



## **COURSE OVERVIEW PM0100** **Management of Large Projects**

### **Course Title**

Management of Large Projects

### **Course Date/Venue**

April 12-16, 2026/Tamra Meeting Room, Al  
Bandar Rotana Creek, Dubai, UAE or, Online  
Virtual Taining

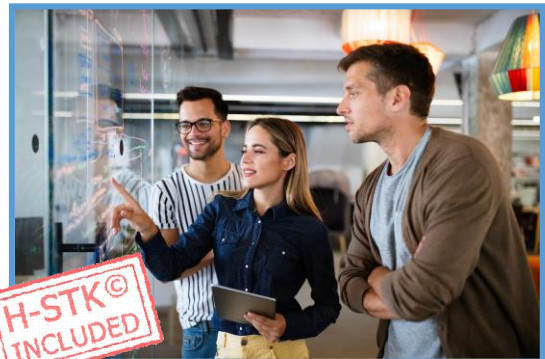
### **Course Reference**

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.

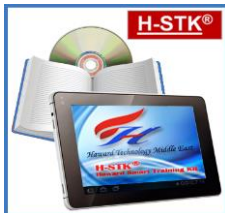


### **Course Objectives**

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 “Howard 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:-







- (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 \* CEUs \* Haward Technology \* CEUs \* Haward Technology \* CEUs \* Haward Technology \**

**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

*\* Haward Technology \* CEUs \* Haward Technology \* CEUs \* Haward Technology \* CEUs \* Haward Technology \**



### 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 (HDGP) & 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: Sunday, 12<sup>th</sup> of April 2026

0730 – 0800	Registration & Coffee
0800 – 0815	Welcome & Introduction
0815 – 0830	<b>PRE-TEST</b>
0830 – 0930	<b>Characteristics of Large &amp; Mega Projects</b> 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	<b>Large Project Life Cycle Overview</b> Concept, Feasibility, Design, Execution, Commissioning, Closure • Phase Gates & Review Checkpoints • Stakeholder Approvals at Each Phase • Typical Stage Deliverables Per Phase
1045 – 1145	<b>Concept &amp; Initiation Phase – Activities &amp; Deliverables</b> Business Case Development • Preliminary Scope Definition • High-Level Risk Assessment • Deliverables: Concept Note, Charter, Stakeholder Register, Initial Budget Estimate
1145 – 1230	<b>Feasibility Phase – Activities &amp; Deliverables</b> 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	<b>Basic &amp; Detailed Planning Phase – Activities &amp; Deliverables</b> 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	<b>Overview of Large Project Management Standards &amp; Frameworks</b> PMBOK, PRINCE2, AACE, ISO 21500 • Agile versus Waterfall versus Hybrid in Large Projects • Stage-Gate & Phase-Gate Models • Governance & Compliance Frameworks
1420 – 1430	<b>Recap</b> 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: Monday, 13<sup>th</sup> of April 2026

0730 – 0830	<b>Work Breakdown Structure (WBS) for Large Projects</b> Project / Program / Sub-Project Hierarchy • Discipline-Based versus Deliverable-Based WBS • Coding Structures & Control Accounts • Integration with Cost & Schedule Systems
0830 – 0930	<b>Scheduling Methods for Complex Projects</b> Critical Path Method (CPM) • Program Evaluation & Review Technique (PERT) • Milestone & Phase-Based Planning • Multi-Level Schedules (L1–L5)





0930 - 0945	Break
0945 - 1130	<b>Cost Estimation &amp; Budgeting for Large Projects</b> Class 5 to Class 1 Estimates (AACE) • Direct versus Indirect Costs • Contingency & Escalation • CAPEX versus OPEX Planning
1130 - 1230	<b>Earned Value Management (EVM)</b> PV, EV, AC • CPI & SPI Performance Indexes • Estimate at Completion (EAC) & Variance Analysis • EVM for Multi-Billion Dollar Projects
1230 - 1245	Break
1245 - 1330	<b>Resource &amp; Capacity Management</b> Workforce Planning Across Disciplines • Equipment & Material Resourcing • Resource Leveling Techniques • Productivity Tracking Models
1330 - 1420	<b>Progress Measurement &amp; Reporting Systems</b> Physical versus Weighted Progress • S-Curves & Histograms • Dashboard & KPI Reporting • Weekly & Monthly Reporting Cycles
1420 - 1430	<b>Recap</b> 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: Tuesday, 14<sup>th</sup> of April 2026**

0730 - 0830	<b>Large Project Organizational Structures</b> Functional, Matrix, Projectized Structures • PMO Role in Mega Projects • JV & Consortium Structures • Owner-Engineer-Contractor Model
0830 - 0930	<b>Roles &amp; Responsibilities in Mega Projects</b> Project Sponsor • Program Manager & Project Director • Construction, Commissioning & HSE Managers • Discipline Leads & Package Managers
0930 - 0945	Break
0945 - 1130	<b>Leadership in Complex Environments</b> Strategic versus Operational Leadership • Decision-Making Under Uncertainty • Cross-Cultural Leadership • Influence Without Direct Authority
1130 - 1230	<b>Stakeholder Identification &amp; Analysis</b> Internal versus External Stakeholders • Power-Interest Matrices • Communication Expectations • Conflict Sources Identification
1230 - 1245	Break
1245 - 1330	<b>Stakeholder Engagement Strategies</b> Community & Government Engagement • Executive & Board Reporting • Contractor & Supplier Alignment • Crisis Communication Planning
1330 - 1420	<b>Large-Scale Communication Management</b> Formal Communication Channels • Meetings & Review Protocols • Reporting Standards • Digital Platforms (Primavera, Power BI, SAP etc.)
1420 - 1430	<b>Recap</b> 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: Wednesday, 15<sup>th</sup> of April 2026**

0730 – 0830	<b>Risk Management in Large Projects</b> Qualitative versus Quantitative Risks • Monte Carlo Simulation • Risk Breakdown Structure (RBS) • Risk Ownership & Mitigation Tracking
0830 – 0930	<b>Managing Uncertainty &amp; Complexity</b> VUCA Environment Analysis • Systems Thinking Approach • Scenario Planning & Modelling • Adaptive Project Management
0930 - 0945	Break
0945 – 1130	<b>Quality Management Systems</b> QA/QC in Design, Construction, Commissioning • ISO 9001 in Project Environments • Inspection & Test Plans (ITPs) • Non-Conformance & Corrective Action Management
1130 - 1230	<b>Procurement Strategies in Large Projects</b> EPC, EPCM, DB, BOOT, PPP Models • Bid Process & Evaluation • Supplier Qualification • Contract Award Processes
1230 - 1245	Break
1245 - 1330	<b>Contract Types &amp; Administration</b> Lump Sum, Unit Rate, Cost Plus, Target Cost • Change Order Management • Claims & Dispute Management • Contractual Risk Allocation
1330 - 1420	<b>Supply Chain &amp; Vendor Management</b> Global Sourcing Risks • Logistics & Shipping Challenges • Vendor Performance Evaluation • Expediting & Inspection Processes
1420 – 1430	<b>Recap</b> 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: Thursday, 16<sup>th</sup> of April 2026**

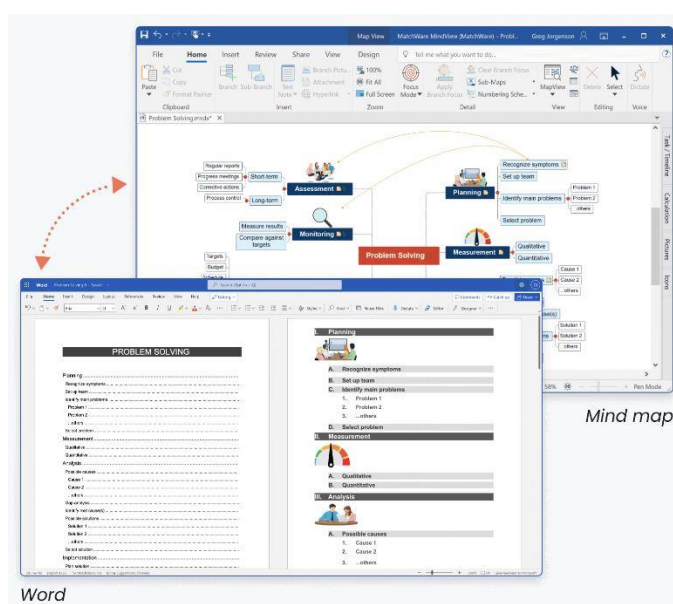
0730 – 0830	<b>Execution Phase – Activities &amp; Deliverables</b> Construction, Fabrication, Installation • Quality Inspection & Certification • HSE Compliance Monitoring • Deliverables: Daily Reports, Inspection Records, As-Built Drawings
0830 - 0930	<b>Monitoring, Control &amp; Change Management</b> Change Request Procedures • Impact Analysis on Scope, Cost, Schedule • Change Control Board (CCB) • Version Control & Configuration Management
0930 – 0945	Break
0945 - 1030	<b>Commissioning &amp; Handover Phase</b> Pre-Commissioning Checks • System Testing & Start-Up • Final Acceptance & Certification • O&M Manual Development
1030 - 1130	<b>Project Close-Out Process</b> Financial Closure & Final Account Settlement • Demobilization & Resource Release • Contract Closure & Documentation • Deliverables: Closure Report & Sign-Off Documents
1130 - 1230	<b>Post-Project Evaluation &amp; Audits</b> Performance Review Against KPIs • Benefits Realization Analysis • Independent Audits • Benchmarking for Future Projects



1230 - 1245	Break
1245 - 1300	<b>Lessons Learned &amp; Continuous Improvement</b> Knowledge Capture Techniques • What Went Right / What Went Wrong • Best Practices Database • Organizational Process Improvement
1300 - 1315	<b>Course Conclusion</b> Using this Course Overview, the Instructor(s) will Brief Participants about the Course Topics that were Covered During the Course
1315 - 1415	<b>COMPETENCY EXAM</b>
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**





FREE RAID Log Template + RAID Analysis

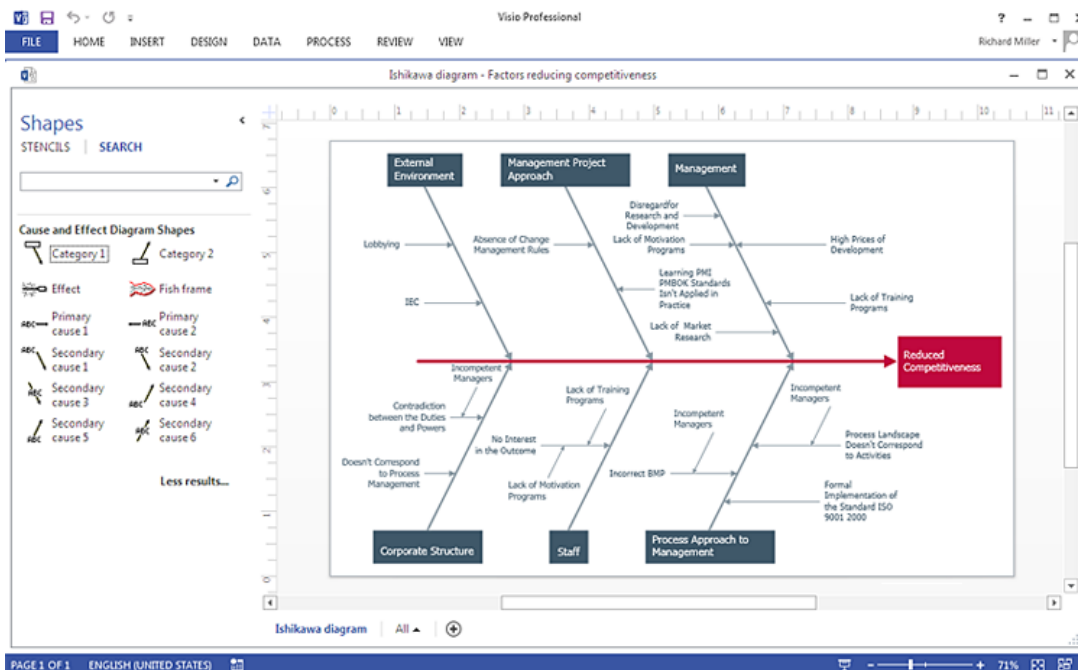
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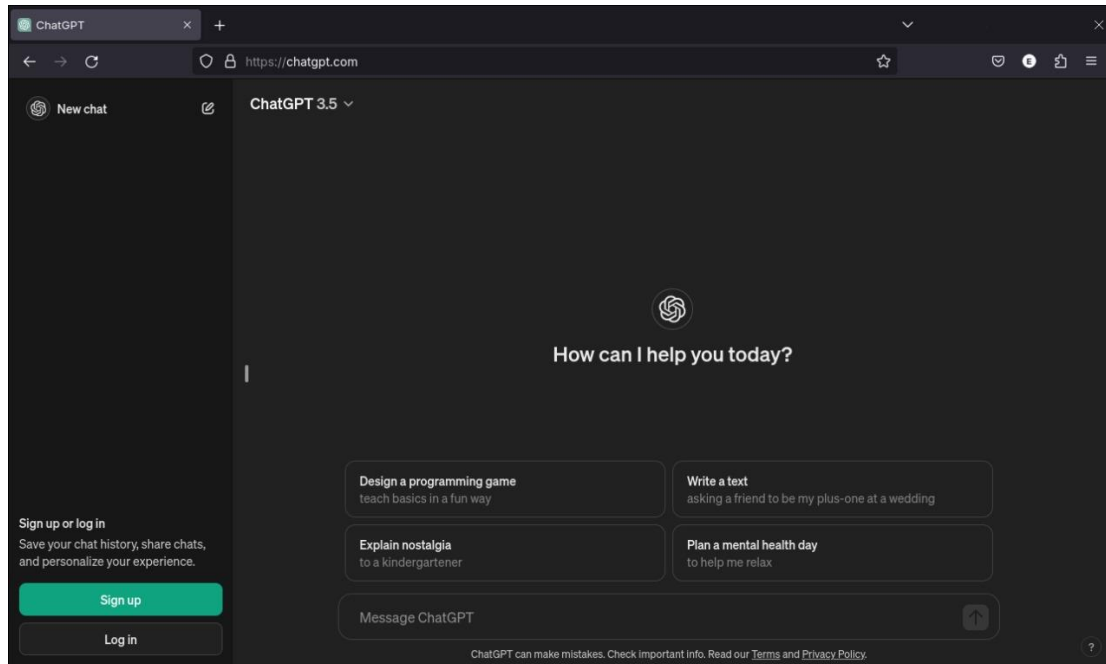
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	A	B	C	D	E	F	G	H	I
4	RAID ANALYSIS								
5		RISKS	ASSUMPTIONS	ISSUES	DEPENDENCIES				
6	Critical	1	0	1	1	3			
7	High	0	0	0	1	1			
8	Moderate	1	1	0	0	2			
9	Low	0	0	1	0	1			
10	Negligible	0	0	0	0	0			
11	Total	2	1	2	2				
12	RAID LOG								
13	ID	Title	Description	Type	Classification	Comments			
14	1	Example 1		Assumption	Moderate				
15	2	Example 2		Risk	Critical				
16	3	Example 3		Risk	Moderate				
17	4	Example 4		Issue	Low				
18	5	Example 5		Dependency	High				
19	6	Example 6		Dependency	Critical				
20	7	Example 7		Issue	Critical				
21	8								
22	9								
23	10								
24	11								

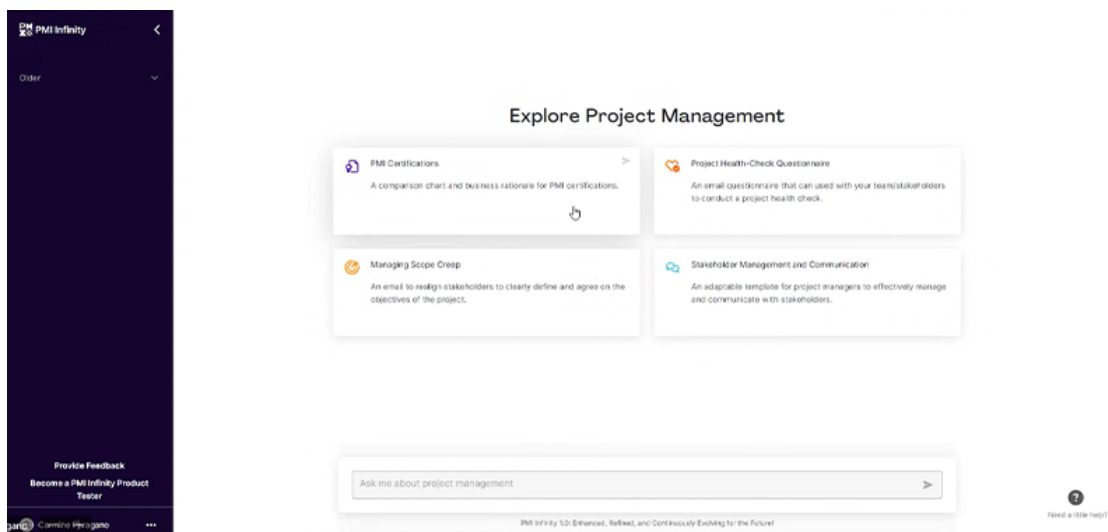
**Raidlog Simulator**



**Visio Software**



## ChatGPT Software



## PMI Infinity

### Course Coordinator

Mari Nakintu, Tel: +971 2 30 91 714, Email: [mari1@haward.org](mailto:mari1@haward.org)