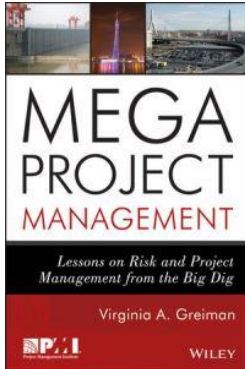


PM WORLD BOOK REVIEW¹



Book Title: ***Megaproject Management: Lessons on Risk and Project Management from the Big Dig***

Author: **Virginia A. Greiman**

Publisher: John Wiley & Sons

List Price: \$100

Format: Hard cover, 496 pages

Publication Date: 2013

ISBN: 978-1-118-11547-3

Reviewer: **Sreehari Gothati**

Review Date : Aug-Sep 2023

Overview of Book's Structure

The Book teaches about General overview about large scale projects, one of the primary goals of mega projects, explores the difficulties decision points throughout out the projects

Bringing the insights of risks, challenges, and accomplishments of the complex urban infrastructure project in the history of the United States. It describes the realities of day-to-day project management in project manager's perspective.

Highlights

The book highlights management case study, risk, cost, and schedule, especially the connection of technical, legal, political, and social key factors

Highlights: What I liked!

My understanding and analysis of this book is it helps to manage megaprojects in every phase in the duration of project end to end life cycle,

Most common cause project failure if poor communication ranked as highest cause and understanding the key points stakeholder management

Transparency as an essential element of governance and established public and private partnerships with multiple governance structures

It was talked about general contractors, contact packages, processes, procedures, design, procurement, performance, testing, completing and takeover

¹ How to cite this review: Gothati, S. (2023). Megaproject Management: Lessons on Risk and Project Management from the Big Dig, book review, *PM World Journal*, Vol. XII, Issue XI, November.

It was discussed schedule, managing large scale projects, timelines to the complex cycles of projects and problems encountered along the way with recommendations for accelerated project delivery, managing interfaces, and multiple critical paths, essential tools to control and mitigate the delay.

Discussed about traces the unusable costs, reasons for cost overruns, breakdown the cost elements,

Examines critical issues of cost management for large scale projects, strategies, tools, and techniques analysis, keep tacking of cost escalations, and safety program early in the project

Talked about wrap up large programs and insurances, risks, risk financing, and risk identification, risk analysis, risk response, and allocation of known and unknown risks

Quality management talks about interface between quality, cost schedule, and scope are the most challengeable responsibilities in the large projects, this helps to understand the quality planning, quality assurance, and quality control and integration of quality across the projects, several research examined to determine the root cause of quality management mismanagement and various strategies to enhance the quality governance both corporate and project level, key requirements, methodologies, and combining all of the major dimensions of project management,

Especially why projects go wrong and what can be done to prevent project failure.

Who might benefit from the Book?

The book benefits, recommendation, best practices to all of the policymakers, academics, and project leaders, project engineers, project managers, program managers, portfolio managers, management practitioners.

Conclusion

This book explained about organization structures, project management and governance, project schedule and timeline, phases, best practices, procedures, process, and tools and templates

By reading this book and after understanding all of these key factors, a project manager may have extensive knowledge in managing large-scale projects irrespective of the core industry.

For more about this book, go to: <https://www.wiley.com/en-us/Megaproject+Management%3A+Lessons+on+Risk+and+Project+Management+from+the+Big+Dig-p-9781118115473>

About the Reviewer



Sreehari Gothati

Plano, Texas, United States



Sreehari Gothati is highly experienced in SAP Delivery Management past 22 years in the IT Industry, and Certified PMP, Certified in SAP ACTIVATE Project Manager, Certified in globally recognized TOGAF Enterprise Architecture Framework and Certified Agile Professional Scrum Master and Certified in ITIL Service Management, He works various roles in the Program management, portfolios management and project management along with Delivery Management, Transition Management, and technically Enterprise architecture, solution architecture in end to end full cycle greenfield, brownfield implementations and System Conversions.

Sreehari Led and Supervised Data & Analytics, Functional, Technical and third party Applications, including ServiceNow Tickets, in the following domains such as Pharmaceuticals, Healthcare, Financial, Retail, Oil & Gas, CPG, Telecom, Automobile, Manufacturing, Aerospace, Logistics, EHS, IS-Utilities, Life Sciences customers' and building world class teams and solutions with his Master's Degree in Computer Applications and Bachelor Degree in Sciences from Sri Venkateswara University. Sreehari Gothati was recently featured as a Speaker in SAP EVENTS, Project Management EVENTS, SAP American User Group (ASUG) about various strategies, project management approaches, and effective cost-effective solutions.

Sreehari can be contacted at sgothati@gmail.com

Editor's note: This book review was the result of a partnership between the PM World Journal and the [PMI Dallas Chapter](#). Authors and publishers provide books to the PM World Journal; books are delivered to the PMI Dallas Chapter, where they are offered free to PMI members who agree to provide a review within 45 days; book reviews are published in the PM World Journal and PM World Library. After publication, reviewers can claim PDUs for PMP recertification, or continuing education units from other professional bodies.

If you have read a good recently published book related to managing programs, projects or teams of professionals, consider authoring a book review for publication in the PM World Journal. For our standard format or for more information, contact Editor@peworldjournal.com