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Module Title: Project Management

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Component 2: A Project Portfolio

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Part C-Report- Construction of a Temporary Multimodal Transport Solution

Introduction

Following the emergency closure of its Central Transport Hub in November 2025, a large metropolis in the United Kingdom experienced severe transit disruption.

During a routine examination, the facility that has been in operation for more than 40 years was discovered to have significant structural issues. The inspection concluded that the building no longer fulfilled modern safety, accessibility and operating standards, making its ongoing use of unsafe for passenger and transport operators. As a result the shutdown severely disturbed local businesses, freight operations and rail and bus services, resulting in significant financial losses and public discontent. As an outcome the local government was under growing pressure to promptly resume transport services while getting ready for the permanent transport hub's long term renovation.

To reduce congestion, this proposal proposes the creation of a Temporary Multimodal Transport System that will operate throughout the reconstruction of the existing transport hub. By integrating buses, rail replacement services, taxis, bike infrastructure and freight operations in one spot, the temporary facility will offer integrated transport services. The project intends to maintain transport connectivity, decrease congestion and help local business while ensuring that passenger continue to get safe, independent and accessible transport hub will combine digital technologies and sustainable infrastructure to support the city's wider redevelopment program.

Due to the fact that the Project Management offers and organised framework for structuring, planning and managing project activities, it is crucial for coordinating large infrastructure projects. The Project Management Institute (2021) states that successfully managing project risks and balancing the major constraints of scope, time cost and quality, project management assists businesses in achieving project objectives. Applying recognised project management tools enables project managers to improve decision making, allocate resource effectively and respond proactively to changing project conditions (MABY Consultancy, 2025).

This project management plan outlines how recognised project management techniques will be implemented to provide the modern multimodal transit solution successfully. The project scope, work breakdown structure, project schedule, resource allocation, stakeholder management and risk management are all covered in the report. These project management strategies give a disciplined approach to

controlling project performance while ensuring that the temporary transit solution supports economic recovery, social inclusion and environmental sustainability throughout the rehabilitation period.

Project Description

Therefore, to sustain transport services while the city's permanent transport hub is being renovated, the proposed project includes the planning, design and building of temporary multimodal transport hub. Passenger, freight operators and local businesses have all been impacted by the closing of the current hub, which has decreased transport capacity and lengthened travel times. Establishing a temporary transport hub provides a practical and cost-effective alternative to limit disturbance and maintain transport operations while the permanent facility is constructed.

Temporary bus terminals, rail replacement services, taxi ranks, bicycle facilities, pedestrian walkways and freight loading spaces will be integrated into in site at the temporary hub. Digital technology such as electronic ticketing, real time passenger information displays, digital navigation and traffic monitoring systems will be improving passenger experience and enable effective operation of transport services during the renovation period.

Accessibility is crucial priority throughout the project. by offering step free access, tactile pavement, accessible restrooms, induction hearing loops and clearly marked pedestrian pathways, the hub will adhere to current UK accessibility regulations. These initiatives will guarantee the transport network remains inclusive for elderly passenger, those with disabilities and individuals with decreased mobility while meeting legal and operational requirements.

Environmental sustainability has also been incorporated into the project design. Modular construction methods will reduce waste and improve installation efficiency, while temporary building will use energy efficient lighting and sustainable materials. Electric vehicle charging outlets and safe bicycle parking will boost environmentally friendly travel and help the UK Government Net-Zero and sustainable transport objectives for the 2050 be to be achieved. (Burnett and Stewart, 2024)

Project performance will be measured using SMART goals. The project aims to complete construction within 12 months, maintain at least 90% of transport capacity during redevelopment, achieve full compliance with health and safety regulations before opening, reduce commuter delays by 30% implement integrated digital ticking and passenger information systems and deliver the project within the approved budget (Lock,2020)

The project will adhere to the five phases of the project management lifecycle: planning, execution and control, closure and initiation. these stages include feasibility studies, stakeholder consultation, detailed planning, procurement, building, performance monitoring, operational testing and final handover to the local transport authority. Following this systematic approach will help ensure the temporary transport hub is delivered safely, efficiently and in line with project objectives.

Project Scope

Clearly defining the project scope is vital because it determines the limits of the projects and ensures that all stakeholders have a clear knowledge of what the project will and will not produce. effective scope management helps prevent. scope creep, which occurs when extra work is added without adequate approval, typically resulting in increased costs, projects delays and resources shortages. According to Saviom Software (2026),a well-defined scope enhances project planning, facilities efficient resource allocation and allows project managers to more precisely track progress over the course of the project.

Delivering a temporary multimodal transport system that will sustain transport services while the permanent transport hub us being reconstrued is the specific emphasis of this project’s scope. The project includes all actions necessary to design, build, equip, test and commission the temporary facility. However, the project is not responsible for actions related to the reconstruction of the permanent transport hub or broader upgrades to the city’s infrastructure.

In Scope	Out of Scope
Site preparation and temporary transport hub	Redevelopment of the permanent transport hub
Design and construction of the temporary transport hub	Expansion of surrounding highways
Temporary bus terminals and rail replacement facilities	Commercial and residentials developments
Taxi ranks, cycling facilities and pedestrian walkways	Permanente rail infrastructure upgrades
Temporary freight loading and logistics areas	Future smart city projects unrelated to transport

CCTV, lighting, public addresses and security systems	Permanent landscaping outside the temporary site
Accessibility features, including ramps, tactile paving and accessible toilets	Long term operation of the permanent transport hub
Environmental management and waste control	

Work Breakdown Structure

The Work Breakdown Structure (WBS) is a fundamental project management tool used to breakdown the overall project into smaller manageable components. According TenSix,(2022) the WBS structure also improves cost estimation, scheduling and risk management while reducing missed work and changes. This structure is crucial for defining entire project scope and ensuring that all deliverables are accounted for without duplication or absence,

For the temporary multimodal transport hub project, the WBS is structured into six core work packages: initiation and design, procurement, construction, systems integration, testing and commissioning and project closure. Additional subcomponents that specify certain tasks necessary for effective delivery are included in each of these work packages.

WBS phase	Deliverable	Main Activates	Output
1.0	Project initiation	Business case, stakeholder identification, project approval	Approved project charter
2.0	Project Planning	Scope, budget, schedule, risk and communication plans	Project Management Plan
3.0	Site Preparation	Site survey, utility relocation, traffic diversion	Construction ready site
4.0	Procurement	Tendering, supplier selection, contract award	Materials and contractors secured
5.0	Construction	Temporary bus station, taxi rank, freight area, walkways	Temporary transport hub completed

6.0	Digital Systems	CCTV, passenger information, Wi-Fi, e-ticketing	Operational digital infrastructure
7.0	Testing and Commissioning	Safety inspection, operational testing, staff training	Approved operational facility
8.0	Project Closure	Final inspection, handover, evaluation report	Project completed and handed over

Quad Chart

A Quad chart is a simple visual aid that divides crucial data into four areas, simplifying complex information for a faster comprehension. It is helpful for planning, teamwork and presentations because it facilitates quicker decision making, enhances communication, makes comparison easier and gives a clear summary of important project data (LTS, 2023).

Quad Table	
Project Overview	• Project: Temporary Multimodal Transport Hub for UK Metropolitan Area • Purpose: Provide a temporary integrated transport hub while the permanent transport hub undergoes reconstruction following its emergency closure • Duration: 12 months • Budget: £140
Objectives	• Restore transport service during redevelopment • Maintain at least 85% transport capacity • Reduce commuter delays by 30% • Deliver the project within 12 months and approved budget • Ensure full compliance with UK health, safety and accessibility regulations • Implement digital ticketing and passenger information systems

Major Deliverables	• Temporary bus terminal • Rail replacement facilities • Taxi ranks • Bicycle parking and pedestrian walkways • Freight loading area • CCTV and security system • Real time passenger information displays • Testing and commissioning • Final Handover
Risks and Success Measures	• Key Risks-Construction Delays • Budget inflation • Supply chain disruption • Health and safety incidents • Stakeholder resistance • Digital system failure • Success Indicators: Project completed on time • £140 million budget • 85% transport capacity maintained • 25% reduction in delays • Full operational approval obtained

Gantt Chart

Project managers can plan, track and manage project progress by using Gantt Chart, a project scheduling tool that shows project activities against a timeline .it helps to ensure that tasks are completed on time by giving a clear visual representation of the order ,length an overlap of project tasks (Bottorf,2024).Additionally Gantt Charts facilities resource planning, enhance stakeholder communication and make it simpler to identify delays and implement effective measure throughout the project implementation

Project phase	Duration	Timeline (Months	Key Activities
Project Initiation	1 month	1	• Business case approval • Stakeholder identification • Project charter approval
Project Planning	2 months	2-3	• Scope definition • Budget and schedule preparation • Risk assessment • Communication planning
Site Preparation	2 months	3-4	• Site survey • Utility relocation • Traffic management • Site clearance
Procurement	3 months	3-5	• Tendering process • Supplier selection • Contract award, purchasing of

			materials and equipment's
Construction	4 months	5-8	• Temporary bus terminal construction • Rail replacement facilities • Taxi ranks • Freight loading area • Pedestrian walkways and cycle facilities
Digital systems installation	2 months	7-8	• CCTV installation • E-ticketing system • Passenger information displays • WI-FI and security systems
Testing and commissioning	2 months	9-10	• Safety inspection • Operational testing • Staff training • System verification
Project Handover and Closure	2 months	11-12	• Final inspection • Handover to local transport authority • Project closure

Stakeholder's Involvement

Considering that projects involve people and organisations with varying interests, expectations and degree of influence, stakeholder management is one of the most essential parts of successful project implementation. Strong stakeholder engagement boosts support for project goals, decreases conflict and enhances communication

(Bourne,2020). Project managers should identify stakeholders early on and create engagement strategies based on their influence and interest in the project, according to Project Management Institute.

As the temporary multimodal transport project immediately impacts local communities, businesses, government agencies and public transport services, a wide range of stakeholders are involved. The project manager can reduce opposition, promote cooperation and ensure the project decisions are in line with strategic goals by being aware of stakeholder expectations.

Stakeholder	Interest	Influence	Engagement strategy
Local Authority	High	High	Regular project meetings and progress report
Project Manager	High	High	Daily project coordination and monitoring
Contractors	High	Medium	Weekly constructions meetings and regular consultations
Transport Operators	High	High	Operational planning workshops and regular consultations
Local Business	High	Medium	Monthly stakeholder forums and business updates
Local Communities	High	High	Public consultations and newsletters
Environmental Agency	Medium	High	Environmental compliance reporting
Suppliers	Medium	Medium	Procurement meetings and contract management
Passengers	High	Low	Public information campaign and digital communication

Allocation of Resources

The process of allocating financial, material, equipment and human resources to project activities to effectively accomplish project goal is known as resource allocation (Landau 2024). Effective resource planning guarantees that task packages are finished on time, reduces expenses and avoid delays.

A team of experts with experience in engineering, construction, digital technology, transport, planning and project management is needed for the temporary multimodal transport project. The distribution of resources will be regularly checked to make sure there are enough employees and tools available or every stage of the project.

Resources	Main responsibility
Project Sponsor	Strategic governance and project approval
Project Manger	Overall project planning, coordination and monitoring
Civil Engineers	Infrastructure design and construction supervision
Construction Contractors	Site preparation and facility construction
Procurement Manger	Supplier selection and contract management
ICT Specialists	Digital systems installation and testing
Health and Safety Officer	Compliance with safety legislation and inspections
Environmental Officer	Environmental monitoring and sustainability compliance
Finance Manger	Budget monitoring and financial reporting
Administrative Staff	Documentation, scheduling and stakeholder communication

The £140 million project budget that is currently authorised will determine how financial resources are distributed. The budget will pay for labour, digital infrastructure, construction costs, procurement, contingency reserves and project management. Earned Value Management (EVM) method and monthly financial reports will be used to track cost performance to identify any early budget variances.

Temporary modular buildings, building materials, traffic control devices, IT systems, security infrastructure and construction equipment are examples of material resources. To ensure value for money and adhere to UK public procurement legislation, procurement activities will follow transparent tendering procedures.

Matrix of Responsibility Allocation (RACI) by defining who is Responsible, Accountable, Consulted and Informed for significant project activities, a Responsibility assignment matrix (RACI) makes stakeholder roles and duties clearer (Brown ,2026).

Activity	Sponsor	Project Manager	Contractor	Engineers	Transport Operators
Project approval	A	C	I	I	I
Project planning	C	A/R	I	C	C
Procurement	I	A	R	C	I
Construction	I	A	R	C	I
Digital systems installation	I	A	C	R	C
Testing and commissioning	I	A	R	R	C
Final Handover	A	R	C	C	C

Risk Analysis

Risk analysis helps project teams, recognise possible risks, assess their effects and have suitable mitigation plans in place before they have an influence on project performance. Project risk management is a continuous process that includes risk identification, analysis, response planning, implementation and monitoring throughout

the project lifetime. Effective risk management enhances decision making, lowers uncertainty and raises the possibility that a project will succeed. (APM, 2025)

Risks related to construction, procurement, stakeholder expectations, environmental restrictions and financial management are all present in the temporary multimodal transport project. The project manager will be able to reduce delays and uphold project objectives by early identification and ongoing monitoring of these risks.

Risk	Probability	Impact	Risk Level	Mitigation
Construction delays due to adverse weather	Medium	High	High	Develop contingency schedules, monitor weather forecasts and allocate additional resources when necessary
Budget exceed caused by inflation and rising material costs	High	High	Very high	Conduct regular budgets reviews, apply cost control measures and maintain a contingency reserve of 10% of the project budget
Supply chain disruption affecting construction materials	Medium	High	High	Establish multiple suppliers, monitor procurement performance and maintain safety stock for critical materials
Stakeholders' resistance and public complain	Medium	Medium	Medium	Implement regular stakeholder engagement, public feedback and transparent communication throughout the project
Health and safety incidents on the	Low	Very high	High	Enforce health and safety regulations, conduct regular inspections and provide mandatory safety training for all employees

constructi on site				
Failure of digital transport system	Low	High	Mediu m	Perform comprehensive system testing, maintain technical support and implement backup information systems
Environme ntal non- complianc e	Low	High	Mediu m	Conduct environmental monitoring, waste management and regular compliance audits

Conclusion

The closure of the key transit hub has produced significant economic, social and operational issues for the Metropolitan area. The suggested temporary multimodal transport system provides an effective short-term approach for maintaining transport services while supporting the long-term rehabilitation of the permanent transport hub. This project not only improves transportation and freight operations but also contributes to economic resilience, social inclusion and environmental sustainability.

The Work Breakdown Structure, Quad Chart, Grantt Chart, Stakeholder Analysis, RACI Matrix, Resource Allocation and Risk Management tools. All the techniques that have been applied in this project management plan. These tools offer an organised overseeing project operations while ensuring that the project goals are met within established scope, time and financial restrictions.

Maintaining project performance and resolving possible issue during implementation need careful resource planning, proactive risk management and effective stakeholder involvement. The implementation of SMART targets and structured governance also enhances responsibility and enables regular performance evolution.

All things considered, the suggested proposal offers a practical and long-term solution for the inconvenience caused on the shutdown of the transit hub.

By following recognised project management standards and maintaining efficient communication among stakeholders, the temporary multimodal transport solution will successfully restore transport connectivity, reduce economic losses and promote the city's wider reconstruction goals.

Part B: Critical Reflection on Feedback Received

My project proposal poster's strengths were highlighted by the tutor's and my peers' feedback, which also pointed out a few areas that needed work. I have been able to critically assess my work and make well-informed decisions to improve the final Project Management Plan by thinking back on this feedback.

Overall, the comments highlighted opportunities to show a deeper application of project management knowledge and critical analysis while confirming that my poster satisfied the assessment requirements. The obvious rationale for choosing to build a temporary multimodal transportation solution as the suggested project was of the main advantages noted.

According to the feedback, I showed that I had a solid grasp of the necessity of continuing transport services while the central transport hub was being renovated. The justification clearly outlined how the short-term transportation option would minimise disruption to local economic activity, business, freight logistics, and commuters. This demonstrated that I had successfully connected the project to the broader strategic goals of economic resilience, accessibility, and service continuity.

Furthermore, the strategic value section was acknowledged for demonstrating how the project promotes social inclusion, digital integration, sustainable transportation, and future transportation development. These encouraging remarks reassured me that the project's overall goals and direction were suitable and pertinent to the situation.

The comments also emphasised how I identified a wide range of stakeholders and took important project risks and trade-offs into account. In order to show that I understood that successful project delivery depends on effective stakeholder engagement, I included important stakeholders like local authorities, transport operators, businesses, commuters, environmental organisations, and investors.

Identifying risk, such as budget, as well as important overruns, schedule delays, environmental effects, and stakeholder resistance demonstrated an understanding of the real-world difficulties involved in providing a temporary transportation solution. This showed that instead of concentrating only on construction activities, I had taken the larger project environment into account. Notwithstanding these advantages, the feedback pointed out several crucial areas that needed work.

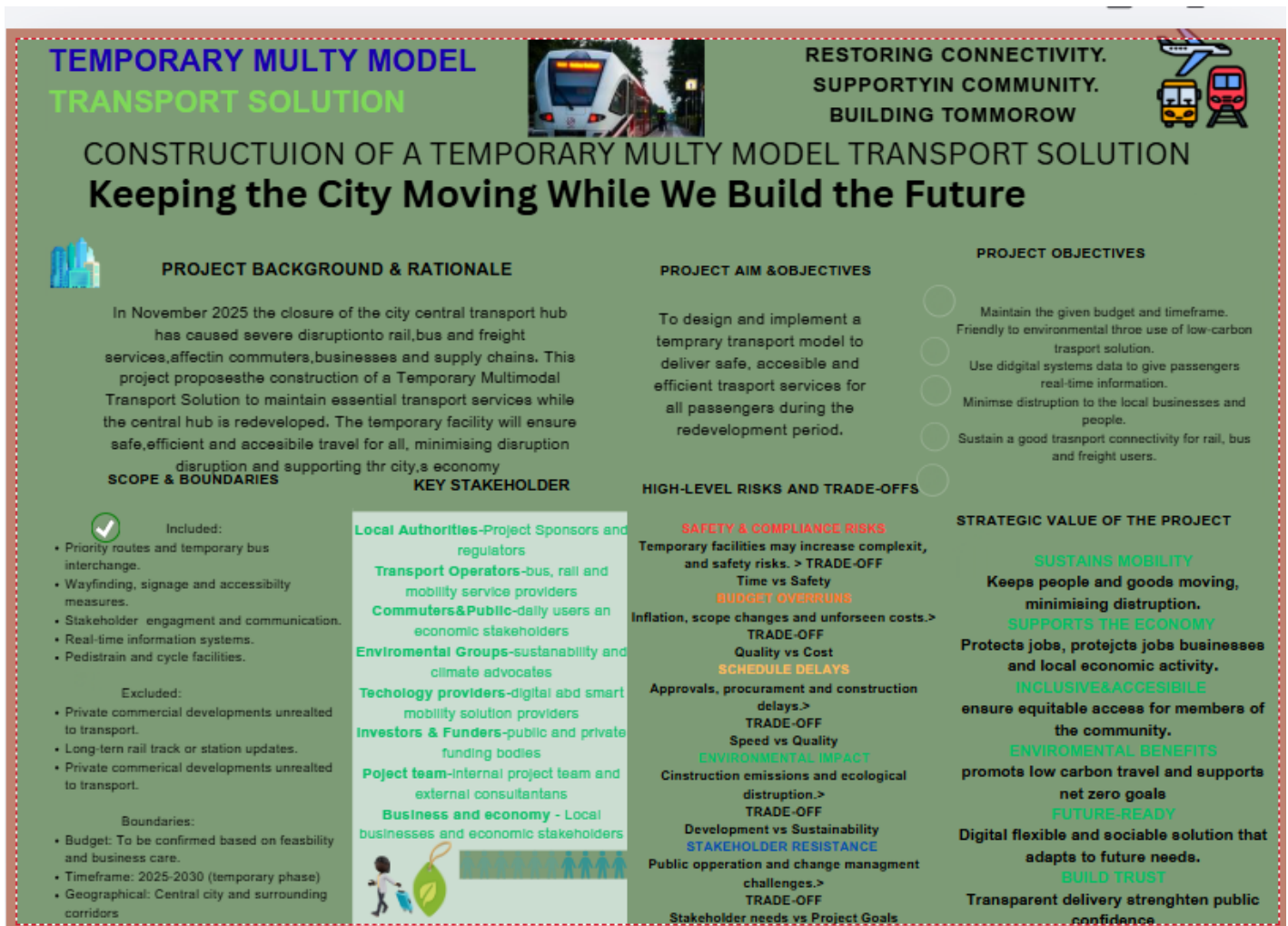
To make the project objectives more precise, quantifiable, achievable, pertinent, and time-bound, the first suggestion was to present them using the SMART framework. The project's overall goals were reflected in my initial objectives, but they lacked quantifiable performance indicators. As a result, the final project on time, delivering it within the allocated budget, improving accessibility, and reducing service interruptions in a quantifiable way.

The use of established project management methods and tools was another important area for development. The poster did a good job of introducing the project, but it did not adequately illustrate how project management techniques are used in real-world situations. A thorough Work Breakdown Structure (WBS), Gantt chart, quad chart, stakeholder analysis using a Power-Interest Matrix, resource allocation plan, and extensive risk register will all be included in the final report. These tools will align the report with accepted project management practices and offer more convincing proof of my comprehension of project planning, scheduling, and monitoring, and control.

In-depth analysis of project risks and trade-offs was also encouraged by the feedback. Instead of just identifying risks, I will use a qualitative risk matrix to assess their likelihood and possible impact and suggest suitable mitigation techniques. By showing how proactive risk management contribute to successful project delivery, this will bolster the rationale behind project decisions.

All things considered, the criticism has been helpful and has greatly impacted the creation of my final project management plan. It has highlighted the advantages of my original proposal while pointing out ways to enhance its scholarly calibre and usefulness. I will create a more thorough and professionally organised project management plan that more effectively demonstrates both theoretical knowledge and practical project management skills by integrating quantifiable objectives, acknowledged project management techniques, and more thorough risk analysis.

Part A- Poster-Construction of a Temporary Multimodal Transport Solution



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