COURSE OVERVIEW PM0100
Management of Large Projects

Course Title
Management of Large Projects

Course Date/Venue
Session 1: April 12-16, 2026/Tamra Meeting Room, Al Bandar Rotana Creek, Dubai, UAE or, Online Virtual Taining
Session 2: October 11-15, 2026/Tamra Meeting Room, Al Bandar Rotana Creek, Dubai, UAE or, Online Virtual Taining

Course Reference
PM0100

Course Duration/Credits
Five days/3.0 CEUs/30 PDHs

Course Description

This practical and highly-interactive course includes various practical sessions and exercises. Theory learnt will be applied using our state-of-the-art simulators.

This course is designed to provide participants with a detailed and up-to-date overview of Management of Large Projects. It covers the characteristics of large and mega projects and large project life cycle; the concept and initiation phase, feasibility phase and basic and detailed planning phase; the large project management standards and frameworks; the work breakdown structure (WBS) for large projects, scheduling methods for complex projects and cost estimation and budgeting for large projects; the earned value management (EVM), resource and capacity management and progress measurement and reporting systems; and the large project organizational structures and the roles and responsibilities in mega projects.

During this interactive course, participants will learn the leadership in complex environments and stakeholder identification and analysis, engagement strategies and large-scale communication management; the risk management in large projects, managing uncertainty and complexity, quality management systems and procurement strategies in large projects; the contract types and administration and supply chain and vendor management; the execution phase, monitoring, control and change management and commissioning and handover phase; and the project close-out process and post-project evaluation and audits.

Course Objectives

Upon the successful completion of the course, each participant will be able to:-

- Apply and gain an in-depth knowledge on management of large projects
- Discuss the characteristics of large and mega projects, large project life cycle and concept and initiation phase
- Explain feasibility phase, basic and detailed planning phase as well as large project management standards and frameworks
- Illustrate work breakdown structure (WBS) for large projects, scheduling methods for complex projects and cost estimation and budgeting for large projects
- Apply earned value management (EVM), resource and capacity management and progress measurement and reporting systems
- Describe large project organizational structures and identify the roles and responsibilities in mega projects
- Discuss leadership in complex environments and apply stakeholder identification and analysis, stakeholder engagement strategies and large-scale communication management
- Carryout risk management in large projects, managing uncertainty and complexity, quality management systems and procurement strategies in large projects
- Recognize contract types and administration and apply supply chain and vendor management
- Carryout execution phase, monitoring, control and change management including commissioning and handover phase
- Apply project close-out process, post-project evaluation and audits

Exclusive Smart Training Kit - H-STK®

*Participants of this course will receive the exclusive "Haward Smart Training Kit" (**H-STK®**). The **H-STK®** consists of a comprehensive set of technical content which includes **electronic version** of the course materials conveniently saved in a **Tablet PC**.*

Who Should Attend

This course provides an overview of all significant aspects and considerations of management of large projects for project managers, program managers, project engineers, construction managers, engineering managers, operations and maintenance managers, planning and scheduling engineers, cost control and contracts engineers, procurement and supply chain professionals, senior supervisors involved in projects, PMO staff, technical leads and team leaders, anyone involved in managing or overseeing large-scale, complex projects and other technical staff.

Course Certificate(s)

(1) Internationally recognized Competency Certificates will be issued to participants who completed a minimum of 80% of the total tuition hours and successfully passed the exam at the end of the course. Certificates are valid for 5 years.

Recertification is FOC for a Lifetime.

Sample of Certificates

The following are samples of the certificates that will be awarded to course participants:-

Certificate

Haward Technology Middle East

Certifies that

Waleed Al Habeeb

Has succesfully completed a course on

Management of Large Projects

and is hereby awarded 3.0 CEUs (Continuing Education Units) equivalent to 30.0 PDHs (Professional Development Hours)

Nov 10-14, 2024	74851/01/PM0100/DXB/14.11.24
Course Date	Certificate Number
Nov 14, 2024	Nov 14, 2029
Certificate Issuance Date	Certificate Expiry Date

Dr. Chris Le Ross
Course Instructor

ACTVET License No.
0588/2013

Certificate Accreditation
Please see overleaf

(2) Official Transcript of Records will be provided to the successful delegates with the equivalent number of ANSI/IACET accredited Continuing Education Units (CEUs) earned during the course.

Haward Technology Middle East

Continuing Professional Development (HTME-CPD)

CEU Official Transcript of Records

TOR Issuance Date: 14-Nov-24

HTME No. 74851

Participant Name: Waleed Al Habeeb

Program Ref.	Program Title	Program Date	No. of Contact Hours	CEU's
PM0100	Management of Large Projects	Nov 10-14, 2024	30	3.0

Total No. of CEU's Earned as of TOR Issuance Date **3.0**

TRUE COPY

Jaryl Castillo
Academic Director

Haward Technology has been approved as an Accredited Provider by the International Association for Continuing Education and Training (IACET), 2201 Cooperative Way, Suite 600, Herndon, VA 20171, USA. In obtaining this approval, Haward Technology has demonstrated that it complies with the ANSI/IACET 1-2018 Standard which is widely recognized as the standard of good practice internationally. As a result of their Authorized Provider membership status, Haward Technology is authorized to offer IACET CEUs for programs that qualify under the ANSI/IACET 1-2018 Standard.

Haward Technology's courses meet the professional certification and continuing education requirements for participants seeking Continuing Education Units (CEUs) in accordance with the rules & regulations of the International Association for Continuing Education & Training (IACET). IACET is an international authority that evaluates programs according to strict, research-based criteria and guidelines. The CEU is an internationally accepted uniform unit of measurement in qualified courses of continuing education.

Haward Technology is accredited by

P.O. Box 26070, Abu Dhabi, United Arab Emirates | Tel.: +971 2 3091 714 | E-mail: info@haward.org | Website: www.haward.org

Certificate Accreditations

Haward's certificates are accredited by the following international accreditation organizations:

- British Accreditation Council (BAC)

  Haward Technology is accredited by the **British Accreditation Council** for **Independent Further and Higher Education** as an **International Centre**. Haward's certificates are internationally recognized and accredited by the British Accreditation Council (BAC). BAC is the British accrediting body responsible for setting standards within independent further and higher education sector in the UK and overseas. As a BAC-accredited international centre, Haward Technology meets all of the international higher education criteria and standards set by BAC.

- The International Accreditors for Continuing Education and Training (IACET - USA)

  Haward Technology is an Authorized Training Provider by the International Accreditors for Continuing Education and Training (IACET), 2201 Cooperative Way, Suite 600, Herndon, VA 20171, USA. In obtaining this authority, Haward Technology has demonstrated that it complies with the **ANSI/IACET 2018-1 Standard** which is widely recognized as the standard of good practice internationally. As a result of our Authorized Provider membership status, Haward Technology is authorized to offer IACET CEUs for its programs that qualify under the **ANSI/IACET 2018-1 Standard**.

  Haward Technology's courses meet the professional certification and continuing education requirements for participants seeking **Continuing Education Units** (CEUs) in accordance with the rules & regulations of the International Accreditors for Continuing Education & Training (IACET). IACET is an international authority that evaluates programs according to strict, research-based criteria and guidelines. The CEU is an internationally accepted uniform unit of measurement in qualified courses of continuing education.

  Haward Technology Middle East will award **3.0 CEUs** (Continuing Education Units) or **30 CEUs** (Professional Development Hours) for participants who completed the total tuition hours of this program. One CEU is equivalent to ten Professional Development Hours (PDHs) or ten contact hours of the participation in and completion of Haward Technology programs. A permanent record of a participant's involvement and awarding of CEU will be maintained by Haward Technology. Haward Technology will provide a copy of the participant's CEU and PDH Transcript of Records upon request.

Course Instructor(s)

This course will be conducted by the following instructor(s). However, we have the right to change the course instructor(s) prior to the course date and inform participants accordingly:

Dr. Chris Le Roux, PhD, M.Com, B.Com (Hons), PMP, Industrial Psychologist (HPCSA Reg.), PMI-ATP Instructor PMI-PMP, PMI-CAPM Instructor is a **Senior Management Consultant & Project Management Professional** with over **30 years** of combined engineering, managerial, consulting, counseling, and international training experience across Africa, the Middle East, the Gulf region, and Europe. His expertise lies extensively in the areas of **Project & Contracts** Management Skills, **Project & Construction** Management, **Project** Planning, Scheduling, Cost Control, and Earned Value Management, **Project** Management (**Predictive**, **Agile**, and **Hybrid**), **PMO** setup and governance, Project Delivery & Governance Framework, **Project** Management Practices, **Project** Management Disciplines, **Risk** and **Contract** Management (including contract development, tendering, dispute resolution, and claims), **Risk** Identification Tools & Techniques, **Project** Life Cycle, **Stakeholder Management** and **Communication**, **Performance Coaching** and **Difficult Conversations**, **Project Management** Processes, **Project Integration** Management, **Project** Management Plan, **Project Work** Monitoring & Control, **Project Scope** Management, **Project Time** Management, **Project Cost** Management, **Project Quality** Management, **Quality** Assurance, **Project Human Resource** Management, **Project Communications** Management, **Leadership Orientation** Programme, **Leadership & Team** Development, Psychology of **Leadership**, **Interpersonal Skills & Teamwork**, **Coaching & Mentoring**, **Innovation & Creativity**, **Leadership & Performance** Management, **Leadership Communication**, **Leadership Excellence** for Senior Management, **Supervisory**, **Leadership**, **Coaching & Mentoring**, **Leadership**, **Communications** & Interpersonal Skills, Administrative Leadership Skills, **Office Management & Administration** Skills, **Contract** Management, **Tender** Development, **Contract** Standards & Laws, **Dispute Resolution** & **Risk** Identification, Myers-Briggs Type Indicator (**MBTI**), **Organization** Development Consultation, Advanced Debriefing of **Emotional** Trauma, **Interpersonal Motivation**, **Model Based Interviewing**, **Coaching & Motivation**, **Creative Thinking & Problem-Solving** Techniques, **Emotional Intelligence** and **Resilience**, **Presentation** Skills, **Communication & Interpersonal** Skills, Effective **Communication & Influencing** Skills, Effective **Business Writing Skills**, **Writing** Business Documents, **Business Writing** (Memo & Report Writing), Controlling Your **Time & Managing Stress**, **Crisis** Management and **Decision-Making Under Pressure**; and **Customer Experience**, **Service Excellence**, and **Negotiation Skills**, Strategic **Human Resources** Management, **Change** Management and **Organizational** Development, **Human Capital** and **Talent** Management (succession planning, performance management, competency frameworks, and behavioral assessment), **Strategic Planning** and **Execution**, Project **Risk** Analysis & Risk Management, Global Diverse & Virtual Teams Operation, Exceeding **Customer** Expectations, **Corporate Governance** Best Practice, **Business Performance** Management & Improvement, Building Environment of **Trust & Commitment**, **Win-Win Negotiation** Strategies, **Quality Improvement & Resource** Optimization, Neuro Linguistic Programming (**NLP**), **Personal Resilience** Developing, Effective Role Modelling & Development, Managing Dynamic Work Environments, Organizational Development, **Career** Management, Situation & Behaviour Analysis, Interpersonal **Motivation** Skills, **Inventory** Management and **Financial** Administration. Further, he has also led or supported Training Needs Analyses **(TNA)**, large-scale capability development programs, and leadership pipelines for technical, operational, and graduate employees. He is also well-versed in Water Supply System Security, Vulnerability & Terrorism, Integrated Security Systems, Incident Threat Characterization & Analysis, Physical Security Systems, Security Crisis, Security Emergency Plan, Command & Control System, Preventive Actions and Situation Analysis.

During his career life, Dr. Le Roux has gained his academic and field experience through his various significant positions and dedication as the **Training & Development General Manager**, **Departmental Head (Electrical)**, **Project Manager**, **Account Manager**, **Commercial Sales Manager**, **Manager**, **Sales Engineer**, **Project Specialist**, **Psychology Practitioner**, **Senior Consultant/Trainer**, **Business Consultant**, **Assistant Chief Education Specialist**, **ASI Coordinator**, **Part-time Lecturer/Trainer**, **PMP & Scrum Trainer**, **Assessor & Moderator**, **Team Leader**, **Departmental Head**, **Senior HR Consultant**, **Senior Lecturer / Academic Supervisor**, **Technical Instructor/Qualifying Technician**, **Apprentice Electrician: Signals**, **International Trainer**, and **Part-Time Electrician** from various companies and universities such as the South African Railway (SAR), Department of Education & Culture, **ESKOM**, Logistic Technologies (Pty. Ltd), Human Development: Consulting Psychologies (HDCP) & IFS, Mincon, Eagle Support Africa, Sprout Consulting, UKZN, Grey Campus, Classis Seminars and CBM Training.

Dr. Le Roux has a **PhD** in **Leadership** in **Performance & Change**, a **Master's** degree in **Human Resource Management**, a **Bachelor's** degree (with Honours) in **Industrial Psychology**, a National Higher Diploma and a National Technical Diploma in **Qualified Electrical & Mechanical Engineering** from **Germiston College**, **South Africa**. Further, he is a **Certified Project Management Professional** (**PMP**), a **PMI Authorized Training Partner** (**ATP**) **Instructor**, a **Certified Associate** in **Project Management** (**PMI-CAPM**), a **Certified Scrum Master Trainer** by the VMEdu, a **Certified Instructor/Trainer** and a **Certified Internal Verifier/Assessor/Trainer** by the **Institute of Leadership & Management** (**ILM**). Moreover, he is a **Registered Industrial Psychologist** by the Health Professions Council of South Africa (HPCSA), a **Registered Educator** by the South African Council for Educators (SACE) and a **Registered Facilitator**, **Assessor & Moderator** with Education, Training and Development Practices (ETDP) SETA. He has further delivered numerous trainings, courses, seminars, conferences and workshops globally.

Training Methodology

All our Courses are including **Hands-on Practical Sessions** using equipment, State-of-the-Art Simulators, Drawings, Case Studies, Videos and Exercises. The courses include the following training methodologies as a percentage of the total tuition hours:-

30% Lectures
20% Practical Workshops & Work Presentations
30% Hands-on Practical Exercises & Case Studies
20% Simulators (Hardware & Software) & Videos

In an unlikely event, the course instructor may modify the above training methodology before or during the course for technical reasons.

Course Fee

F2F Classroom: US$ 5,500 per Delegate + **VAT**. This rate includes H-STK® (Haward Smart Training Kit), buffet lunch, coffee/tea on arrival, morning & afternoon of each day.
Online Virtual: US$ 2,750 per Delegate + **VAT**.

Virtual Training (If Applicable)

If this course is delivered online as a Virtual Training, the following limitations will be applicable:-

Certificates	Only soft copy certificates will be issued to participants through Haward's Portal. This includes Wallet Card Certificates if applicable
Training Materials	Only soft copy Training Materials (PDF format) will be issued to participant through the Virtual Training Platform
Training Methodology	80% of the program will be theory and 20% will be practical sessions, exercises, case studies, simulators or videos
Training Program	The training will be for 4 hours per day starting at 0930 and ending at 1330
H-STK Smart Training Kit	Not Applicable
Hands-on Practical Workshops	Not Applicable
Site Visit	Not Applicable
Simulators	Only software simulators will be used in the virtual courses. Hardware simulators are not applicable and will not be used in Virtual Training

Course Program

The following program is planned for this course. However, the course instructor(s) may modify this program before or during the course for technical reasons with no prior notice to participants. Nevertheless, the course objectives will always be met:

Day 1

0730 – 0800	*Registration & Coffee*
0800 – 0815	*Welcome & Introduction*
0815 – 0830	***PRE-TEST***
0830 – 0930	***Characteristics of Large & Mega Projects*** *Scale, Complexity & Capital Intensity • Multi-Stakeholder Environment (Government, JV Partners, Contractors, Communities) • High Risk, Long Duration & Multidisciplinary Scope • Examples: Offshore Platforms, Refineries, LNG, Rail, Power, Mining, Megastructures*
0930 - 0945	*Break*
0945 – 1045	***Large Project Life Cycle Overview*** *Concept, Feasibility, Design, Execution, Commissioning, Closure • Phase Gates & Review Checkpoints • Stakeholder Approvals at Each Phase • Typical Stage Deliverables Per Phase*
1045 - 1145	***Concept & Initiation Phase – Activities & Deliverables*** *Business Case Development • Preliminary Scope Definition • High-Level Risk Assessment • Deliverables: Concept Note, Charter, Stakeholder Register, Initial Budget Estimate*
1145 - 1230	***Feasibility Phase – Activities & Deliverables*** *Technical Feasibility & Site Analysis • Environmental & Social Impact Studies • Preliminary Design Concepts • Deliverables: Feasibility Report, Cost-Benefit Analysis, Risk Log, Concept Design*
1230 – 1245	*Break*
1245 – 1330	***Basic & Detailed Planning Phase – Activities & Deliverables*** *Detailed Scope Definition & WBS Development • Schedule Development (Level 1 to Level 3) • Resource Planning & Cost Baseline • Deliverables: PMP, WBS, Schedule, Cost Baseline, Risk Register*
1330 - 1420	***Overview of Large Project Management Standards & Frameworks*** *PMBOK, PRINCE2, AACE, ISO 21500 • Agile versus Waterfall versus Hybrid in Large Projects • Stage-Gate & Phase-Gate Models • Governance & Compliance Frameworks*
1420 – 1430	***Recap*** *Using this Course Overview, the Instructor(s) will Brief Participants about the Topics that were Discussed Today and Advise Them of the Topics to be Discussed Tomorrow*
1430	*Lunch & End of Day One*

Day 2

0730 – 0830	***Work Breakdown Structure (WBS) for Large Projects*** *Project / Program / Sub-Project Hierarchy • Discipline-Based versus Deliverable-Based WBS • Coding Structures & Control Accounts • Integration with Cost & Schedule Systems*
0830 – 0930	***Scheduling Methods for Complex Projects*** *Critical Path Method (CPM) • Program Evaluation & Review Technique (PERT) • Milestone & Phase-Based Planning • Multi-Level Schedules (L1–L5)*
0930 - 0945	*Break*
0945 – 1130	***Cost Estimation & Budgeting for Large Projects*** *Class 5 to Class 1 Estimates (AACE) • Direct versus Indirect Costs • Contingency & Escalation • CAPEX versus OPEX Planning*
1130 - 1230	***Earned Value Management (EVM)*** *PV, EV, AC • CPI & SPI Performance Indexes • Estimate at Completion (EAC) & Variance Analysis • EVM for Multi-Billion Dollar Projects*
1230 - 1245	*Break*
1245 - 1330	***Resource & Capacity Management*** *Workforce Planning Across Disciplines • Equipment & Material Resourcing • Resource Leveling Techniques • Productivity Tracking Models*
1330 - 1420	***Progress Measurement & Reporting Systems*** *Physical versus Weighted Progress • S-Curves & Histograms • Dashboard & KPI Reporting • Weekly & Monthly Reporting Cycles*
1420 – 1430	***Recap*** *Using this Course Overview, the Instructor(s) will Brief Participants about the Topics that were Discussed Today and Advise Them of the Topics to be Discussed Tomorrow*
1430	*Lunch & End of Day Two*

Day 3

0730 – 0830	***Large Project Organizational Structures*** *Functional, Matrix, Projectized Structures • PMO Role in Mega Projects • JV & Consortium Structures • Owner-Engineer-Contractor Model*
0830 – 0930	***Roles & Responsibilities in Mega Projects*** *Project Sponsor • Program Manager & Project Director • Construction, Commissioning & HSE Managers • Discipline Leads & Package Managers*
0930 - 0945	*Break*
0945 – 1130	***Leadership in Complex Environments*** *Strategic versus Operational Leadership • Decision-Making Under Uncertainty • Cross-Cultural Leadership • Influence Without Direct Authority*
1130 - 1230	***Stakeholder Identification & Analysis*** *Internal versus External Stakeholders • Power-Interest Matrices • Communication Expectations • Conflict Sources Identification*
1230 - 1245	*Break*
1245 - 1330	***Stakeholder Engagement Strategies*** *Community & Government Engagement • Executive & Board Reporting • Contractor & Supplier Alignment • Crisis Communication Planning*

1330 - 1420	***Large-Scale Communication Management*** *Formal Communication Channels • Meetings & Review Protocols • Reporting Standards • Digital Platforms (Primavera, Power BI, SAP etc.)*
1420 – 1430	***Recap*** *Using this Course Overview, the Instructor(s) will Brief Participants about the Topics that were Discussed Today and Advise Them of the Topics to be Discussed Tomorrow*
1430	*Lunch & End of Day Three*

Day 4

0730 – 0830	***Risk Management in Large Projects*** *Qualitative versus Quantitative Risks • Monte Carlo Simulation • Risk Breakdown Structure (RBS) • Risk Ownership & Mitigation Tracking*
0830 – 0930	***Managing Uncertainty & Complexity*** *VUCA Environment Analysis • Systems Thinking Approach • Scenario Planning & Modelling • Adaptive Project Management*
0930 - 0945	*Break*
0945 – 1130	***Quality Management Systems*** *QA/QC in Design, Construction, Commissioning • ISO 9001 in Project Environments • Inspection & Test Plans (ITPs) • Non-Conformance & Corrective Action Management*
1130 - 1230	***Procurement Strategies in Large Projects*** *EPC, EPCM, DB, BOOT, PPP Models • Bid Process & Evaluation • Supplier Qualification • Contract Award Processes*
1230 - 1245	*Break*
1245 - 1330	***Contract Types & Administration*** *Lump Sum, Unit Rate, Cost Plus, Target Cost • Change Order Management • Claims & Dispute Management • Contractual Risk Allocation*
1330 - 1420	***Supply Chain & Vendor Management*** *Global Sourcing Risks • Logistics & Shipping Challenges • Vendor Performance Evaluation • Expediting & Inspection Processes*
1420 – 1430	***Recap*** *Using this Course Overview, the Instructor(s) will Brief Participants about the Topics that were Discussed Today and Advise Them of the Topics to be Discussed Tomorrow*
1430	*Lunch & End of Day Four*

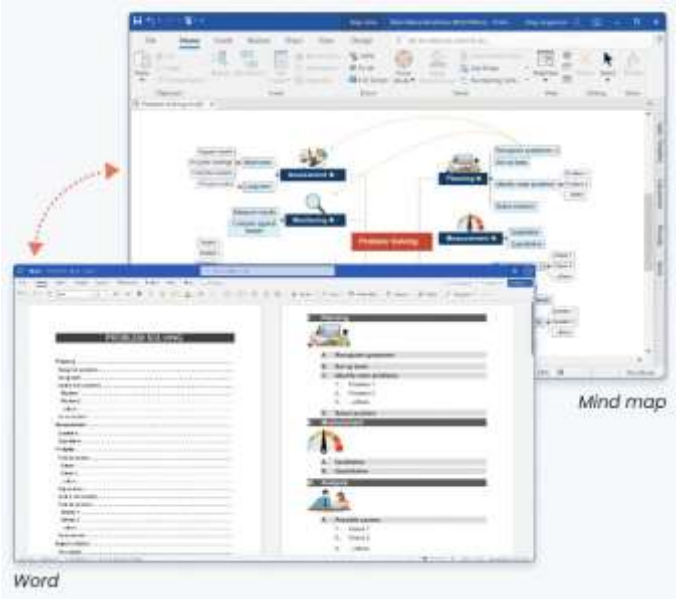
Day 5

0730 – 0830	***Execution Phase – Activities & Deliverables*** *Construction, Fabrication, Installation • Quality Inspection & Certification • HSE Compliance Monitoring • Deliverables: Daily Reports, Inspection Records, As-Built Drawings*
0830 - 0930	***Monitoring, Control & Change Management*** *Change Request Procedures • Impact Analysis on Scope, Cost, Schedule • Change Control Board (CCB) • Version Control & Configuration Management*
0930 – 0945	*Break*
0945 - 1030	***Commissioning & Handover Phase*** *Pre-Commissioning Checks • System Testing & Start-Up • Final Acceptance & Certification • O&M Manual Development*

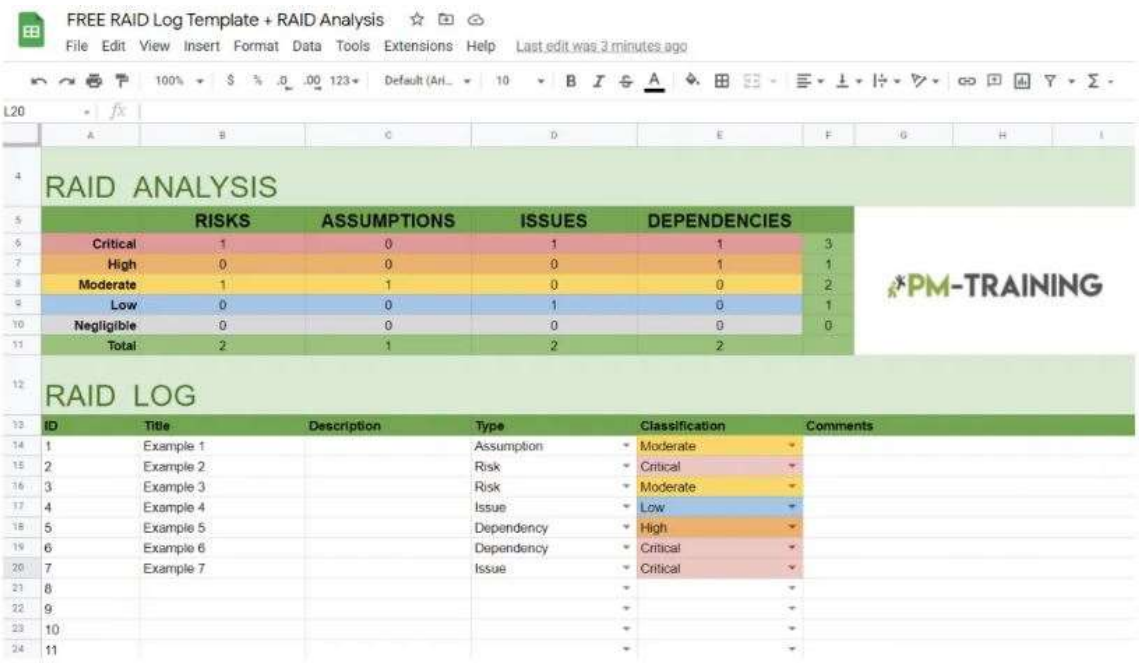
1030 - 1130	***Project Close-Out Process*** *Financial Closure & Final Account Settlement • Demobilization & Resource Release • Contract Closure & Documentation • Deliverables: Closure Report & Sign-Off Documents*
1130 - 1230	***Post-Project Evaluation & Audits*** *Performance Review Against KPIs • Benefits Realization Analysis • Independent Audits • Benchmarking for Future Projects*
1230 - 1245	*Break*
1245 - 1300	***Lessons Learned & Continuous Improvement*** *Knowledge Capture Techniques • What Went Right / What Went Wrong • Best Practices Database • Organizational Process Improvement*
1300 - 1315	***Course Conclusion*** *Using this Course Overview, the Instructor(s) will Brief Participants about the Course Topics that were Covered During the Course*
1315 - 1415	***COMPETENCY EXAM***
1415 – 1430	*Presentation of Course Certificates*
1430	*Lunch & End of Course*

Simulator (Hands-on Practical Sessions)

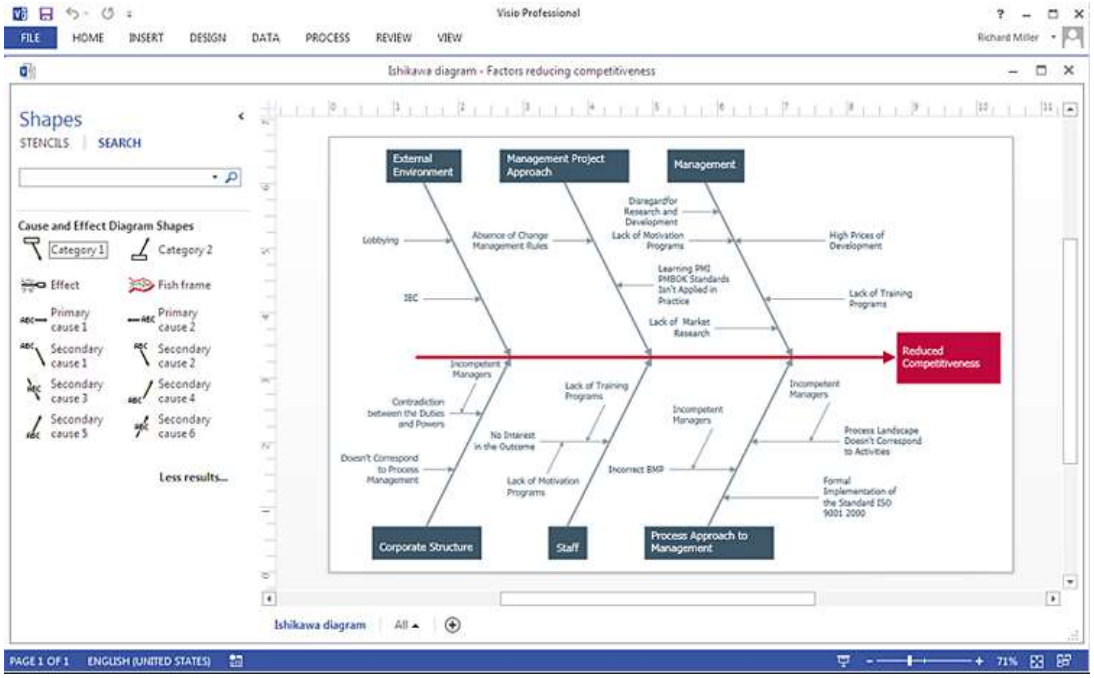
Practical sessions will be organized during the course for delegates to practice the theory learnt. Delegates will be provided with an opportunity to carryout various exercises using the "Mindview Software", "Raidlog Simulator", "Visio Software", "ChatGPT" and "PMI Infinity".



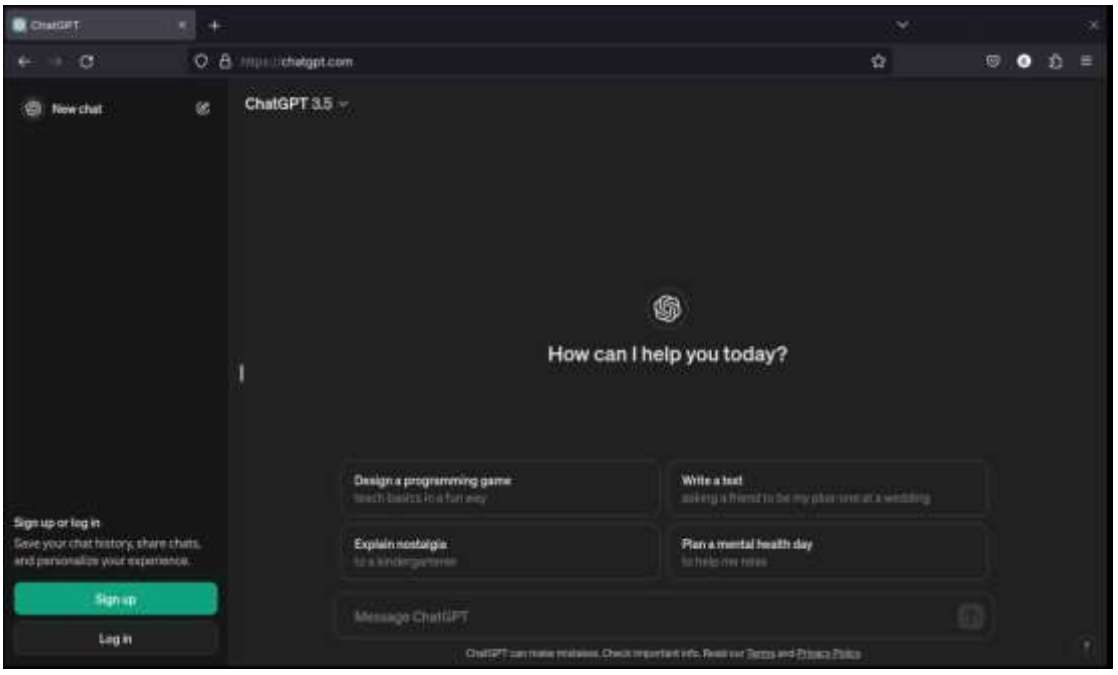
Mindview Software



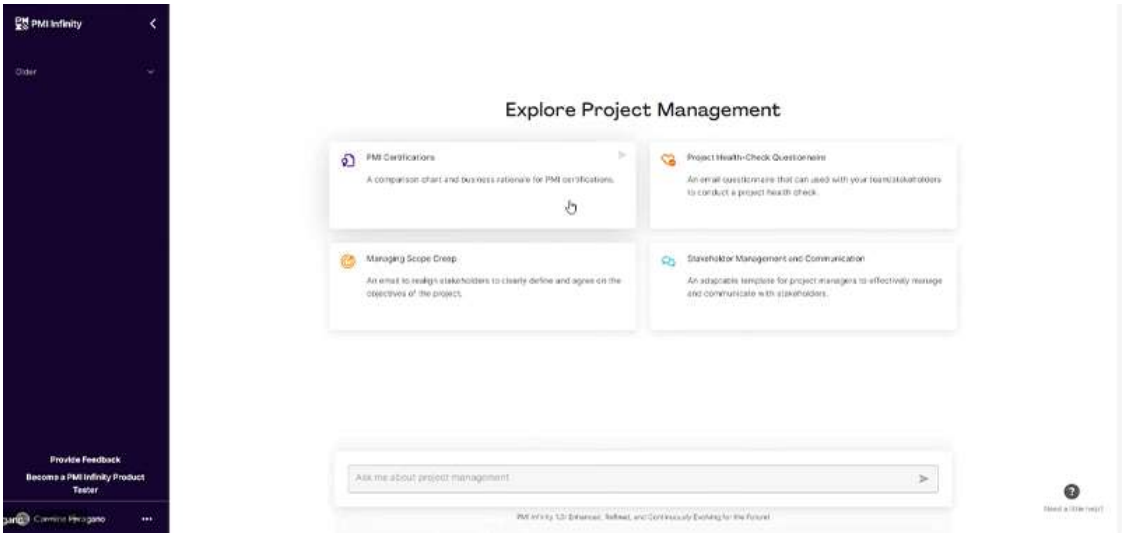
Raidlog Simulator



Visio Software



ChatGPT Software



PMI Infinity

Course Coordinator
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