

PROJECT MANAGEMENT | COURSE BROCHURE

Managing Megaprojects and Complex Infrastructure Programmes

5 days | Classroom training | English

SMART HORIZON

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Explore current programmes

https://smart-horizon.eu



Course content

Why attend

Megaprojects such as airports, rail lines, energy plants and urban developments involve enormous budgets, many stakeholders and long timescales. This course examines why megaprojects frequently overrun and how to improve outcomes through better front-end planning, governance, risk management, contracting strategies, stakeholder management and delivery partner models.

Megaprojects are high-profile and high-risk. This course provides lessons and tools from major projects worldwide to help leaders improve planning and delivery.

Professional Problems This Course Is Designed to Solve

• Difficulty translating subject knowledge into practical workplace decisions.
• Inconsistent approaches to the activities covered in the course outline.
• Lack of a structured plan for applying and reviewing new skills.

Course methodology

The course uses major project case studies, governance exercises, reference class forecasting, risk workshops and group discussions.

Course objectives

By the end of this course, participants will be able to:
• Understand the characteristics and risks of megaprojects
• Apply strong front-end planning and estimation
• Design governance and delivery models
• Develop contracting and risk allocation strategies
• Manage complex stakeholder environments
• Monitor performance and integrate multiple contractors

Target audience

This course is suitable for:
• Senior project and programme directors
• Infrastructure sponsors and client organisations
• Government infrastructure officials
• Contractors and consultants
• Project controls leaders



Course content

Target competencies

Participants will develop competencies in:

- Front-end planning
- Governance design
- Risk allocation
- Stakeholder management
- Integration management
- Performance monitoring

Course outline

Day 1: Understanding Megaprojects

09:00–09:54	Characteristics of megaprojects
09:54–10:48	Evidence on overruns
10:48–11:00	Optimism bias and strategic misrepresentation
11:00–11:30	**Coffee break**
11:30–12:12	Optimism bias and strategic misrepresentation (continued)
12:12–13:06	Lessons from major projects
13:06–14:00	Exercise: Case review

Day 2: Front-End Planning

09:00–09:54	Business case and options
09:54–10:48	Reference class forecasting
10:48–11:00	Estimation and contingency
11:00–11:30	**Coffee break**
11:30–12:12	Estimation and contingency (continued)
12:12–13:06	Schedule realism
13:06–14:00	Workshop: Front-end assessment



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Day 3: Governance and Delivery Models

09:00–09:54	Client organisation
09:54–10:48	Delivery partners
10:48–11:00	Assurance and gateway reviews
11:00–11:30	**Coffee break**
11:30–12:12	Assurance and gateway reviews (continued)
12:12–13:06	Decision rights
13:06–14:00	Exercise: Governance design

Day 4: Contracting and Risk

09:00–09:54	Packaging strategies
09:54–10:48	Collaborative contracts
10:48–11:00	Risk allocation and pricing
11:00–11:30	**Coffee break**
11:30–12:12	Risk allocation and pricing (continued)
12:12–13:06	Interface management
13:06–14:00	Case study: Contract strategy for a rail project

Day 5: Stakeholders and Delivery

09:00–09:54	Political and community stakeholders
09:54–10:48	Integrated project controls
10:48–11:00	Managing change
11:00–11:30	**Coffee break**
11:30–12:12	Managing change (continued)
12:12–13:06	Handover and operations
13:06–14:00	Capstone: Megaproject delivery strategy

The timings provided are estimates and may vary depending on the number of participants and the discussions taking place during the



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sessions. They are indicative only and do not constitute a binding commitment.

Dates, venues and fees

Current published course plans. Fees are per participant in EUR, excluding unconfirmed taxes.

Venue	Start date	End date	Fee (EUR)
Barcelona Confirmed dates	9 Nov 2026	13 Nov 2026	**€2,840.–**
Online Confirmed dates	9 Nov 2026	13 Nov 2026	**€1,250.–**
Dubai Confirmed dates	16 Nov 2026	20 Nov 2026	**€3,150.–**
Online Confirmed dates	16 Nov 2026	20 Nov 2026	**€1,250.–**
Frankfurt Confirmed dates	7 Dec 2026	11 Dec 2026	**€2,650.–**
Online Confirmed dates	7 Dec 2026	11 Dec 2026	**€1,250.–**
Kuala Lumpur Confirmed dates	14 Dec 2026	18 Dec 2026	**€1,450.–**
Online Confirmed dates	14 Dec 2026	18 Dec 2026	**€1,250.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Paris Confirmed dates	4 Jan 2027	8 Jan 2027	**€2,860.-**
Online Confirmed dates	4 Jan 2027	8 Jan 2027	**€1,250.-**
Istanbul Confirmed dates	18 Jan 2027	22 Jan 2027	**€2,650.-**
Online Confirmed dates	18 Jan 2027	22 Jan 2027	**€1,250.-**
Amsterdam Confirmed dates	1 Feb 2027	5 Feb 2027	**€2,540.-**
Online Confirmed dates	1 Feb 2027	5 Feb 2027	**€1,250.-**
Vienna Confirmed dates	8 Feb 2027	12 Feb 2027	**€2,940.-**
Online Confirmed dates	8 Feb 2027	12 Feb 2027	**€1,250.-**
Singapore Confirmed dates	15 Feb 2027	19 Feb 2027	**€2,820.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	15 Feb 2027	19 Feb 2027	**€1,250.–**
London Confirmed dates	1 Mar 2027	5 Mar 2027	**€2,450.–**
Online Confirmed dates	1 Mar 2027	5 Mar 2027	**€1,250.–**
Dubai Confirmed dates	15 Mar 2027	19 Mar 2027	**€3,150.–**
Online Confirmed dates	15 Mar 2027	19 Mar 2027	**€1,250.–**
Frankfurt Confirmed dates	5 Apr 2027	9 Apr 2027	**€2,650.–**
Online Confirmed dates	5 Apr 2027	9 Apr 2027	**€1,250.–**
Cape Town Confirmed dates	12 Apr 2027	16 Apr 2027	**€1,890.–**
Online Confirmed dates	12 Apr 2027	16 Apr 2027	**€1,250.–**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Kuala Lumpur Confirmed dates	19 Apr 2027	23 Apr 2027	**€1,450.–**
Online Confirmed dates	19 Apr 2027	23 Apr 2027	**€1,250.–**
Paris Confirmed dates	3 May 2027	7 May 2027	**€2,860.–**
Online Confirmed dates	3 May 2027	7 May 2027	**€1,250.–**
Istanbul Confirmed dates	17 May 2027	21 May 2027	**€2,650.–**
Online Confirmed dates	17 May 2027	21 May 2027	**€1,250.–**
Amsterdam Confirmed dates	7 Jun 2027	11 Jun 2027	**€2,540.–**
Online Confirmed dates	7 Jun 2027	11 Jun 2027	**€1,250.–**
Rome Confirmed dates	14 Jun 2027	18 Jun 2027	**€2,450.–**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	14 Jun 2027	18 Jun 2027	**€1,250.-**
Singapore Confirmed dates	21 Jun 2027	25 Jun 2027	**€2,820.-**
Online Confirmed dates	21 Jun 2027	25 Jun 2027	**€1,250.-**
London Confirmed dates	5 Jul 2027	9 Jul 2027	**€2,450.-**
Online Confirmed dates	5 Jul 2027	9 Jul 2027	**€1,250.-**
Dubai Confirmed dates	19 Jul 2027	23 Jul 2027	**€3,150.-**
Online Confirmed dates	19 Jul 2027	23 Jul 2027	**€1,250.-**
Frankfurt Confirmed dates	2 Aug 2027	6 Aug 2027	**€2,650.-**
Online Confirmed dates	2 Aug 2027	6 Aug 2027	**€1,250.-**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Kuala Lumpur Confirmed dates	16 Aug 2027	20 Aug 2027	**€1,450.-**
Online Confirmed dates	16 Aug 2027	20 Aug 2027	**€1,250.-**
Rome Confirmed dates	23 Aug 2027	27 Aug 2027	**€2,450.-**
Online Confirmed dates	23 Aug 2027	27 Aug 2027	**€1,250.-**
Paris Confirmed dates	6 Sept 2027	10 Sept 2027	**€2,860.-**
Online Confirmed dates	6 Sept 2027	10 Sept 2027	**€1,250.-**
Istanbul Confirmed dates	20 Sept 2027	24 Sept 2027	**€2,650.-**
Online Confirmed dates	20 Sept 2027	24 Sept 2027	**€1,250.-**
Amsterdam Confirmed dates	4 Oct 2027	8 Oct 2027	**€2,540.-**



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Dates, venues and fees (continued)

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Online Confirmed dates	4 Oct 2027	8 Oct 2027	**€1,250.–**
Cape Town Confirmed dates	11 Oct 2027	15 Oct 2027	**€1,890.–**
Online Confirmed dates	11 Oct 2027	15 Oct 2027	**€1,250.–**
Singapore Confirmed dates	18 Oct 2027	22 Oct 2027	**€2,820.–**
Online Confirmed dates	18 Oct 2027	22 Oct 2027	**€1,250.–**
London Confirmed dates	1 Nov 2027	5 Nov 2027	**€2,450.–**
Online Confirmed dates	1 Nov 2027	5 Nov 2027	**€1,250.–**
Dubai Confirmed dates	15 Nov 2027	19 Nov 2027	**€3,150.–**
Online Confirmed dates	15 Nov 2027	19 Nov 2027	**€1,250.–**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Frankfurt Confirmed dates	6 Dec 2027	10 Dec 2027	**€2,650.-**
Online Confirmed dates	6 Dec 2027	10 Dec 2027	**€1,250.-**
Kuala Lumpur Confirmed dates	13 Dec 2027	17 Dec 2027	**€1,450.-**
Online Confirmed dates	13 Dec 2027	17 Dec 2027	**€1,250.-**

Plan your next step

Dates, availability, exact venue, taxes, inclusions and payment terms require written confirmation. This brochure is not a quotation, registration, booking confirmation or visa invitation. Participants receive a Smart Horizon certificate of attendance; programmes are not externally accredited and do not award a professional qualification or designation. Confirm arrangements before booking travel.

For group or in-house training, contact our learning team to discuss your objectives and delivery arrangements.

Contact Smart Horizon

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View the latest course details online