COURSE BROCHURE

# Managing Mega Projects

An advanced program for project leaders on what sets mega projects apart: governance and stage gates, front-end loading, contracting and packaging strategy, interfaces, quantitative risk and operational readiness.

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| Code | HT-PM-114 |
| Category | Project Management |
| Duration | 1 week |
| Level | Advanced |

## Introduction

The region is seeing an unprecedented wave of mega projects in energy, transport and new cities, and they do not succeed by scaling up ordinary project tools. Their complexity, duration and number of parties make front-end decisions and governance more decisive for the outcome than anything done later in execution.

## Objectives

- Analyze the characteristics of mega projects, their recurring failure patterns and root causes
- Apply front-end loading and stage gates to raise project maturity before the final investment decision
- Design a governance structure and owner's team suited to the project's scale and complexity
- Set a contracting and packaging strategy and manage the interfaces between packages
- Use reference class forecasting and quantitative risk analysis to size contingencies

## Who should attend

- Managers and deputy managers of major projects and programs
- Heads of project management offices and project controls
- Owner's representatives in government entities and energy and infrastructure companies
- Senior planning, contracts and risk engineers

## Skills you will develop

- Assessing project definition maturity at stage gates
- Designing governance and delegation of authority
- Managing interfaces between packages and contractors
- Quantitative risk analysis and contingency setting

## Learning Outcomes

- Assess whether a major project is ready to move into execution and identify definition gaps
- Draw up a governance structure showing committees, authorities and escalation routes
- Compare contracting and packaging options on the basis of risk and market capacity
- Interpret Monte Carlo simulation results and choose a suitable confidence level for budget and schedule

## Course Outline

### Day 1: The Nature of Mega Projects and Why They Struggle

- What makes a project mega: complexity, long time horizon, many parties and public impact
- Optimism bias and strategic misrepresentation in early estimates
- Reference class forecasting to calibrate cost and duration

### Day 2: Front-End Loading and Governance

- FEL stages, decision gates and the deliverables required at each
- Feasibility study, business case and the final investment decision
- Steering committee, project sponsor, delegation of authority matrix and building the owner's team

### Day 3: Contracting Strategy and Interfaces

- Delivery options: EPC, EPCM, alliances and public-private partnerships
- Packaging according to market capacity, local content requirements and risk allocation
- Interface management: interface register, interface agreements and the interface manager's role

### Day 4: Integrated Controls and Risk

- The integrated master schedule, schedule levels and tying in contractors' schedules
- Quantitative risk analysis with Monte Carlo simulation, contingency and management reserve
- Change control, forecasting and early warning indicators at program level

### Day 5: Stakeholders and Transition to Operations

- Managing relations with government bodies, affected communities and lenders
- Operational readiness and benefits realization after handover
- Applied workshop in which each team prepares the delivery strategy and governance structure for a fictional mega project and defends it before a steering committee

## Training methodology

Comparative case studies of mega projects that succeeded and others that overran
Exercise on scoring project definition maturity at a decision gate
Excel exercise on reading Monte Carlo outputs and setting contingency
Simulated steering committee meeting in which each team presents its recommendation

## Certification

Participants receive a Harbor Training Center certificate of attendance on completing the course.

## Upcoming dates

| City | Dates | Language | Fee |
|---|---|---|---|
| Istanbul | 12 – 16 April 2027 | AR | EUR 4,800 |
| Dubai | 19 – 23 April 2027 | EN | EUR 4,500 |
| London | 26 – 30 April 2027 | AR | EUR 5,700 |
| Amsterdam | 3 – 7 May 2027 | AR | EUR 5,500 |
| Online | 10 – 14 May 2027 | EN | EUR 1,800 |
| Istanbul | 11 – 15 October 2027 | EN | EUR 4,800 |
| Dubai | 18 – 22 October 2027 | AR | EUR 4,500 |
| London | 25 – 29 October 2027 | EN | EUR 5,700 |
| Amsterdam | 1 – 5 November 2027 | EN | EUR 5,500 |

Fees are per participant.

## Contact us


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To register and for details, scan the code or visit:

https://harbor4training.com/en/courses/mega-projects-management