BPP Business School
Coursework Cover Sheet

Please use this document as the cover sheet of for the 1ˢᵗ page of your assessment.

Please complete the below table – the grey columns

Module Name	
Student Reference Number (SRN)	
Assessment Title	

Please complete the yellow sections in the below declaration :

Declaration of Original Work:

I hereby declare that I have read and understood BPP's regulations on plagiarism and that this is my original work, researched, undertaken, completed and submitted in accordance with the requirements of BPP School of Business and Technology.

The word count, excluding contents table, bibliography and appendices, is _____ words.

Student Reference Number: _____   Date: _____

By submitting this coursework you agree to all rules and regulations of BPP regarding assessments and awards for programmes.

Please note that by submitting this assessment you are declaring that you are fit to sit this assessment.

BPP University reserves the right to use all submitted work for educational purposes and may request that work be published for a wider audience.

Table of Figures:

List of Abbreviations:

EDI	Equality, Diversity and inclusion
OS	Oerating System

TASK 1 - MANAGING PROJECTS:

1.1 - The Project Manager

To successfully traverse the intricacies of such a complicated endeavor, the Hull Smart City OS project manager must have a broad range of abilities.

Technical Knowledge: It is essential to comprehend the nuances of IoT devices, data analytics, smart city technologies, and connectivity solutions [1]. It is imperative for the project manager to maintain up-to-date technical expertise through ongoing training programs, workshops, and certifications pertaining to smart city technology and infrastructure.
Action: To broaden your knowledge and stay up to date with industry developments, sign up for seminars or courses on data analytics, IoT, and smart city technologies.

Stakeholder Management: Effective interpersonal and communication skills are essential for managing stakeholders across several departments, companies, and industries. Building relationships, settling disputes, and bringing disparate interests together in support of project goals are all skills that a project manager should possess [2].
Action: by going to seminars or workshops on communication strategies and stakeholder management. Create a plan for engaging stakeholders that specifies communication tactics and guarantees frequent updates and feedback loops.

Project Planning and Execution: Completing projects on schedule and within budget requires careful planning and execution. Strong organizational abilities, meticulous attention to detail, and the capacity for wise work prioritization are required of the project manager.
Action: Devote time to creating thorough project plans that include the budget, timeframe, scope, and resource allocation [3].

Team management and leadership: Managing a diverse group of professionals calls for strong leadership abilities, such as motivation, delegating, and resolving disputes. To increase output and creativity, the project manager should cultivate a cooperative and encouraging team atmosphere.
Action: Participate in workshops or leadership development programs to improve your leadership abilities.

1.2 - Stakeholder Management and Engagement:

Internal stakeholders:
- Hull City Council
- Project Management Team
- Department Heads and Staff

External stakeholders:

- Residents and Community Groups:

- Local Businesses and Industries
- Academic Institutions
- Technology Providers
- Government Agencies and Regulatory Bodies
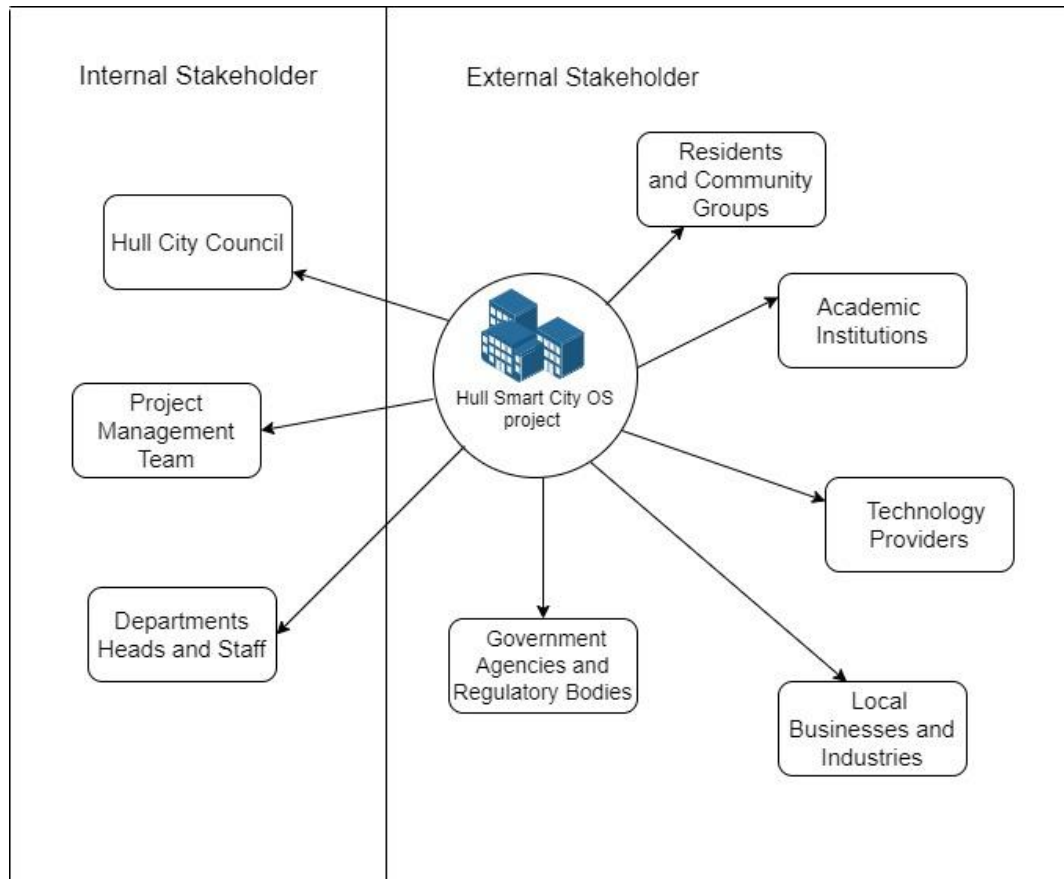
Stakeholder Influence Map [4]:

Figure 1

Most Critical Stakeholders:

Hull City Council: The council is the main decision-maker and the one who started the initiative; thus, their commitment and support are crucial to its success.

Residents and Community Groups: The ability of the Smart City OS project to enhance the quality of life for the people of Hull will ultimately determine its success.

Local Businesses and Industries: One of the main goals of the Smart City OS project is economic growth and development.

Technology Providers: Businesses like Cisco and Connexin are essential collaborators in creating and executing smart city initiatives.

Engaging Stakeholders:

Stakeholder study and Communication: To comprehend the demands, concerns, and interests of your stakeholders, do a thorough stakeholder study [5].

Collaborative Decision-Making: Participate in decision-making procedures with stakeholders to guarantee that their opinions are heard and considered. This is known as collaborative decision-making.

Iterative improvement and continuous feedback: Set up procedures for gathering stakeholder input at every stage of the project's development. To improve project outcomes and stakeholder satisfaction, respond to concerns, and modify project plans considering stakeholder feedback.

Building Capacity and Training: Provide seminars and training courses to increase the capacity of project stakeholders in areas including data analytics, smart city technology, and change management.

1.3 - The Project Triangle:

Project Triangle Parameters:

The scope, time, and money are the three criteria that make up the project triangle, sometimes referred to as the iron triangle or triple restriction. The basis of project management is comprised of several interconnected elements. For the Hull Smart City OS project manager, successfully overseeing these variables is essential to the project's accomplishment.

Scope: The project's deliverables and goals are referred to as its scope. It describes the characteristics and capabilities of the Smart City OS as well as the tasks that must be completed. **Time:** Time is the length of the project or its schedule. It contains important checkpoints, due dates, and timetables for finishing assignments and delivering project results.

Cost: The term "cost" describes the monetary resources needed to carry out the project. It covers spending planning, cost estimation, and cost control.

Interrelation of Parameters:

Scope vs. Time: While a shorter timeframe could need reducing the scope to meet deadlines, a greater scope might take longer to finish. To guarantee that project goals are fulfilled within the allotted time, scope and time must be balanced.

Cost vs. Scope: Expanding the project's scope usually results in increased expenses since more infrastructure, technology, or resources are needed to deliver new features. On the other hand, while limiting scope may save expenses, it may also affect project results.

Time vs. Cost: Shortening project durations could call for more staff or overtime, which would raise project expenses. On the other hand, extending deadlines to cut costs could affect project schedules and cause delivery delays.

Impact of Changes:

Scope Changes: Modifications to the scope may be necessary to suit new features or requirements, which may have an influence on project budgets and schedules. Assessing the effects of scope changes on project goals, schedules, and resources is part of managing scope changes [6].

Time Changes: Project schedule delays may lead to missed deadlines, higher expenses, and sometimes

even unhappiness from stakeholders. Proactive monitoring, the identification of bottlenecks, and the implementation of delay-reducing techniques [7].

Cost Changes: Project resource strain and money availability are two consequences of budget overruns. Costs must be tracked, possibilities for cost savings must be found, and budget allocations must be adjusted as necessary to reflect project priorities and financial limitations.

Change Management:

Identification: Identifying suggested modifications, evaluating their possible effects, and figuring out how well they correspond with the goals of the project and the demands of stakeholders.

Evaluation: Conducting a thorough examination and consulting with stakeholders to determine the advantages, dangers, and viability of suggested changes.

Approval: To guarantee alignment with project goals and priorities, obtain necessary approvals from sponsors, stakeholders, and governance bodies prior to executing modifications.

Implementation: Stakeholder satisfaction is maintained and project progress is minimized while authorized adjustments are implemented successfully.

Monitoring: Keeping an eye on how modifications are affecting project budgets, schedules, and performance; adjusting as necessary to reduce risks and maximize results.

TASK 2 - MANAGING RESOURCES AND MITIGATING RISKS:

2.1 - Managing Finances:

Resource Requirements:

- A team of experts with experience in project management, software development, data analytics [9], networking, and urban planning is needed for this project. Project managers, software engineers, data scientists, system architects, and subject matter experts in smart city technology are examples of key jobs [10].
- The creation and deployment of the Smart City OS platform will require resources including servers, networking devices, software licensing, hardware, development tools, and data storage facilities.

- For project team members and stakeholders to properly support the Smart City OS project, it will be imperative to invest in training programs and capacity-building efforts.
- To pay for labor costs, technology investments, infrastructure development, and operational expenses, the project will need to have enough funding.
- It can be required to work with government agencies, academic institutions, consulting firms, and technology vendors to obtain specialized knowledge, resources, financing possibilities, and support for the project.

Cost Estimation Technique:

The Parametric Estimating method is a useful cost estimation methodology for the Hull Smart City OS project. This method entails estimating project costs based on certain project factors and variables utilizing mathematical models and historical data [11]. This is why it might work well for this project:

Complexity: With several components, stakeholders, and dependencies, the Smart City OS project is probably going to be complicated. More accurate cost estimates can be achieved by parametric estimating, which enables a thorough investigation of project needs and cost-influencing variables.

Data-driven: Historical data and actual linkages between project attributes and costs are the foundation of parametric estimating. The project manager can create parametric models that are specifically adapted to the unique features of the Hull Smart City OS project by utilizing data from related initiatives or other smart city projects.

Flexibility: By modifying input parameters and assumptions, parametric estimating adapts to changes in project scope, scale, and complexity. Because of this flexibility, the project manager can adjust cost estimates as more information about the project becomes available and uncertainties are cleared.

Transparency: Stakeholders can comprehend the underlying assumptions, variables, and aspects that affect cost estimates thanks to parametric estimating, which offers a transparent and methodical approach to cost estimation. The accuracy and dependability of cost estimates are more widely trusted because of this transparency.

Risk management: By identifying cost drivers and their possible impact on project costs, parametric estimating makes sensitivity analysis and risk assessment easier. The project manager can efficiently reduce risks and create backup plans by measuring uncertainty and examining their effects [12].

2.2 - Risk Management within the Project:

Risk Register:

Risk ID	Risk Description	Category	Likelihood	Impact	Risk level	Mitigation Strategy
001	Data breaches or cyber security threats	Operational	High	High	High	Employee training, encryption procedures and routine security audits
002	Overspending on the Budget	Financial	Medium	High	High	Thorough financial planning and consistent budget monitoring
003	System or technological failure Pause	Operational	Medium	High	High	Regular maintenance, fast response

						procedures, and redundancy measures
004	Problems with Regulatory Compliance	Compliance	Medium	High	High	Frequent checks of compliance and legal advice
005	Lack of Funding	Financial	High	High	High	Increase the variety of your financial sources and get commitments from a range of people. Put cost-cutting strategies into action and give priority to project essentials.
006	Stakeholder Opposition	Strategic	Medium	High	High	Develop a thorough plan for engaging stakeholders that includes workshops, regular contact, and feedback channels. To win support, address objections and highlight the project's advantages.
007	Creep in Project Scope	Operational	High	Medium	High	Create a strong change management procedure to assess and authorize modifications to the scope. Establish project deliverables and objectives precisely, and monitor scope in relation to project goals on a regular basis.
008	Problems with Vendor Performance	Operational	Medium	High	High	Before working with vendors, undertake extensive due diligence and vendor reviews. Incorporate into vendor contracts performance measures and sanctions for noncompliance. Create backup plans and options for different vendors.

009	Lack of Talent	Operational	High	Medium	High	Create a thorough talent acquisition plan that includes strategies for hiring, training, and retention. Work together with partners in the business and academic sectors to develop a pool of highly qualified candidates. Provide possibilities for career progression and competitive compensation.
010	Infrastructure Errors	Operational	Medium	High	High	Maintain and keep an eye on infrastructure components on a regular basis. Use backup and redundancy solutions to lessen the impact of failures. Create emergency action plans and collaborate with service providers to quickly address infrastructure problems.
011	Public View and Belief	Reputational	Medium	High	High	Adopt a proactive approach to communication to resolve issues and disinformation. Use social media, public forums, and educational efforts to interact with the community. In the project management and decision-making processes, exhibit accountability and openness.

2.3 – Change Management:

Because to the dynamic nature of smart city projects, changing stakeholder expectations, and new technological environments, managing change is essential to the Hull Smart City OS project's success [8]. This is a critical examination of the significance [13] of change management in projects and the control and management of change resulting from projects in an organization:

The Value of Change Management:

Adaptation to Stakeholder Needs: The Smart City OS is a complicated project with many stakeholders; thus, it must change to meet their changing needs, priorities, and input. The project team may successfully integrate stakeholder input and guarantee alignment with project objectives by managing change.

Flexibility and Resilience: Smart city initiatives are dynamic by nature, involving shifting needs, technologies, and outside influences. The project can stay adaptable and robust in the face of unforeseen circumstances by effectively managing change, allowing for the prompt modification of project plans, timelines, and deliverables as necessary.

Resource Allocation and Utilization: Good change management facilitates the most efficient use of project resources, such as financial, human, and technology resources. The project team may reduce waste, increase efficiency, and improve project outcomes by effectively prioritizing and managing changes.

Risk Mitigation: Through the identification, evaluation, and resolution of possible risks and uncertainties related to project modifications, change management promotes proactive risk mitigation. Through early identification and resolution of potential obstacles, the project team can reduce disturbances and avert expensive setbacks or malfunctions.

Quality assurance: Change management makes ensuring that project modifications are carried out in a planned, methodical way, preserving the accuracy and caliber of project deliverables. The project team can evaluate changes' effects on the project's scope, timeline, and resources by implementing strict change control procedures, which guarantee that only approved and verified modifications are carried out.

Control and Management of Change in an Organization:

Change Identification: To identify and record suggested modifications to projects, systems, or procedures, organizations set up official procedures. This could entail recording change requirements, completing impact analyses, and submitting change requests.

Change Evaluation: Every change proposal is carefully examined to determine how it might affect the project's goals, schedule, finances, and stakeholders. Cost-benefit analysis, risk assessment, and stakeholder consultation are a few methods used in change evaluation to ascertain whether suggested changes are feasible and desirable.

Change Approval: In accordance with established standards and governance procedures, authorized

stakeholders such as project sponsors, steering committees, or change control boards evaluate and approve suggested modifications. Evaluation of alignment with strategy objectives, resources at hand, and possible risks and benefits may be necessary for approval.

Change Implementation: After approval, changes are carried out in accordance with established guidelines and practices. Project plans, timetables, budgets, and deliverables may need to be updated. Changes may also need to be communicated to pertinent stakeholders and implemented by carrying out the necessary steps.

Monitoring and Control of modifications: During the implementation phase, organizations set up systems to keep an eye on and manage authorized modifications. To ensure the successful implementation of changes, this may entail monitoring the status of the changes, evaluating how well the plans are being followed, resolving any problems or deviations, and changing course as necessary.

Documentation and Communication of Changes: Organizations keep thorough records of all authorized modifications, including approvals, impact analyses, change requests, and implementation schedules. Stakeholders are informed of changes, their justification, and their implications for project outcomes when there is clear and effective communication.

TASK 3 - MANAGING PEOPLE AND TEAMS:

3.1 - Conflicts and Negotiation:

Resource Allocation Conflict: Source: Diverse departments or project stakeholders may clash over how to allocate scarce resources, such as financial restraints or conflicting project demands [14].

Scope creep conflict : Source: Scope creep conflict arises when project stakeholders disagree on scope management, project objectives, and deliverables as a result of changes in the project scope brought about by changing requirements, stakeholder demands, or technology improvements.

Technical Disagreements: Source: Conflicts over technical decisions, solutions, or implementation strategies may arise from differences in technical competence, preferences, or opinions among stakeholders, technology partners, or project team members.

Stakeholder Priorities Conflict: Source: Conflicting priorities or interests among project stakeholders, such as local government representatives, citizens, companies, and technology suppliers, can give rise to disagreements about project goals, schedules, and resource distribution.

Dissection of Communication: Source: Misunderstandings, ambiguity, or perceived biases in communication can result in disputes amongst project stakeholders due to ineffective communication channels, misinterpreted messages, or cultural differences.

Role Ambiguity Conflict: Source: Decision-making, accountability, and project governance conflicts

may arise from unclear roles, responsibilities, or authority levels among stakeholders, external partners, or project team members.

Actions to Resolve Conflicts:

- To resolve concerns, exchange viewpoints, and find consensus on important problems, project stakeholders should be encouraged to communicate openly and transparently. Organize frequent forums, workshops, or gatherings to encourage conversation and proactively settle disputes [15].
- Establish precise project goals, roles, duties, and performance measures to reduce confusion and miscommunication among project participants. To promote cooperation and collaboration, make sure that there is alignment with organizational goals and priorities.
- Take a cooperative stance while resolving disputes, concentrating on coming up with win-win solutions that consider the needs and interests of all parties. Motivate all parties involved to consider innovative options and make concessions when needed to accomplish shared objectives.
- Establish official mediation procedures or other conflict resolution techniques to handle disputes objectively and encourage productive communication between disputing parties. To assist in determining the root causes of the problem, facilitating talks, and identifying possible solutions, appoint impartial third-party mediators or facilitators.
- To handle scope changes, implement strong change control procedures that guarantee suggested modifications are assessed, accepted, and recorded in compliance with specified guidelines. Define the impact, viability, and ramifications of the modification to reduce scope creep and related conflicts.
- Encourage cooperation and coordination between departments or disciplines within cross-functional project teams by promoting knowledge exchange, skill development, and synergy. Encourage cooperative decision-making and problem-solving techniques to resolve disputes and foster group ownership of project results.

3.2 – Leadership:

Understanding how leadership might affect project effectiveness and success requires identifying, contrasting, and comparing management behaviors and leadership styles for the Hull Smart City OS project.

Transformational Leadership:

Transformational leaders create a compelling vision, encourage creativity, and enable people to realize their greatest potential to inspire and drive their teams.
They promote innovation, teamwork, and constant development, bringing about corporate transformation and producing ground-breaking outcomes.
Transformational leaders foster a sense of purpose and dedication among project stakeholders by concentrating on long-term objectives.

Transactional Leadership:

Transactional leaders prioritize task performance, compliance, and responsibility while laying up clear roles, duties, and expectations.
To encourage desired behaviors and uphold project discipline, they employ corrective actions and contingent rewards.
Transactional leaders place a strong emphasis on control, efficiency, and organization to make sure that project goals are fulfilled within predetermined parameters.

Servant Leadership:
Servant leaders put their team members' needs and wellbeing first, acting as coaches, mentors, and supporters of their growth and achievement.
They encourage a climate of empathy, trust, and support, giving people the freedom to decide for themselves and accept responsibility for their job.
Servant leaders set an example for others to follow by acting with integrity, humility, and servant-heartedness.

Situational Leadership:

Situational leaders modify their style of leadership according to the unique requirements, skills, and preparedness of their team members as well as the particulars of the project.
They evaluate the circumstances, identify the dynamics of the team and the individual, and then implement the best leadership strategy to enhance productivity and performance.
Situational leaders adapt their leadership styles to match changing project requirements and obstacles because they are adaptable, agile, and responsive.

Comparison and Contrast:

- The leadership philosophies of transformational and servant leadership prioritize individual growth and the establishment of a common commitment and purpose.
- They also place an emphasis on inspiration, empowerment, and long-term vision.
  On the other side, transactional leadership places more emphasis on efficiency and control and gives priority to task performance, responsibility, and adherence to set standards and processes [16].
- By modifying leadership behaviors to fit the unique requirements and conditions of the project and its stakeholders, situational leadership blends aspects of transformational and transactional approaches.

Criticality to Project Success:

- For a few reasons, enhancing the Hull Smart City OS project's effectiveness and success depends on good leadership and management practices.
- They have an impact on team morale, participation, and output, encouraging creativity, teamwork, and superior results.
- By promoting a trusting, communicative, and collaborative project culture, they increase stakeholder buy-in and satisfaction.
- They make it possible to make decisions, solve problems, resolve conflicts, mitigate risks, and get beyond roadblocks in the way of successful projects.

- By encouraging resilience, adaptability, and continual development, they make sure the project can adjust to changing needs and outside influences.

Recommended Leadership Style:

The combination of transformational and servant leadership approaches would be ideal for the Hull Smart City OS project. These leadership philosophies, which prioritize vision, empowerment, and servant-heartedness, are in line with the creative and community-oriented goals of the project. Transformational and servant leaders can maximize stakeholder engagement, satisfaction, and long-term sustainability by motivating and empowering project stakeholders, cultivating a culture of cooperation and trust, and putting team members' needs and well-being first. These approaches will help Hull Smart City OS project succeed.

This leadership approach is well-suited for intricate, inventive, and community-driven projects such as the Hull Smart City OS project because it draws on academic literature and real-world insights from projects that are like it. It has been demonstrated to improve project performance, stakeholder satisfaction, and organizational effectiveness.

3.3: Teamwork:

Importance of Diversity in Project Performance:

Innovative and creative thinking are fostered by diverse teams, which are made up of people with a range of experiences, backgrounds, and points of view. This diversity of opinion produces creative answers, better problem-solving techniques, and better project results [17].
Teams can make better, more informed judgments by combining a variety of perspectives and ideas. Diverse viewpoints strengthen and challenge groupthink, lessen cognitive biases, and encourage critical analysis, all of which contribute to more robust and informed decision-making processes.
Because of their diverse range of abilities, views, and knowledge, diverse teams are more capable of navigating complexity, ambiguity, and change. Teams that possess this flexibility are more equipped to address changing project specifications, stakeholder demands, and outside obstacles. Project teams are better equipped to comprehend and respond to the requirements, inclinations, and worries of a wide range of stakeholders when they consider the diversity of the community, stakeholders, and end users. Stakeholder participation, contentment, and support for the project all rise as a result.

- **Actions to Build a Diverse Team:**
  Recruitment Strategies with a Proactive Approach: Utilize inclusive hiring procedures, outreach initiatives, and collaborations with groups that serve a variety of populations to proactively seek out diverse talent. To draw applicants from underrepresented groups, use diversity-focused recruitment channels, networking events, and targeted job advertisements.
- To increase team members' knowledge of diversity, equity, and inclusion issues, offer training and educational opportunities. Provide training programs, seminars, and workshops aimed at fostering cultural competency, empathy, and polite communication among team members.
- Establish an Inclusive Environment: Encourage open communication, respect for one another's viewpoints, and an appreciation of different viewpoints to cultivate an inclusive, respectful, and belonging culture within the team. Encourage team members to provide feedback, ideas, and experiences; also, actively hear what they have to say and affirm it.

- Put policies in place to reduce unconscious bias in hiring, selection, and team dynamics. To reduce bias and enhance fairness in the hiring and performance evaluation processes, provide unconscious bias training, create diverse interview panels, and employ structured interview approaches.

- To give minority team members direction, networking opportunities, and mentorship, establish support networks, affinity groups, or mentorship programs. To promote inclusion and career growth, encourage peer support, professional development programs, and cross-cultural encounters.

-

Challenges of Working in Diverse Teams in Terms of EDI:

Communication Barriers: Misunderstandings, misinterpretations, and breakdowns in communication within diverse teams can result from differences in language, communication styles, and cultural norms [18].

Conflict and Tension: Cultural differences, opposing viewpoints, or disparate value systems can give rise to disputes or tensions within diverse teams. Effective conflict management and resolution need empathy, sensitivity, and cultural awareness.

Ingroup-Outgroup Dynamics: Unconscious biases and ingroup-outgroup dynamics can occur in diverse teams, resulting in cliques, exclusionary conduct, or feelings of marginalization for some team members.

Cultural Sensitivity: It takes constant awareness, education, and dedication from all team members and leaders to ensure cultural sensitivity and inclusivity in team interactions, decision-making procedures, and project activities.

Conclusion:

In conclusion, the Hull Smart City OS project necessitates a multidimensional strategy that includes meticulous planning, adaptable leadership, stakeholder engagement, and a variety of talents for effective administration. The project manager may effectively negotiate the difficulties of the project by placing a high priority on technical proficiency, stakeholder management, project planning, and team leadership. For a project to be successful, it is essential to involve both internal and external stakeholders, manage project parameters like scope, time, and cost, and successfully mitigate risks and manage change. Furthermore, encouraging diversity in the project team improves problem-solving, creativity, and stakeholder satisfaction. Through the application of these tactics and methods, the Hull Smart City OS project can accomplish its objectives and yield significant outcomes for the local community.

References:

[1] Oladimeji, D., Gupta, K., Kose, N.A., Gundogan, K., Ge, L. and Liang, F., 2023. Smart transportation: an overview of technologies and applications. *Sensors*, *23*(8), p.3880.

[2] Jurva, R., Matinmikko-Blue, M., Outila, T. and Merisalo, V., 2021. Evolution paths of stakeholder-oriented smart transportation systems based on 5G.

[3] Bruun, E. and Marx, E., 2006. OmniLink: Case Study of Successful Flex Route–Capable Intelligent Transportation System Implementation. *Transportation research record*, *1971*(1), pp.91-98.

[4] Edomah, N., 2023. Who triggers change? Social network mapping, stakeholder analysis and energy systems interventions in Nigeria's electricity sector. *International Journal of Sustainable Energy Planning and Management*, *37*, pp.5-20.

[5] Balest, J., Pezzutto, S., Giacovelli, G. and Wilczynski, E., 2022. Engaging Stakeholders for Designing a FAIR Energy Data Management Tool: The Horizon 2020 EnerMaps Project. *Sustainability*, *14*(18), p.11392.

[6] Dey, N., Ashour, A.S. and Bhatt, C., 2017. Internet of things driven connected healthcare. *Internet of things and big data technologies for next generation healthcare*, pp.3-12.

[7] Hauck, S., Winsett, R.P. and Kuric, J., 2013. Leadership facilitation strategies to establish evidence-based practice in an acute care hospital. *Journal of advanced nursing*, *69*(3), pp.664-674.

[8] Kho, J., Gillespie, N. and Martin-Khan, M., 2020. A systematic scoping review of change management practices used for telemedicine service implementations. *BMC health services research*, *20*, pp.1-16.

[9] Sibevei, A., Azar, A., Zandieh, M., Khalili, S.M. and Yazdani, M., 2022. Developing a risk reduction support system for health system in Iran: a case study in blood supply chain management. *International journal of environmental research and public health*, *19*(4), p.2139.

[10] Gupta, D., Bhatt, S., Gupta, M. and Tosun, A.S., 2021. Future smart connected communities to fight covid-19 outbreak. *Internet of Things*, *13*, p.100342.

[11] Yang, C.H., Hsu, W. and Wu, Y.L., 2022. A hybrid multiple-criteria decision portfolio with the resource constraints model of a smart healthcare management system for public medical centers. *Socio-economic planning sciences*, *80*, p.101073.

[12] Kandasamy, K., Srinivas, S., Achuthan, K. and Rangan, V.P., 2020. IoT cyber risk: A holistic analysis of cyber risk assessment frameworks, risk vectors, and risk ranking process. *EURASIP Journal on Information Security*, *2020*(1), pp.1-18.

[13] Yang, C.H., Hsu, W. and Wu, Y.L., 2022. A hybrid multiple-criteria decision portfolio with the resource constraints model of a smart healthcare management system for public medical centers. *Socio-economic planning sciences*, *80*, p.101073.

[14] Yang, D., Wu, D., Koolmanojwong, S., Brown, A.W. and Boehm, B.W., 2008, January. Wikiwinwin: A wiki based system for collaborative requirements negotiation. In *Proceedings of the 41st Annual Hawaii International Conference on System Sciences (HICSS 2008)* (pp. 24-24). IEEE.

[15] Cappello, G. and Siino, M., 2023. Media education and educational commons for youth civic engagement. A case study from the Horizon 2020 project SMOOTH. *Frontiers in Sociology*, *7*, p.1108229.

[16] Cho, S., Mossberger, K., Swindell, D. and Selby, J.D., 2021. Experimenting with public engagement platforms in local government. *Urban Affairs Review*, *57*(3), pp.763-793.

[17] Capra, C.F., 2016. The Smart City and its citizens: Governance and citizen participation in Amsterdam Smart City. *International Journal of E-Planning Research (IJEPR)*, *5*(1), pp.20-38.

[18] Wolbring, G. and Nguyen, A., 2023. Equity/Equality, Diversity and Inclusion, and Other EDI Phrases and EDI Policy Frameworks: A Scoping Review. *Trends in Higher Education*, *2*(1), pp.168-237.

Word Count: 4806