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Global Learning for Operational Leaders



PROJECT MANAGEMENT | PM-060

Megaprojects and Complex Programme Delivery

Contact

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Course content

Why Attend

Megaprojects, typically costing more than one billion dollars, are reshaping cities, economies and industries across the Gulf, Africa and Asia. They include new cities, airports, rail networks, energy facilities, tourism destinations and large digital programmes.

These projects are uniquely complex. They involve many stakeholders, long timeframes, political attention, multiple contractors, emerging technologies and very high levels of uncertainty. Traditional project management methods are necessary but not sufficient.

Course Methodology

• This training course will utilise a variety of proven adult learning techniques to ensure maximum understanding, comprehension and retention of the information presented. This includes an interactive mixture of lecture-led learning, case studies, practical exercises and group discussions.

Course Objectives

• Understand core principles and best practices covered in Megaprojects and Complex Programme Delivery.

• Apply practical techniques to day-to-day operational challenges.

• Build an implementation action plan suitable for your organization.

Target Audience

• Programme directors and senior project managers

• Owners' representatives and client-side teams

• PMO and portfolio leaders

• Infrastructure, energy and real estate executives

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Course outline

Detailed course outline

Day-by-day outline for Megaprojects and Complex Programme Delivery.

Day 1 - Understanding Megaprojects and Complexity

- 09:00-09:34 | What Defines a Megaproject: Scale, duration, impact and visibility
- 09:34-10:08 | Types of Complexity: Structural, technical, directional and temporal complexity
- 10:08-10:42 | The Iron Law of Megaprojects: Evidence on overruns and benefit shortfalls
- 10:42-11:00 | Root Causes of Failure: Optimism bias, strategic misrepresentation and governance gaps
- 11:00-11:30 | Coffee break
- 11:30-11:46 | Root Causes of Failure: Optimism bias, strategic misrepresentation and governance gaps (continued)
- 11:46-12:20 | Regional Context: Giga-projects and national visions in the Gulf
- 12:20-13:27 | Global Case Studies: Successes and failures in transport, energy and urban development
- 13:27-14:00 | Discussion: Participants identify complexity drivers in their own programmes

Day 2 - Front-End Definition and Governance

- 09:00-09:34 | Front-End Loading: Why early definition determines outcomes
- 09:34-10:08 | Reference Class Forecasting: Using historical data to improve estimates
- 10:08-10:42 | Business Case and Strategic Outcomes: Defining value beyond the asset
- 10:42-11:00 | Governance Structures: Sponsors, boards, delivery authorities and assurance
- 11:00-11:30 | Coffee break
- 11:30-11:46 | Governance Structures: Sponsors, boards, delivery authorities and assurance (continued)
- 11:46-12:20 | Delivery Models: Owner-led, delivery partner, alliance and PPP structures
- 12:20-12:53 | Decision Gates and Funding: Staged investment and independent review
- 12:53-14:00 | Workshop: Design governance for a new giga-project

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Day 3 - Integration and Interface Management

- 09:00-09:30 | Programme Architecture: Breaking down the programme into manageable packages
- 09:30-10:00 | Interface Management: Identifying, registering and controlling interfaces
- 10:00-11:00 | Systems Integration: Coordinating design, construction, technology and operations
- 11:00-11:30 | Coffee break
- 11:30-12:00 | Multi-Contractor Coordination: Information flow, common data environments and BIM
- 12:00-12:30 | Integrated Master Schedule: Linking packages and key milestones
- 12:30-13:00 | Digital Tools for Complex Delivery: Dashboards, digital twins and analytics
- 13:00-14:00 | Exercise: Map and prioritise interfaces in a complex programme

Day 4 - Risk, Uncertainty and Stakeholders

- 09:00-09:30 | Advanced Risk Management: Systemic risk, risk interdependence and black swans
- 09:30-10:00 | Quantitative Risk Analysis: Programme-level schedule and cost risk
- 10:00-11:00 | Resilience and Adaptability: Building flexibility into plans
- 11:00-11:30 | Coffee break
- 11:30-12:00 | Stakeholder Ecosystems: Government, investors, communities and media
- 12:00-12:30 | Political and Public Expectations: Communicating progress and setbacks
- 12:30-13:00 | Supply Chain and Market Capacity: Managing scarcity of resources and skills
- 13:00-14:00 | Case Study: Recovering stakeholder confidence on a troubled megaproject

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Day 5 - Leadership and Delivering Value

- 09:00-09:34 | Leading at Scale: Vision, alignment and decision making in complex environments
- 09:34-10:41 | Building the Programme Culture: Collaboration, accountability and trust
- 10:41-11:00 | Commercial Leadership: Incentives, partnerships and dispute avoidance
- 11:00-11:30 | Coffee break
- 11:30-11:45 | Commercial Leadership: Incentives, partnerships and dispute avoidance (continued)
- 11:45-12:19 | Transition to Operations: Commissioning, handover and readiness
- 12:19-12:53 | Benefits Realisation: Delivering long-term economic and social value
- 12:53-13:27 | Learning Organisations: Capturing knowledge across megaprojects
- 13:27-14:00 | Capstone: Participants present a delivery strategy for a complex programme

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Seminar dates

Available seminar dates

Live dates and pricing for Megaprojects and Complex Programme Delivery generated from the course details page.

Date	Location	Format	Fee
4 - 8 January 2027	Frankfurt	Classroom	**€2,215**
11 - 15 January 2027	Dubai	Classroom	**€2,745**
18 - 22 January 2027	Kuala lumpur	Classroom	**€2,425**
25 - 29 January 2027	Copenhagen	Classroom	**€3,400**
1 - 5 February 2027	Istanbul	Classroom	**€2,250**
8 - 12 February 2027	Oslo	Classroom	**€4,200**
15 - 19 February 2027	Cape Town	Classroom	**€1,895**
22 - 26 February 2027	Paris	Classroom	**€2,210**
1 - 5 March 2027	Dublin	Classroom	**€3,360**
8 - 12 March 2027	Amsterdam	Classroom	**€2,415**

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Date	Location	Format	Fee
15 - 19 March 2027	Dubai	Classroom	**€2,745**
22 - 26 March 2027	London	Classroom	**€2,815**
5 - 9 April 2027	Cape Town	Classroom	**€1,895**
12 - 16 April 2027	Manchester	Classroom	**€3,360**
19 - 23 April 2027	Dubai	Classroom	**€2,745**
26 - 30 April 2027	Barcelona	Classroom	**€2,175**
3 - 7 May 2027	Cape Town	Classroom	**€1,895**
10 - 14 May 2027	Frankfurt	Classroom	**€2,215**
17 - 21 May 2027	Istanbul	Classroom	**€2,250**
24 - 28 May 2027	Kuala lumpur	Classroom	**€2,425**

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Date	Location	Format	Fee
7 - 11 June 2027	Liverpool	Classroom	**€3,360**
14 - 18 June 2027	Istanbul	Classroom	**€2,250**
21 - 25 June 2027	Dubai	Classroom	**€2,745**
5 - 9 July 2027	Cape Town	Classroom	**€1,895**
12 - 16 July 2027	Paris	Classroom	**€2,210**
19 - 23 July 2027	Dubai	Classroom	**€2,745**
26 - 30 July 2027	Amsterdam	Classroom	**€2,415**
2 - 6 August 2027	Dubai	Classroom	**€2,745**
9 - 13 August 2027	Brussels	Classroom	**€3,400**
16 - 20 August 2027	Cape Town	Classroom	**€1,895**

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Date	Location	Format	Fee
23 - 27 August 2027	Eindhoven	Classroom	**€3,400**
6 - 10 September 2027	Dubai	Classroom	**€2,745**
13 - 17 September 2027	Barcelona	Classroom	**€2,175**
20 - 24 September 2027	Cape Town	Classroom	**€1,895**
4 - 8 October 2027	Frankfurt	Classroom	**€2,215**
11 - 15 October 2027	Dubai	Classroom	**€2,745**
18 - 22 October 2027	Kuala lumpur	Classroom	**€2,425**
25 - 29 October 2027	London	Classroom	**€2,815**
1 - 5 November 2027	Rotterdam	Classroom	**€3,400**
8 - 12 November 2027	Dubai	Classroom	**€2,745**

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Date	Location	Format	Fee
15 - 19 November 2027	Cape Town	Classroom	**€1,895**
22 - 26 November 2027	Paris	Classroom	**€2,210**
6 - 10 December 2027	Dubai	Classroom	**€2,745**
13 - 17 December 2027	Dusseldorf	Classroom	**€3,400**
20 - 24 December 2027	Dubai	Classroom	**€2,745**
27 - 31 December 2027	London	Classroom	**€2,815**
4 - 8 January 2027	Online / Live	Online / Live	**€1,515**
11 - 15 January 2027	Online / Live	Online / Live	**€1,515**
18 - 22 January 2027	Online / Live	Online / Live	**€1,515**
25 - 29 January 2027	Online / Live	Online / Live	**€1,515**

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Date	Location	Format	Fee
1 - 5 February 2027	Online / Live	Online / Live	**€1,515**
8 - 12 February 2027	Online / Live	Online / Live	**€1,515**
15 - 19 February 2027	Online / Live	Online / Live	**€1,515**
22 - 26 February 2027	Online / Live	Online / Live	**€1,515**
1 - 5 March 2027	Online / Live	Online / Live	**€1,515**
8 - 12 March 2027	Online / Live	Online / Live	**€1,515**
15 - 19 March 2027	Online / Live	Online / Live	**€1,515**
22 - 26 March 2027	Online / Live	Online / Live	**€1,515**
5 - 9 April 2027	Online / Live	Online / Live	**€1,515**
12 - 16 April 2027	Online / Live	Online / Live	**€1,515**

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19 - 23 April 2027	Online / Live	Online / Live	**€1,515**
26 - 30 April 2027	Online / Live	Online / Live	**€1,515**
3 - 7 May 2027	Online / Live	Online / Live	**€1,515**
10 - 14 May 2027	Online / Live	Online / Live	**€1,515**
17 - 21 May 2027	Online / Live	Online / Live	**€1,515**
24 - 28 May 2027	Online / Live	Online / Live	**€1,515**
7 - 11 June 2027	Online / Live	Online / Live	**€1,515**
14 - 18 June 2027	Online / Live	Online / Live	**€1,515**
21 - 25 June 2027	Online / Live	Online / Live	**€1,515**
5 - 9 July 2027	Online / Live	Online / Live	**€1,515**

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12 - 16 July 2027	Online / Live	Online / Live	**€1,515**
19 - 23 July 2027	Online / Live	Online / Live	**€1,515**
26 - 30 July 2027	Online / Live	Online / Live	**€1,515**
2 - 6 August 2027	Online / Live	Online / Live	**€1,515**
9 - 13 August 2027	Online / Live	Online / Live	**€1,515**
16 - 20 August 2027	Online / Live	Online / Live	**€1,515**
23 - 27 August 2027	Online / Live	Online / Live	**€1,515**
6 - 10 September 2027	Online / Live	Online / Live	**€1,515**
13 - 17 September 2027	Online / Live	Online / Live	**€1,515**
20 - 24 September 2027	Online / Live	Online / Live	**€1,515**

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18 - 22 October 2027	Online / Live	Online / Live	**€1,515**
25 - 29 October 2027	Online / Live	Online / Live	**€1,515**
1 - 5 November 2027	Online / Live	Online / Live	**€1,515**
8 - 12 November 2027	Online / Live	Online / Live	**€1,515**
15 - 19 November 2027	Online / Live	Online / Live	**€1,515**
22 - 26 November 2027	Online / Live	Online / Live	**€1,515**
6 - 10 December 2027	Online / Live	Online / Live	**€1,515**
13 - 17 December 2027	Online / Live	Online / Live	**€1,515**

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Date	Location	Format	Fee
20 - 24 December 2027	Online / Live	Online / Live	**€1,515**
27 - 31 December 2027	Online / Live	Online / Live	**€1,515**

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