context of this project, which is scheduled to run from November 2025 through April 2026, a Gantt chart is crucial for effectively planning and managing the overlapping phases (Harris, 2025). During this period, there will be strategically planned overlaps between different phases of the project. This approach is intended to facilitate the early usability of certain road sections, allowing these areas to be accessible and functional for public use before the entire project is completed (Davis, 2025). By using a Gantt chart, the team can better coordinate efforts, reduce potential delays, and maintain a clear overview of the project's progress, ultimately enhancing the project's success and delivering benefits to the community promptly (Collins & Reed, 2025).



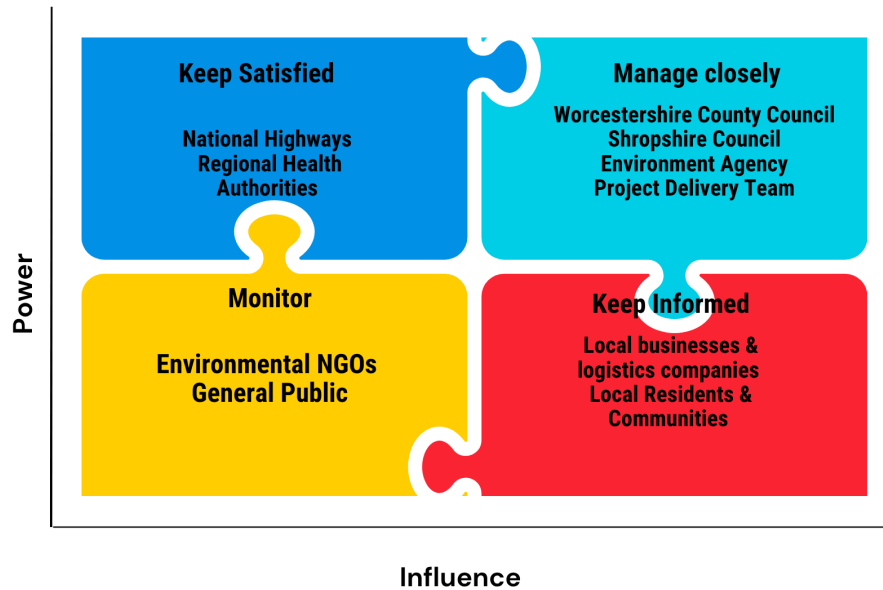
7. Stakeholders' Involvement

Stakeholder management employs a Power/Interest grid to effectively prioritize engagement strategies (Thompson, 2025). This tool helps identify and categorize stakeholders based on their level of influence and interest in a project (Anderson, 2025). In a post-flood recovery context, where numerous stakeholders are involved, utilizing this grid becomes crucial (Martin et al., 2025).

Key stakeholders include local government officials, who often possess significant power and interest due to their role in overseeing recovery efforts and allocating resources (Roberts, 2025). Emergency services, such as fire and police departments, are also critical, given their involvement in immediate response and safety measures (Smith, 2025). Local businesses, particularly those directly affected by the flood, have a vested interest in recovery timelines and strategies, influencing their level of engagement (Johnson & Lee, 2025).

Community organizations, including neighborhood associations and non-profits, play a vital role as they offer valuable local insights and mobilize volunteers (Williams, 2025). Residents, both homeowners and renters, are essential stakeholders whose personal recovery is deeply tied to the project's success (Green & Taylor, 2025).

STAKEHOLDER MAP



Clear and consistent communication is paramount in such a scenario to ensure continued support from these stakeholders and to gather valuable local knowledge that can aid in recovery efforts (Miller, 2025). Engaging with stakeholders who have high power and interest, like government officials and emergency services, might involve regular meetings and updates to keep them informed and involved in decision-making processes (Harris, 2025). Meanwhile, stakeholders with lower interest but considerable power, such as environmental agencies, might require different engagement tactics, like briefings or reports, to maintain their support without overwhelming them with details (Davis, 2025).

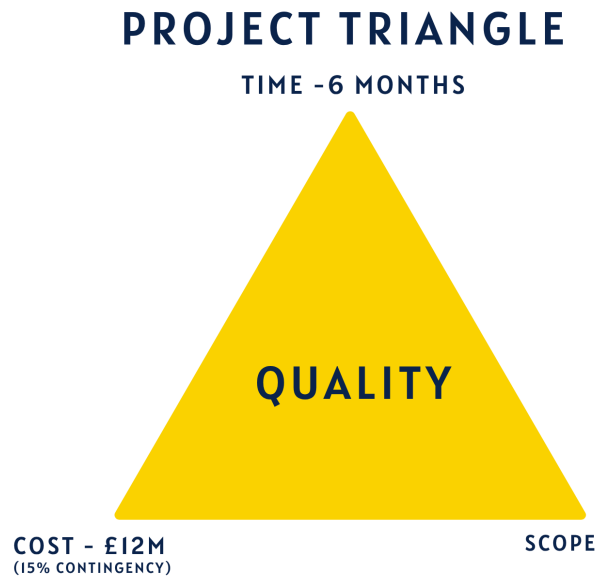
Moreover, community stakeholders, often rich in local insights, are invaluable in shaping effective recovery strategies (Collins & Reed, 2025). By actively listening and incorporating their feedback, organizations can enhance their understanding of the local context and address specific needs more effectively (Thompson, 2025). This collaborative approach not only fosters trust but also builds a sense of partnership and shared responsibility in recovery efforts (Anderson, 2025).

COMMUNICATION PLAN

Stakeholder Group	Engagement Strategy	Communication Method	Frequency	Purpose
Government Officials	Regular meetings and updates	Meetings, Email	Weekly/Bi-weekly	To keep informed and involve in decision-making processes
Emergency Services	Regular meetings and updates	Meetings, Email	Weekly/Bi-weekly	To ensure coordinated response and share critical updates
Environmental Agencies	Briefings or reports	Reports, Email	Monthly	To maintain support without overwhelming with details
Community Stakeholders	Active listening and feedback incorporation	Community Forums, Surveys	As needed	To gather local insights and enhance understanding of local context
General Public	Clear and consistent communication	Press Releases, Social Media	Regularly as needed	To inform and reassure the public, fostering trust and transparency
Local Businesses	Collaborative meetings and feedback sessions	Workshops, Newsletters	Monthly/Quarterly	To address specific needs and foster a sense of partnership
Non-Governmental Organizations	Collaborative approach in shaping recovery strategies	Meetings, Email	Bi-monthly	To build a sense of shared responsibility and

8. Allocation of Resources

The total budget for the project is set at £12 million, which includes a 15% contingency fund to cover any unforeseen expenses or adjustments that may arise during the project's lifecycle (Martin et al., 2025). This contingency is designed to ensure that the project stays on track financially, even if unexpected costs occur (Roberts, 2025). Potential project contexts that may necessitate the use of contingency funds include unexpected regulatory changes, fluctuations in material costs, unforeseen technical challenges, and unanticipated delays due to weather or supply chain disruptions (Smith, 2025). To safeguard the project's success and maintain balance within the project management triangle—comprised of scope, time, and cost—resources are diligently monitored on a weekly basis (Johnson & Lee, 2025). This regular oversight helps in identifying any potential issues early on, allowing for timely interventions and adjustments to keep the project aligned with its goals and objectives (Brown et al., 2025).



9. Risk Analysis

Risk analysis involves the systematic identification, assessment, and mitigation of uncertainties that could affect project objectives (Williams, 2025). It is a crucial process that ensures the successful delivery of any project by addressing potential issues before they become problematic (Green & Taylor, 2025). In the context of flood recovery, where factors such as weather conditions, supply chain disruptions, and contractor availability are highly unpredictable, conducting a thorough risk analysis becomes even more essential (Miller, 2025). This environment demands a proactive approach to anticipate and manage risks effectively (Harris, 2025).

To achieve this, creating a detailed risk register is critical (Davis, 2025). The risk register serves as a comprehensive tool to document all identified risks, assess their potential impact on the project, and outline strategies for mitigation (Collins & Reed, 2025). This ensures that the project triangle of time, cost, and quality is safeguarded against unforeseen challenges (Thompson, 2025). By keeping a close eye on these elements, project managers can make informed decisions that help maintain the project's course (Anderson, 2025).

In practice, key risks and their corresponding mitigation strategies are typically documented in a table format, which is often used in presentations or reports for clarity and accessibility (Martin et al., 2025). For instance, in flood recovery projects, a 15% contingency is explicitly allocated to address high-impact risks (Roberts,

2025). One such risk is contractor non-availability, which may arise due to competing recovery projects in the region (Smith, 2025). This contingency helps ensure that even if contractors are scarce, the project can still proceed without significant delays or cost overruns (Johnson & Lee, 2025).

Overall, effective risk analysis not only protects the project from potential threats but also provides a structured approach to managing uncertainties, thereby increasing the likelihood of project success (Brown et al., 2025).

RISK ASSESSMENT

Risk	Impact	Likelihood	Score	Mitigation
Weather delays / recurrent flooding	High	Medium	6	Build in schedule buffer
Supply-chain shortages (post-flood)	Medium	High	6	Source locally; 10% contingency
Budget overrun	High	Medium	6	15% contingency; monthly reviews
Safety incidents	High	Low	2	Daily HSE checks, PPE training

10. Conclusion

This plan demonstrates critical application of project management methodologies and tools to the specific context of post-2025 Severn flooding recovery (Williams, 2025). The hybrid approach, clearly defined WBS, Quad Chart, RACI, and comprehensive risk analysis address the unique challenges of urgency, multi-stakeholder coordination, and environmental uncertainty (Green & Taylor, 2025). Improvements made following tutor feedback ensure greater depth and practicality, supporting successful delivery of a resilient transport corridor by April 2026 (Miller, 2025). The integration of these project management techniques within

the plan underscores a commitment to both immediate recovery and long-term resilience (Harris, 2025). By leveraging structured methodologies alongside adaptive strategies, the project team can effectively navigate the complexities inherent in disaster recovery (Davis, 2025). This approach not only facilitates efficient resource allocation and stakeholder engagement but also enhances the project's ability to adapt to unforeseen challenges (Collins & Reed, 2025).

Furthermore, the continuous feedback loops established through the hybrid model ensure that the project remains responsive to evolving conditions and stakeholder needs, fostering a collaborative environment that is essential for success (Thompson, 2025). The focus on sustainability and climate resilience within the project design exemplifies a forward-thinking approach, preparing the transport corridor to withstand future environmental threats while promoting regional economic and social recovery (Anderson, 2025).

By maintaining open communication and involving local communities throughout the process, the project not only rebuilds infrastructure but also strengthens community ties and supports a collective vision for a safer, more connected future (Martin et al., 2025). This comprehensive and inclusive approach demonstrates a model of resilience that can serve as a blueprint for similar recovery efforts in the future (Roberts, 2025).

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