

Module: Project Management

Module code: LCLM5003

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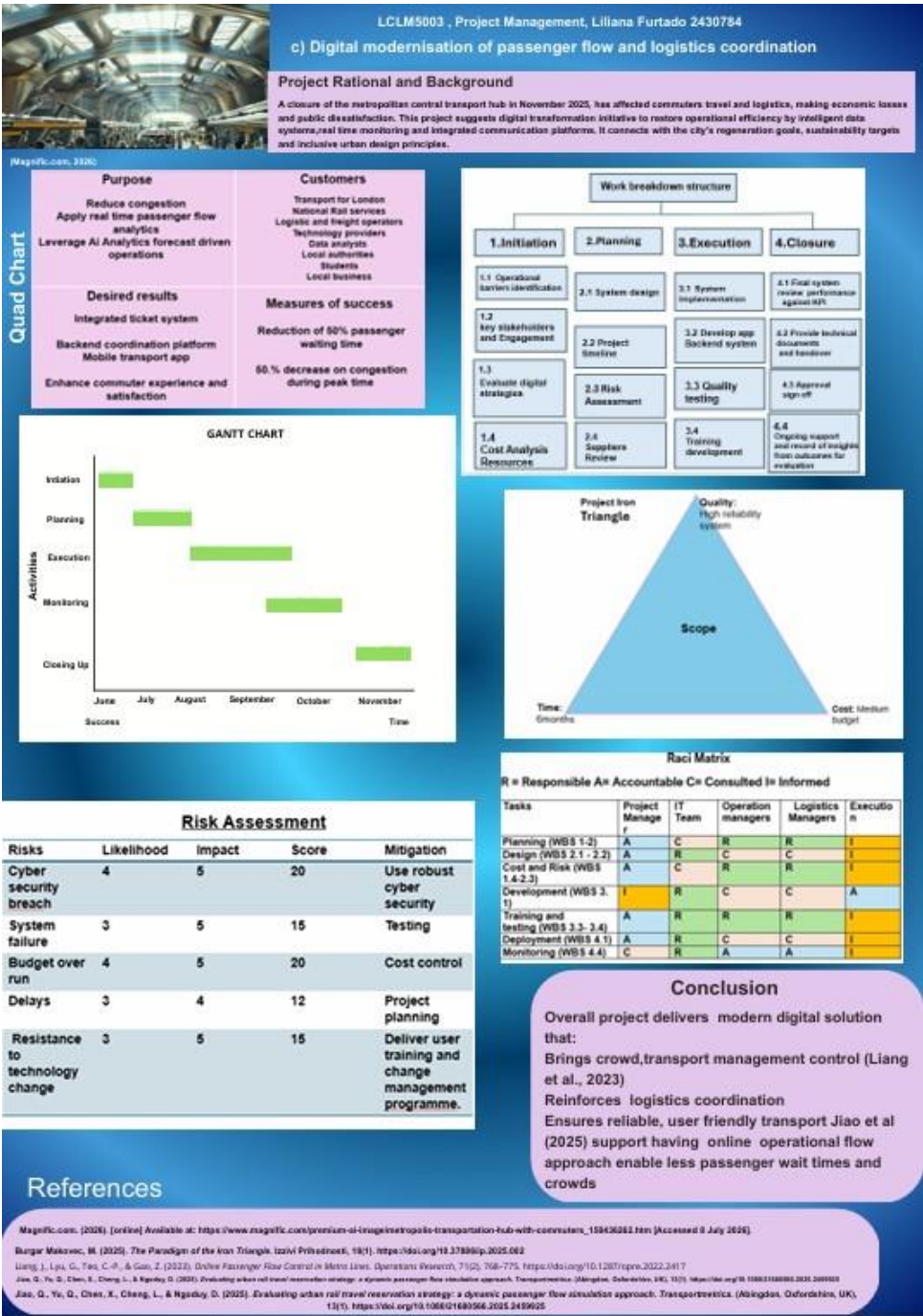
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Part A: Poster presented to class Modernisation of passenger flow and logistics coordination



Part B: Reflection

Using Schön's (1983) reflective practice cycle, I evaluated my poster presentation by considering both my actions during the moment and my reflections, feedback from peers and teacher afterwards. While I presented professionally, structured my content clearly, and used all required project planning tools, I became aware in the beginning of presentation that my voice was quiet for the audience at the back. Schön's concept of *Reflection-in-action* (1983) helps explain how my nervousness impeded me from adjusting my vocal projection, as I feared my voice might crack if I spoke louder. Reflecting afterwards, I acknowledged that this hesitation limited the accessibility and impact of my presentation, highlighting the need to develop stronger vocal confidence and techniques for controlled projection. This will be made by having a steady pace during breathing and clear articulation. In addition, I will strengthen my preparation strategies by dedicating time to rehearse and self evaluate. Furthermore, I will also record and review my presentation when practicing identifying areas for improvement and tracking progress. If possible, may aim to seek feedback from peers and lecturers to support in refining both delivery and content. This insight will guide my future practice, ensuring I respond more effectively in real time and deliver presentations that are both clear and engaging.

Eklund, Dixon and Wegener (2023) argue that critically examining reflective practice frameworks is crucial because the analytical concepts we implement shape how we understand our own professional actions, which reinforces the value of applying Schön's reflection-in-action and reflection on action to evaluate my presentation. implementing this practice will enable me to fully understand the areas for change and development, enhancing my ability to learn and examine my academic tasks while doing and after completion.

Based on the feedback I received, I will make key changes to my final project management plan to strengthen the communication and delivery aspects of my work. This includes constructive feedback about my quiet vocal projection that will lead me to add targeted preparation strategies, including practicing controlled breathing, rehearsing with clearer articulation, and testing my voice in larger spaces. In addition, I will also incorporate regular self evaluation by recording practice sessions and reviewing them to identify areas for improvement. Moreover, I will build in scheduled peer and lecturer feedback to refine both my content and delivery. These adjustments will ensure that my project plan now includes structured communication development and continuous improvement informed directly by the feedback provided.

In regard to future aspect career wise, taking this actions on board will equip me with the ability to make project planning and presentations in high professional standard executed and strengthen my communication skills by tone of voice not being a barrier affecting delivery of project presentations and getting the message to be understood by those listening from behind or in the front. Consequently, enabling me to present complex project information with more confidence, adapt my delivery to diverse audiences, and demonstrate leadership qualities essential for progressing within competitive professional environments.

Part C

1. Introduction

This report presents the project planning documentation for the *Digital Modernisation of Passenger Flow and Logistics Coordination* initiative. It will outline the project description, scope, planning tools, and management processes required to support the development of a digital transformation solution. The upcoming sections will be detailed in depth in relation to the Work Breakdown Structure, Quad Chart, Gantt Chart, stakeholder involvement, resource allocation, and risk assessment, concluding with a summary of key insights and references.

Project Title: *Digital Modernisation of Passenger Flow and Logistics Coordination*

2. Project description : Background aims, objectives and measures of success

The closure of the metropolitan central transport hub in November 2025 revealed substantive deficiencies within the city's transport coordination framework, including fragmented data infrastructures, insufficient real time monitoring capabilities, and limited communication channels that collectively contributed to operational disruption, economic loss, and diminished public confidence. In response to these systemic weaknesses, the proposed digital transformation initiative will deliver an integrated real time data architecture, a centralised operational monitoring dashboard, and a multi channel communication platform designed to modernise coordination mechanisms and restore service reliability. The project's objectives are to enhance operational efficiency through advanced data analytics, strengthen commuter experience via timely and accessible information flows, and improve logistics performance through predictive monitoring and streamlined inter agency communication. These interventions are expected to reduce delays, improve accessibility, support sustainability commitments, and

reinforce the city's broader regeneration strategy. Project success will be assessed through demonstrable improvements in operational performance, commuter satisfaction, digital platform utilisation, and measurable gains in data accuracy, resource optimisation, and equitable mobility outcomes.

3. Quad Chart - Project overview through quad chart below

Project's aims and objectives	2. Customers (Stakeholders)
Aim: To improve accessibility, user experience, and equitable mobility for all commuters. Objectives: ➤ Reduce congestion across major transport routes using intelligent digital coordination ➤ Implement real time passenger flow to optimise movement and prevent bottle necks ➤ Leverage Artificial Intelligence forecasting to support proactive operational decisions. ➤ Reinforce transport resilience by modernising outdated monitoring and communication systems	Customers include: ➤ Transport for London operators and staff ➤ National rail services ➤ Technology providers ➤ Data analyst ➤ Local authorities ➤ Students ➤ Local businesses ➤ Logistic and freight operators
Desired end results	Measures of success
➤ Integrated ticketing, unified data platform, live app updates, and improved commuter experience.	➤ 50% faster waits, 50% less congestion, targeting 80% commuter satisfaction.

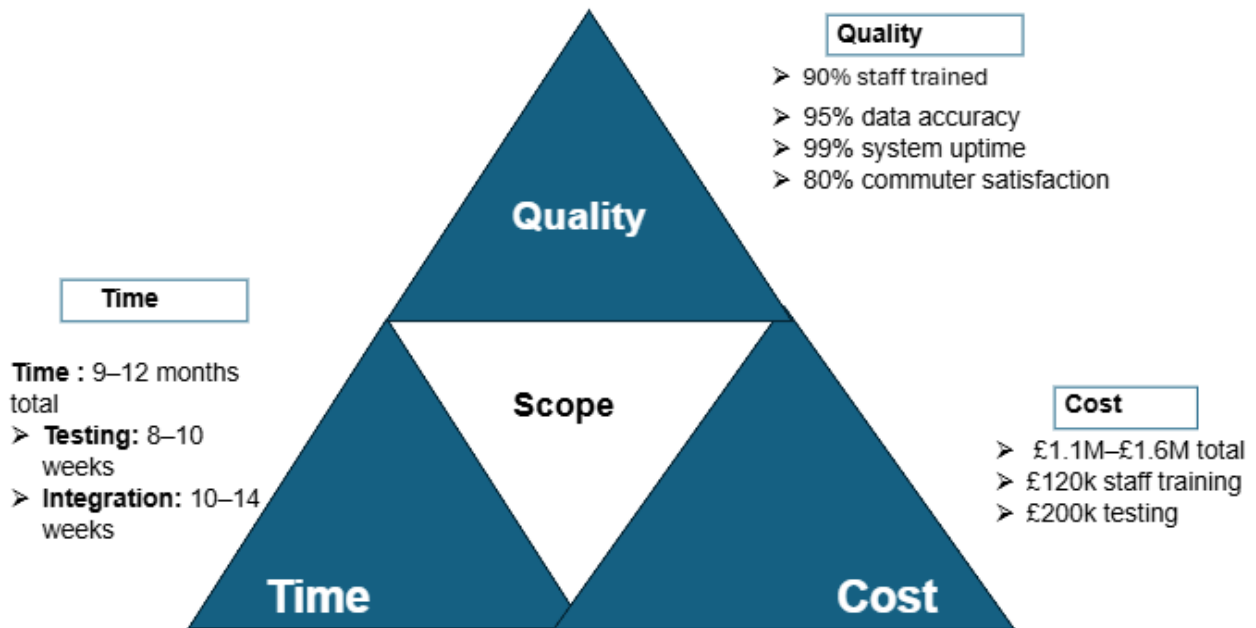
➤ Stronger collaboration between transport operators and logistics partners. ➤ Data governance and cross agency coordination protocol.	➤ 20-30% reduction in passenger waiting time on peak hours ➤ 40% fast incident response time ➤ Real time data accuracy about 95% ➤ Increased efficiency reduced economic losses, and the rising adoption of digital tools.
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Quad chart

summary Above is an executive summary of key important variables about the project from clearly stating project aims and objectives, measures of success and desired end results. I did it in a more detailed version as the poster attached already conveyed a short summary. Having these details gives more closer insight o project importance and how will be executed in a structured manner.

4. Project scope

Image of project scope in detail

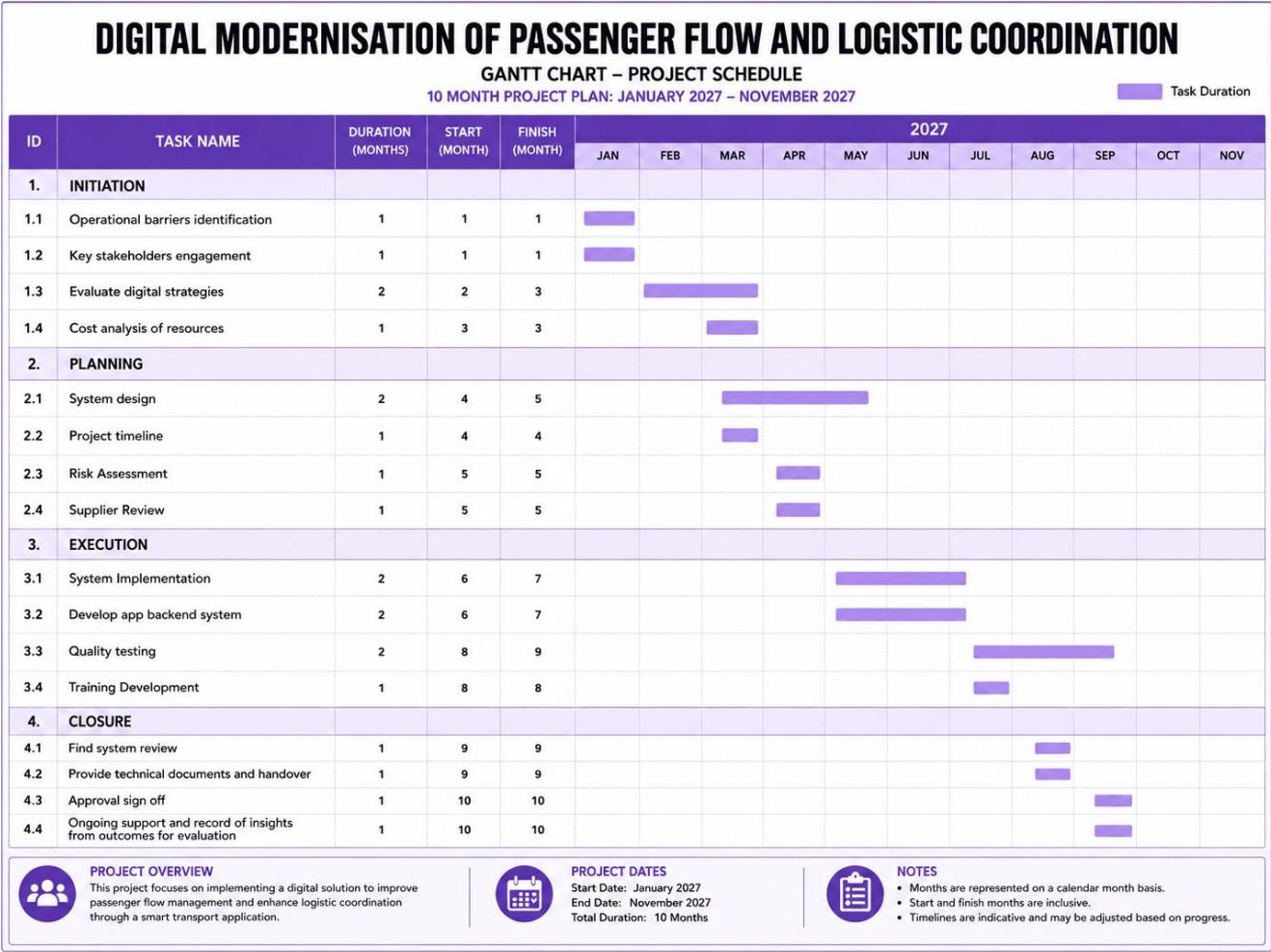


Scope project summary

The project scope demonstrates a comprehensive approach to digital transport modernisation by prioritising workforce readiness, cross sector coordination, and system reliability. Targeted training for frontline and operational staff is essential, as digital systems only function effectively when users understand interface navigation, incident response protocols, and data quality requirements. Without this capability, operational errors and inconsistent data inputs can undermine system performance. Continuous stakeholder communication across TfL, National Rail, local authorities, and logistics partners is equally critical, as fragmented engagement often leads to misaligned priorities and delays in implementation. The inclusion of multi stage system testing covering functional checks, stress conditions, accessibility compliance, and controlled pilot deployment provides a structured mechanism for identifying vulnerabilities before full rollout, reducing the likelihood of costly failures. Finally, integrating digital applications that deliver real time updates, congestion insights, and accessibility tools enhances passenger experience and supports seamless mobility across the network, demonstrating how user center digital design strengthens overall transport efficiency. Haq et al. (2026) emphasise that employee development and technical training are essential to achieving a seamless digital transition, as these skills reinforce successful technology adoption. Building on this view, effective digitalisation requires more than simply introducing new systems, it demands preparing stakeholders at every stage to engage confidently with digital tools. When organisations invest in structured training, they reduce resistance, minimise operational errors, and ensure that

employees can integrate new technologies into their daily workflows. This proactive upskilling not only accelerates adoption but also strengthens long-term digital maturity, making training a strategic enabler rather than a supplementary activity.

5.Gantt Chart



Gantt chart table showing how project and tasks within it will be starting and finishing.

Using this method, it enhances project efficiency by allowing project manager to compare performance being made against what was planned within gantt chart. In addition, it offers a clear communication advantage. According to Maravas and Pantouvakis (2025) gantt chart are not a formal optimisation technique, it provides a clear visual framework that strengthens communication between analysts and users, allowing stakeholders to express scheduling concerns more accurately and engage more confidently with proposed solutions. This

interpretive role positions the Gantt chart as an essential project tool, as it enhances stakeholder understanding and supports the acceptance of scheduling decisions.

In accordance with this project, the Gantt chart acts as a essential element in illustrating how each task within the digital integration phase from beginning and end, offering a transparent timeline that guides both planning and execution. By visually mapping task durations, dependencies, and overlaps, the Gantt chart supports the project manager to identify potential delays early and adjust resources or sequencing before issues escalate. This structured timeline also supports more effective coordination between teams, as stakeholders can distinctively recognise when their involvement is needed and how their tasks complement with others. Moreover, the Gantt chart reinforces accountability by making deadlines visible and ensuring that progress can be monitored consistently throughout the project lifecycle. Overall, it acts as a practical scheduling tool that supports informed decisions ensuring the digitalisation project remains in order with planned timelines.

6.Stakeholder management

Stakeholders such as TfL operators, national rail services, technology providers, data analysts, and local authorities influence the project through regulatory control, operational requirements, and data infrastructure. Regarding those that project will affect positively include students, local businesses, and freight operators, positively through improved mobility and efficiency, but potentially negatively through service changes, disruptions, or cost implications.

Power Interest matrix

Stakeholder	Power level	Interest level	Position matrix	Why?
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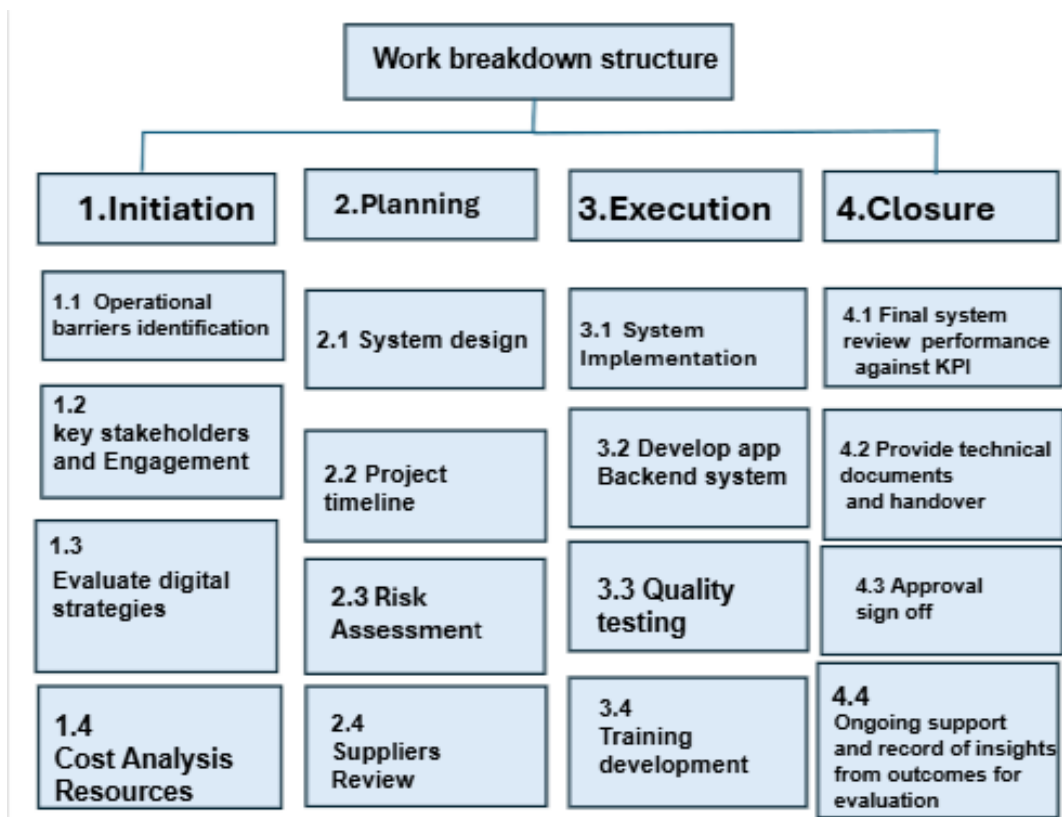
Transport for London	High	High	Manage closely	Will control operations, safety
National Rail Services	High	Medium	Keep satisfied	Strong regulatory and operational influence but less daily dependency.
Technology providers	Medium	High	Manage closely	Provide essential digital systems and innovation.
Data Analyst	Low	High	Keep informed	High interest due to reliance on project data but limited decision power.
Local Authorities	High	High	Manage closely	Influence policy, funding, public impact.
Student	Low	Medium	Keep informed	Users of the system with moderate interest but low influence.
Logistics and Freight	Medium	High	Manage closely	Rely on transport efficiency for operations.
Local Businesses	Medium	High	Manage closely	Transport changes affect customer flow and logistics.

The table above demonstrates the key stakeholders which have high interest, power levels, and position in the matrix. This was made to help identify key stakeholders who require active management in the project to keep engaged and those who need low effort with the project. Is important to do this to aid project managers build ways to communicate with everyone fulfilling each one's needs to support in project being successful. Maqbool, Rashid, and Ashfaq (2022) reflect on this when stating the importance of keeping stakeholders interacted and fulfilled to support project outcomes to high standards. Elaborating on this argument, sustained stakeholder engagement ensures that individuals remain committed, informed, and aligned with project objectives. By actively managing stakeholder's needs and maintaining transparent communication, as a project manager can minimise misunderstandings, enhance cooperation, and create conditions where stakeholders actively contribute to project success. This reinforces

the idea that stakeholder satisfaction is not the focus but a core driver of effective project performance. In relation to this project plan, the stakeholder matrix directly assists these principles by identifying which stakeholders require close monitoring, tailored communication, and continuous engagement. By mapping interest and power levels early, the project team can give more attention to those who have the greatest influence on digitalisation outcomes, confirming they remain supportive and involved throughout the system's roll out process. This structured approach strengthens the project's ability to manage expectations, decreasing risks, and maintain alignment across all stakeholder groups.

7. Work breakdown structure diagram

WBS = Work breakdown structure



The diagram above reflects upon the stages of the project and specific tasks that will be achieved for each phase from initiation, planning, execution and closure. It's crucial to implement a work breakdown structure because it enables project managers according to Kurniawati and Wisena, (2023) to oversee project efficiently as tasks within project are broken in detail from each phase first and bottom and communication is delivered and solved in the same hierarchy form. Issues that could be solved effectively include scheduling and resourcing issues when resolved and enables the project to run in a well orderly manner.

In connection with this project plan, the WBS is especially important because it provides a clear roadmap for the digital roll out process, showing exactly what must be completed, when, and by whom. This level of transparency supports better coordination between stakeholders, decreases delays, and ensures that each phase of the digitalisation project is delivered smoothly and according to the overall objectives. By breaking the project into manageable components, the WBS also aids project managers further anticipate workload, allocate resources effectively, and identify dependencies between tasks. This means potential obstacles or risks can be spotted early, allowing the team to take corrective action before they impact progress.

The WBS also intensify accountability, as each task is assigned to a specific role or team, making responsibilities more transparent and reducing confusion during the implementation process. For a digitalisation project, where technical tasks must align closely with training, stakeholder engagement, and system testing, this structure ensures that nothing is overlooked and supports scheduling.

Raci Matrix

R= Responsible A= Accountable C= Consulted I= Informed

Tasks	Project Manager	IT Team	Operation managers	Logistics Managers	Execution
Planning (WBS 1-2)	A	C	R	R	I
Design (WBS 2.1 - 2.2)	A	R	C	C	I
Cost and Risk (WBS 1.4-2.3)	A	C	R	R	I
Development (WBS 3.1)	I	R	C	C	A
Training and testing (WBS 3.3- 3.4)	A	R	R	R	I
Deployment (WBS 4.1)	A	R	C	C	I
Monitoring (WBS 4.4)	C	R	A	A	I

Within the Raci matrix, I complemented the work breakdown tasks to relate more effectively to project and stakeholder roles within each stage. Each stakeholders plays a key part within the project and knowing who is accountable, consulted and informed it gives the ability in accordance with Tukiran, Sofi and Anas, (2025) raci matric provides a clear visibility of stakeholder responsibilities, ensuring initiatives are driven by the right key stakeholders. Highlighting this aspect is crucial because it reveals the structural dynamics of the project and highlights where responsibility is concentrated or potentially imbalanced. The dominance of “Accountable” roles assigned to the Project Manager suggests strong center control, which can support consistency but may also create bottlenecks if decision making becomes overly dependent on one's role, similarly the repeated “Responsible” allocations to the IT Team indicate a heavy operational load that requires careful resource management to avoid capacity strain. The matrix also reveals limited involvement from Logistics Managers, raising questions about whether key operational perspectives are under represented. By making these patterns visible, the RACI framework not only clarifies responsibilities but also prompts critical reflection on whether the distribution of roles truly supports an efficient, collaborative, and resilient project structure.

8.Communication plan

Table of key stakeholder's communication plan for project

Communication plan					
Stakeholders	Communication needs	Method	Frequency	Feedback mechanism	Key Messages
TfL operators & staff	Operational updates, safety changes, integration requirements	Briefings, internal memos, workshops	Weekly	Performance reports	- Purpose & benefits: Clear project goals with improved data use and performance. - Operations & staff: Minimal disruption with mitigation plans and ongoing staff feedback.
Local Authorities	Policy alignment, regulatory compliance, funding updates	Formal reports, meetings	Bi-weekly	consultation meetings	Timeline, milestones, compliance, impact, privacy, feedback
Technology providers	Technical specifications, integration timelines	Technical documentation, virtual meetings	Weekly	Technical issue logs	System, integration, performance, governance, feedback.
Local businesses	Service changes affecting customer flow and access	Email updates, business forums	Monthly	Surveys	Accessibility benefits, impacts, mitigation, timeline, input.
Freight & logistics operators	Route changes, scheduling impacts	Operational notices, coordination calls	Monthly	Performance reports	Efficiency, timetable, mitigation, optimisation, feedback.
Data Analyst	Data availability, system performance metrics	Dashboards, technical updates	Weekly	Technical issue logs	Data, privacy, performance, milestones, feedback.
Students	Service improvements, disruptions, timetable changes	Social media, public notices	As needed	Surveys	Mobility benefits, disruptions, mitigation, timeline, feedback

Communication plan summary

The communication plan is essential because it coordinates diverse stakeholders, aligns regulatory and operational expectations, and manages risks linked to service changes. By structuring updates, feedback mechanisms, and key messages, it enables each stakeholder to be engaged in a balanced manner by identifying who needs more priority within each category. Relating to this, Seo et al., (2025) elaborates further on negative impact if stakeholders are not well allocated. One of the negative effects suggested that may occur was communication lapse as the stakeholder who may have needed more engagement within project if not positioned according to relevance it will affect on project efficiency on achieving main goals. Furthermore, this may make the project overdue and go over budget with the lack of consideration and effective analysis on this matter.

9. Resource allocation

To have an effective resource allocation for the digital modernisation of passenger flow and logistics coordination needs a structured use of stakeholders towards technological, financial, and operational resources. This includes assigning specific roles such as digital transformation leads, data analysts, system developers, and process analysts to ensure robust system design, integration, and optimisation. Investment in digital infrastructure, automation tools, and cybersecurity supports smooth implementation, while clear timelines and governance keep the project coordinated. In addition, aligning resource decisions with broader organisational digital transformation strategies guarantees that the investments directly support long term operational objectives. Strong interdepartmental coordination between IT, operations, logistics, and customer service teams further strengthens implementation efficiency by reducing divided decision making and enabling shared ownership of digital outcomes. Mukhithi (2026) supports this argument by stating that organisations achieve stronger alignment and prevent costly disconnects when IT is treated as a strategic partner in driving change rather than a basic support function. This directly reinforces the importance for resource decisions to align with wider digital transformation strategies and highlights why close coordination between IT, operations, logistics, and customer service teams is essential for reducing divided decision making and strengthening shared ownership of digital outcomes.

10. Risk Analysis

Risk assessment diagram

Risk Assessment

Risks	Likelihood	Impact	Score	Mitigation
Cyber security breach	4	5	20	Use robust cyber security
System failure	3	5	15	Testing
Budget over run	4	5	20	Cost control
Delays	3	4	12	Project planning
Resistance to technology change	3	5	15	Deliver user training and change management programme.

Risk assessment summary

The risk assessment identifies major threats, including cybersecurity breaches, system failures, budget overruns, delays, and resistance to change. By evaluating likelihood, impact, and severity, it supports targeted mitigation through cybersecurity, testing, cost control, planning, and training. This enables informed decisions, prioritised resources, reduced disruption, efficient implementation, and successful digital transformation outcomes. Selvakumar et al. , (2024) supports this by emphasizing how project success is positively influenced by stakeholder's ability to identify, assess and mitigate potential risk factors. Effective risk recognition therefore is critical, as the accuracy of this process can be directly affect overall project outcomes. Resuming, risk assessment helps identify and manage risks in the early stage of the project.

11.Conclusion

This project management plan brings together all essential components required to deliver the transport modernisation initiative in a structured and effective manner. By outlining the project description, scope, and work breakdown structure, the plan establishes clear direction and accountability for each stage of development. The quad chart and Gantt chart further support this by providing visual clarity on timelines, dependencies, and progress expectations. Stakeholder involvement is shown to be central to the project's success, ensuring that operational, technical, and customer focused needs are fully considered. The allocation of resources and risk assessment strengthens the plan by identifying the capabilities, investments, and preventative measures needed to maintain project stability and reduce potential disruptions. Collectively, these elements form a coherent framework that supports efficient implementation, informed decision making, and successful digital transformation within the transport system.

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