



# MEGA PROJECT MANAGEMENT

*Lessons on Risk and Project Management from the Big Dig*

Virginia A. Greiman



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# Megaproject Management Lessons On Risk And Project Management From The Big Dig

**Halis Kıral**

## **Megaproject Management Lessons On Risk And Project Management From The Big Dig:**

*Megaproject Management* Virginia A. Greiman, 2013-06-21 Project management lessons learned on the Big Dig America's biggest megaproject by a core member responsible for its daily operations In *Megaproject Management* a central member of the Big Dig team reveals the numerous risks challenges and accomplishments of the most complex urban infrastructure project in the history of the United States Drawing on personal experience and interviews with project engineers executive oversight commission officials and core managers the author a former deputy counsel and risk manager for the Big Dig develops new insights as she describes the realities of day to day management of the project from a project manager's perspective The book incorporates both theory and practice and is therefore highly recommended to policymakers academics and project management practitioners Focusing on lessons learned this insightful coursebook presents the Big Dig as a massive case study in the management of risk cost and schedule particularly the interrelation of technical legal political and social factors It provides an analysis of the difficulties in managing megaprojects during each phase and over the life span of the project while delivering useful lessons on why projects go wrong and what can be done to prevent project failure It also offers new ideas to enhance project management performance and innovation in our global society This unique guide Defines megaproject characteristics and frameworks Reviews the Big Dig's history stakeholders and governance Examines the project's management scope scheduling and cost management including project delays and cost overruns Analyzes the Big Dig's risk management and quality management Reveals how to build a sustainable project through integration and change introduction

## **ECRM2014-Proceedings of the 13th European Conference on Research Methodology for Business and Management Studies** Dr Martin Rich, Dr Anne Brown, 2014-06-16 **Megaprojects for Megacities** John

Landis, 2022-12-08 *Megaprojects for Megacities* is a collection of 14 international case studies of transportation urban development and environmental megaprojects completed during the last ten years in North America Asia and Europe It goes beyond the previous megaproject literature to look at how and why each project was conceived planned engineered financed and delivered and at how particular planning and delivery practices shaped outcomes

### *Planning and Appraisal*

*Recommendations for Megaproject Success* Juan Alberti, 2019-02-04 This paper compares two approaches to the evaluation of mega transport project success The first one is called the iron triangle approach Under this approach a megaproject is considered successful when it is delivered on budget on time and in line with the required specifications The second approach is here called the holistic view of megaproject success which considers other commonly used criteria social efficiency effectiveness equity relevance and political pay off among others This paper shows how the way in which the success of a mega transport project is measured leads to different recommendations for the planning and appraisal stages It shows that such recommendations may or may not be consistent with the nature of the problem these endeavors imply at the different stages It is here argued that focusing on the iron triangle approach to success can promote planning and appraisal

with a narrow view of the problem by assuming consensus encouraging depoliticization understanding the problem as a mathematical optimization made by a single decision maker The holistic approach to success on the other hand favors more comprehensive and integrated ways of planning and appraising infrastructure megaprojects It does so by promoting a reduction in data demands focusing on simplicity and transparency aimed at clarifying the terms of conflict and accepting uncertainty keeping options open all while focusing on the actual criteria used by the relevant stakeholders Common pitfalls of the application of the iron triangle approach to success at the planning and appraisal stages result from its failure to address the context and the usual impossibility to fix and maintain a desired state from the earliest stages of the project On the other hand when using the holistic view recommendations are based on what happens in fact including project management variables as only one part of the criteria actually used when planning megaprojects In order to promote a transparent pre investment stage the planning and appraisal of megaprojects should consider project management variables while also accepting complexity and non linearity addressing the power of the context as well as the influence of the stakeholders involved reflecting the actual criteria used in the decision making process

*Handbook of Construction Project Management* Deepak Bajaj,2025-10-29 This handbook is designed to serve as a comprehensive guide tailored to managing construction projects within the unorganized sector which is often characterized by small scale informal operations that lack structured management practices This handbook places a special emphasis on emerging economies where the unorganized sector plays a significant role in the construction industry This book aims to provide a robust foundation in construction project management by covering essential principles and practices necessary for effective project management It focuses on offering practical solutions and strategies to improve project delivery cost management and operational efficiency within the unorganized sector Additionally the book emphasizes sustainability and the integration of innovative technologies promoting green practices and digital transformation By adopting a holistic approach it incorporates socioeconomic considerations stakeholder engagement and capacity building to foster improvements across the sector Real world case studies and examples are included to illustrate the successful application of various methodologies and highlight lessons learned Content from this book can also be used to supplement classroom teaching for courses related construction project management and the building construction profession aimed and practicing building engineers construction professionals and even architects The contents of this book will be useful to researchers academics and practitioners alike

*Rethinking Enterprise Risk Management* Halis Kiral,2024-12-17 This book provides a critical analysis of existing enterprise risk management models and practices and proposes innovative solutions to address the challenges associated with implementing enterprise risk management strategies Enterprise risk management activities are not high on the priority agenda of the senior management in both public and private sectors Conceptual ambiguity and methodological gaps in current standards and frameworks make it difficult to effectively implement enterprise risk management Therefore this book's approach to enterprise risk

management aims to eliminate the unit based silo approach of traditional risk management adopting a function based silo approach It focuses on the management of fewer and more significant risks associated with high level objectives rather than all business processes of the organization thus increasing the success of enterprise risk management implementation The book would be a valuable read for business executives internal and external auditors business school students and academics

**Successful Construction Supply Chain Management** Stephen Pryke,2020-02-25 Provides a unique overview of supply chain management SCM concepts illustrating how the methodology can help enhance construction industry project success This book provides a unique appraisal of supply chain management SCM concepts brought together with lessons from industry and analysis gathered from extensive research on how supply chains are managed in the construction industry The research from leading international academics has been drawn together with the experience from some of the industry's foremost SCM practitioners to provide both the experienced researcher and the industry practitioner a thorough grounding in its principles as well as an illustration of SCM as a methodology for enhancing construction industry project success The new edition of Successful Construction Supply Chain Management Concepts and Case Studies incorporate chapters dealing with Building Information Modelling sustainability the Demand Chain in projects the link between self organizing networks and supply chains decision making Lean and mega projects Other chapters cover risk transfer and allocation behaviors innovation trust supply chain design alliances and knowledge transfer Supply Chain Management techniques have been used successfully in various industries such as manufacturing and food processing for decades Fully updated with new chapters dealing with key construction industry topics such as BIM sustainability the Demand Chain in projects Lean mega projects and more Includes contributions from well established academics and practitioners from Network Rail mainstream construction and consultancy Illustrates how SCM methodologies can be used to enhance construction industry project success Successful Construction Supply Chain Management Concepts and Case Studies is an ideal book for postgraduate students at MSc and PhD level studying the topic and for all construction management practitioners

### **Evolving Toolbox**

**for Complex Project Management** Alex Gorod,Leonie Hallo,Vernon Ireland,Indra Gunawan,2019-10-30 This book enhances learning about complex project management principles and practices through the introduction and discussion of a portfolio of tools presented as an evolving toolbox Throughout the book industry practitioners examine the toolsets that are part of the toolbox to develop a broader understanding of complex project management challenges and the available tools to address them This approach establishes a dynamic structured platform for a comprehensive analysis and assessment of the modern rapidly changing multifaceted business environment to teach the next generation of project managers to successfully cope with the ever increasing complexity of the 21st century

### **Government Executive** ,2001

### **Global Megaprojects**

Virginia A. Greiman,2023-01-19 **GLOBAL MEGAPROJECTS** The definitive guide to international megaprojects from an undisputed authority in the field In Global Megaprojects Lessons Case Studies and Expert Advice on International Megaproject

Management distinguished international megaproject researcher and consultant Virginia A Greiman delivers a comprehensive and incisive discussion of a key topic in global infrastructure development the international megaproject In the book readers will find indispensable guidance and insights from experienced megaproject experts as well as over 20 case studies highlighting practical solutions to common and pressing issues faced by project stakeholders around the world This book was written to demonstrate that megaprojects can and have accomplished major economic social and technical advancements thought impossible but achieved by successfully confronting the challenges of the time This book offers solutions and prescriptions for megaproject participants to overcome the complex challenges presented by these projects It incorporates the latest evidence based theory and a wealth of practical experience and provides a truly international perspective showcasing viewpoints from a diverse collection of regions cultures and industries Global Megaprojects also presents Thorough introductions to megaprojects and their lifecycles including the megaproject ecosystem and the world s emerging megaprojects In depth examinations of megaproject finance and economics including innovation and value driven program management Extensive explorations of complex project leadership including the characteristics of uncertainty complex projects and cross cultural dynamics Comprehensive discussions of megaproject implementation management including global delivery methodologies and strategic objective alignment Global Megaprojects Lessons Case Studies and Expert Advice on International Megaproject Management will earn a place in the libraries of project managers policymakers academics contractors engineers suppliers investors and sponsors of large international projects

**Megaproject Management** Edoardo Favari,Franca Cantoni,2020-05-20 The book investigates the various aspects characterizing Megaprojects from numerous perspectives and by integrating different disciplines engineering economics business organization human resource management law etc It represents the first output of MeRIT the Megaproject Research Interdisciplinary Team and focuses on the intrinsic and unavoidable complexity of Megaprojects The chapters have intentionally not been standardized and humanistic topics are not separated from technical ones this way of reading and interpreting Megaprojects through the cross pollination of various disciplines reflects the MeRIT approach Addressing the complexity involved in Megaprojects requires the use of a hermeneutic circle of sorts understanding the project as a whole is achieved by referring to the specific parts while each part can only be understood in relation to the whole This circular approach appears to be the only one applicable to Megaprojects no final destination no final synthesis can be achieved This volume consists of eight chapters written by researchers in law economics sociology business organization engineering architecture and landscaping The topics covered will be relevant to researchers practitioners involved in the development of Megaprojects and policymakers at the EU level

**From Dream to Reality: Scaling the Construction Planning Hurdles of a Megaproject** Orikye Brown-West,2008-11-10 Discusses how the dream of a megaproject is realized elucidates the various demands and explains why it takes years to materialize It asserts that a megaproject is any project that requires a

great deal of management courage capital patience and well conceived plans And that managing a megaproject is more than managing a major construction effort it is also managing a public responsibility with the concomitant management accountability and transparency It advances the Big Dig as the case study megaproject of record because none of the other notable megaprojects in the 20th century can boast the paradoxes and the lessons that the Big Dig provides It affirms that leadership engagement imagination and political alignment facilitate the realization of such dream It espouses good planning and invokes foresight considerations as a sine qua non for getting the right strategic gaps closed the misdeeds avoided and the right mechanics applied for a successful project outcome

### **How Big Things Get Done**

Bent Flyvbjerg,Dan

Gardner,2023-02-07 Why do big projects go wrong so often and are there any lessons you can use when renovating your kitchen Bent Flyvbjerg is the megaproject expert and Dan Gardner brings the storytelling skills to How Big Things Get Done with examples ranging from a Jimi Hendrix studio to the Sydney Opera House Financial Times Entertaining There are lessons here for managers of all stripes The Economist A BEST BOOK OF THE YEAR Economist Financial Times CEO Magazine Morningstar Finalist for the Porchlight Business Book Award the Financial Times and Schroders Business Book of the Year Award and the Inc Non Obvious Book Award Nothing is more inspiring than a big vision that becomes a triumphant new reality Think of how the Empire State Building went from a sketch to the jewel of New York s skyline in twenty one months or how Apple s iPod went from a project with a single employee to a product launch in eleven months These are wonderful stories But most of the time big visions turn into nightmares Remember Boston s Big Dig Almost every sizeable city in the world has such a fiasco in its backyard In fact no less than 92% of megaprojects come in over budget or over schedule or both The cost of California s high speed rail project soared from 33 billion to 100 billion and won t even go where promised More modest endeavors whether launching a small business organizing a conference or just finishing a work project on time also commonly stall out But why do some projects fail Understanding what distinguishes the triumphs from the failures has been the life s work of Oxford professor Bent Flyvbjerg dubbed the world s leading megaproject expert In How Big Things Get Done he identifies the errors in judgment and decision making that lead projects both big and small to fail and the research based principles that will make you succeed with yours For example Understand your odds If you don t know them you won t win Plan slow act fast Getting to the action quick feels right But it s wrong Think right to left Start with your goal then identify the steps to get there Find your Lego Big is best built from small Be a team maker You won t succeed without an us Master the unknown unknowns Most think they can t so they fail Flyvbjerg shows how you can Know that your biggest risk is you Full of vivid examples ranging from the building of the Sydney Opera House to the making of Pixar blockbusters to a home renovation in Brooklyn gone awry How Big Things Get Done reveals how to get any ambitious project done on time and on budget

### **The Rules of Project Risk Management**

Mr Robert Chapman,2014-01-15 The discipline of project risk management is continually evolving and has matured over time However within the literature there has been a

disproportionate focus on process techniques and statistical analysis at the expense of understanding how effective risk management is delivered. The Rules of Project Risk Management provides readers with practical insights in the form of guidelines or rules to enhance effective delivery of a discipline which has been proven to directly contribute to securing a project's objectives. A series of mini case studies are included to improve comprehension of the guidelines. The structure of the book has been designed to enable project and risk personnel and students alike to quickly appreciate and assimilate those aspects of risk management that warrant close scrutiny and comprehension. Robert Chapman's advice is given with clarity and is based on very broad experience. *Leading Megaprojects* Mounir A. Ajam, 2020-01-06. The performance of megaprojects is questionable and a large percentage of them fail in one dimension or another. The challenges that contribute to these failures are known. Then why do these projects still fail at a high rate? *Leading Megaprojects A Tailored Approach* examines the challenges facing megaprojects and more importantly successes in delivering megaprojects. To close the performance gaps in megaproject deliveries the book presents a customizable model that professionals and organizations can use to increase the chance of successful project delivery. To illustrate the model it uses examples and case studies primarily from capital projects with engineering and construction components. The book also explains how the approach can be applied to all projects regardless of industry or domain. The book emphasizes the role of leadership because it takes the point of view that megaprojects cannot be successful without great leadership due to their massive size, complexity, number of parties and stakeholders involved and cost among other vital factors. Leaders can define the path for a megaproject to guide seasoned managers and project managers to successful closure. The tailored approach is based on a stage gate project life cycle model which covers projects from concept to success. However it is not limited to a purist form of traditional project management. It is a tailored methodological approach with an emphasis on leading the work end to end at the project level along with the management of every stage of the project. Also it presents the integration of the business product delivery and operations management into a cohesive approach. The book concludes with an in depth simulation showing how the model is can be tailored to deliver a megaproject successfully.

**The Oxford Handbook of Megaproject Management** Bent Flyvbjerg, 2017-06-01. The Oxford Handbook of Megaproject Management provides state of the art scholarship in the emerging field of megaproject management. Megaprojects are large complex projects which typically cost billions of dollars and impact millions of people like building a high speed rail line, a megadam, a national health or pensions IT system, a new wide body aircraft or staging the Olympics. The book contains 25 chapters written especially for this volume covering all aspects of megaproject management from front end planning to actual project delivery including how to deal with stakeholders, risk, finance, complexity, innovation, governance, ethics, project breakdowns and scale itself. Individual chapters cover the history of the field and relevant theory from behavioral economics to lock in and escalation to systems integration and theories of agency and power. All geographies are covered from the US to China, Europe to Africa, South America to

Australia as are a wide range of project types from hard infrastructure to soft change projects In depth case studies illustrate salient points The Handbook offers a rigorous research oriented up to date academic view of the discipline based on high quality data and strong theory It will be an indispensable resource for students academics policy makers and practitioners

**The Rules of Project Risk Management** Robert Chapman,2019-09-10 The Rules of Project Risk Management 2nd Edition provides practical experience based guidance to support the delivery of effective project risk management While the discipline is recognised as a major contributor to the successful outcome of projects its implementation is far from straightforward Successful delivery requires an in depth understanding of the ingredients of effective risk management practices which impact project performance The book's value is derived from the description of these ingredients in a manner which will support their practical implementation The author describes a series of guidelines labelled rules to support the practical application of project risk management to positively influence project outcomes The rules are supported by mini case studies of both successful and unsuccessful projects to bring to life the ramifications of effective and poor risk management respectively and are assembled under seven headings of environment external stakeholders organisation and culture leadership and governance internal stakeholders risk resources and system This second edition contains a new glossary of terms and an overview of the risk management process to enable those new to the subject to understand the core risk management activities It also contains six more individual guidelines and ten more case studies to support practitioners researchers and academics alike to gain an even greater appreciation of the drivers of successful project risk management Enabling the reader to get inside risk management to gain an appreciation of the individual components and how the engine works this book is essential reading for project and risk management professionals While the guidelines are described individually so specific subjects can be examined in detail they must be considered together for like a car specialist carburetors fuel injection or high octane fuel on their own do not support improved performance The guidelines can be considered as the elements that should be taken into account when compiling a risk maturity model to drive incremental improvement in risk management practices

**Megaprojects and Risk** Bent Flyvbjerg,Nils Bruzelius,Werner Rothengatter,2003-02-13 Megaprojects and Risk provides the first detailed examination of the phenomenon of megaprojects It is a fascinating account of how the promoters of multi billion dollar megaprojects systematically and self servingly misinform parliaments the public and the media in order to get projects approved and built It shows in unusual depth how the formula for approval is an unhealthy cocktail of underestimated costs overestimated revenues undervalued environmental impacts and overvalued economic development effects This results in projects that are extremely risky but where the risk is concealed from MPs taxpayers and investors The authors not only explore the problems but also suggest practical solutions drawing on theory experience and hard scientific evidence from the several hundred projects in twenty nations and five continents that illustrate the book Accessibly written it will be the standard reference for students scholars planners

economists auditors politicians and interested citizens for many years to come

**Five Rules for Managing Large, Complex Projects** Andrew Davies, Mark Dodgson, David Gann, Sam MacAulay, 2017 Megaprojects defined as projects with budgets exceeding 1 billion are important contributors to numerous sectors including health care defense mining telecommunications transport energy and water infrastructure sporting events science and manufacturing They represent a significant proportion of many nations economic activity and profoundly affect productivity social cohesion and the environment Yet megaprojects have proved notoriously difficult to deliver on time and on budget one estimate suggests that 90% of them end up over budget Based on more than 10 years of research into a number of megaprojects in London including the infrastructure for the London 2012 Olympics and the construction of two new terminals at Heathrow Airport the authors conclude that one way to manage the uncertainties inherent in megaprojects is to innovate throughout the course of the project What's more they argue that their suggestions are applicable to all large scale long term projects not just projects with billion dollar budgets Specifically the authors offer five rules for innovation in large high risk projects providing managers with guidance on how to modify their plans and processes when opportunities arise or conditions change The five rules are 1 assess what's worked before by studying comparable projects before you begin 2 organize for the unforeseen by encouraging project teams to be flexible and using more flexible contracts for more unpredictable parts of the project 3 rehearse first by testing any new technologies and practices in off site trials dry runs or other operational environments before introducing them to the large project 4 calibrate and apportion risks appropriately by creating different contracts and collaborative arrangements to address the varying challenges of individual subprojects within the program and 5 harness innovation from start to finish with an innovation strategy that can be communicated to partners working on the project These simple rules the authors write challenge traditional project management which has pushed too far toward control and prescription and been characterized by complicated highly rigid contracts that stifle flexibility and innovation These five rules might seem like common sense but the marked failures of past megaprojects show the value of making such sense much more common

**Megaproject Risk Analysis and Simulation** Prince Boateng, Zhen Chen, Stephen O. Ogunlana, 2017-04-28 Providing new knowledge on risk analysis and simulation for megaprojects this book is essential reading for both academics and practitioners Its focus is on technical descriptions of a newly developed dynamic systems approach to megaproject risk analysis and simulation

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