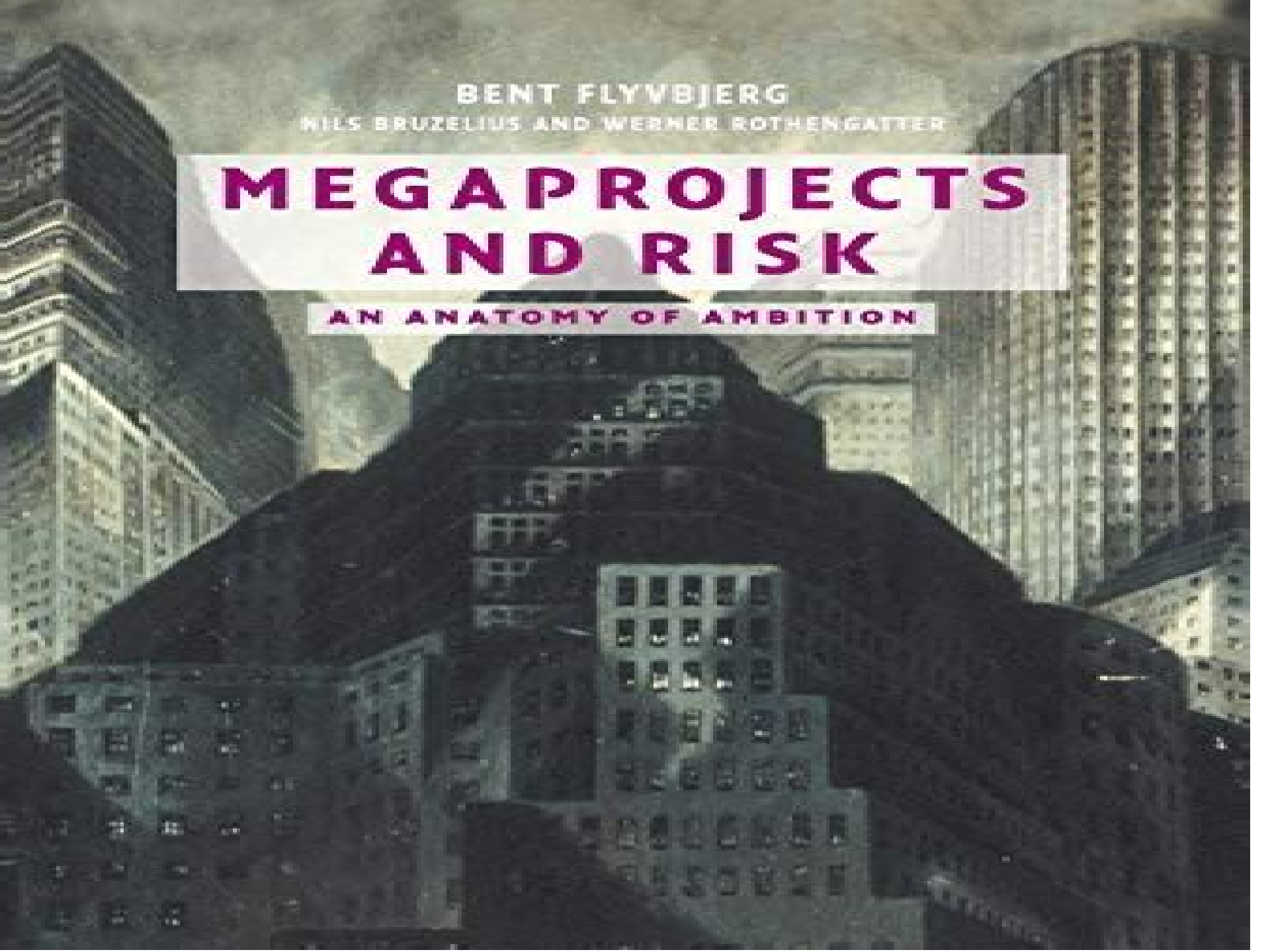




BENT FLYVBJERG

NILS BRUZELIUS AND WERNER ROTHENGATTER

MEGAPROJECTS AND RISK

AN ANATOMY OF AMBITION

Megaprojects And Risk An Anatomy Of Ambition

**Bent Flyvbjerg,Nils Bruzelius,Werner
Rothengatter**



Megaprojects And Risk An Anatomy Of Ambition:

Megaprojects and Risk Bent Flyvbjerg, Nils Bruzelius, Werner Rothengatter, 2003-02-13 Megaprojects and Risk provides the first detailed examination of the phenomenon of megaprojects. It is a fascinating account of how the promoters of multi-billion dollar megaprojects systematically and self-servingly misinform parliaments, the public and the media in order to get projects approved and built. It shows in unusual depth how the formula for approval is an unhealthy cocktail of underestimated costs, overestimated revenues, undervalued environmental impacts and overvalued economic development effects. This results in projects that are extremely risky but where the risk is concealed from MPs, taxpayers and investors. The authors not only explore the problems but also suggest practical solutions drawing on theory, experience and hard scientific evidence from the several hundred projects in twenty nations and five continents that illustrate the book. Accessibly written, it will be the standard reference for students, scholars, planners, economists, auditors, politicians and interested citizens for many years to come.

Encyclopedia of Power Keith Dowding, 2011-02 Collects 381 entries that discuss political science, international relations and sociology.

Megaprojects and Risk Bent Flyvbjerg, 2002

Ethics and Planning Research Francesco Lo Piccolo, Huw Thomas, 2009 The consideration of ethics in social research has gained increasing prominence in the past few years, particularly research which seeks to inform public policy. This book presents an examination of issues relating to research ethics in planning for an international audience.

Komplexe neue Welt und wie wir lernen, damit klarzukommen Marco Wehr, 2024-04-11 Warum ist in unserer Welt alles so kompliziert geworden? Marco Wehr analysiert, wo Komplexität in der Natur der Sache liegt und an welchen Stellen die Menschheit sich auch selbstverschuldet ins Chaos manövriert. Und er zeigt Wege auf, wie man am besten damit umgeht. Das weltumspannende Internet, globale Lieferketten und eine empfindliche Energieinfrastruktur sind nicht nur die Grundlage von Wohlstand, sie machen die Zivilisation auch verletzlich. Schon die nur sechs Tage dauernde Havarie der Ever Given im Suezkanal brachte die Weltwirtschaft zum Stottern. Und im globalen Kommunikationsraum interagierende Algorithmen können ein unberechenbares Eigenleben entwickeln. Geschehen etwa bei einem der größten Brückencrashes des letzten Jahrhunderts: dem Black Monday am 19. Oktober 1987. Aber auch den Fall, dass unvermeidbare Naturkatastrophen die lebensnotwendige und empfindliche Infrastruktur schädigen sollten, wir bedenken: Was passiert, wenn durch ein Erdbeben das unterirdische Schlammlawinen auslöst empfindliche Datenkabel des Internets zerstört werden? Und sind wir auf den Ausbruch eines Supervulkans vorbereitet? Werden Solarmodule und Windkraft der dann noch genug Energie liefern und die Ernten reichen, um die Menschen zu ernähren? Marco Wehr durchdenkt diese Prozesse grundlegend, entwirrt die verwickelten Knoten des Komplexen und zeigt uns an, welchen Fäden wir ziehen müssen, um zu einem sichereren und zufriedeneren Leben zurückzufinden. Ein langstberfligtes, augenöffnendes Buch über die Dynamiken und die versteckten Gefahren einer hochkomplexen, technisierten Welt und ein Appell, darin das menschliche Maß nicht zu verlieren.

Holistisches Chancen-Risiken-Management von Grossprojekten Konrad Bergmeister, 2021-03-08 Extreme

Ereignisse sind in unserem Denken meist weit weg entfernt Treten sie trotzdem ein treffen sie uns oft unerwartet Wenn Ereignisse mit schweren Folgen f r die Umwelt und den Menschen einzeln auftreten werden sie von den meisten Menschen als extrem empfunden Eine Vielzahl von kleineren Ereignissen ber einen l ngeren Zeitraum deren Wirkung in Summe hnlich gro ist k mmern hingegen kaum jemanden Gerade bei gro en Bauprojekten verursacht das Eintreten von nicht erwarteten extremen Ereignissen wie Naturgefahren der Einsturz einer Br cke oder der Brand in einem Tunnel oft eine auch ffentlich wahrgenommene Schockwirkung Aber auch die berschreitung von Kosten und Bauzeiten bedingt durch unbekannte Risiken verursachen ngste und Schuldzuweisungen Das Buch zeigt einen m glichen Weg auf wie solchen unbekannten Risiken aber auch Chancen begegnet werden kann Basierend auf wissenschaftlichen Grundlagen und umfangreichen prak tischen Erfahrungen wird ein strukturiertes holistisches Chancen Risiken Management f r Gro projekte erl utert Auch auf die Corona Thematik wird aus Sicht des Chancen Risiken Managements eingegangen *Basiswissen Projektmanagement* Reinhard Wagner, 2013 *Strategische Beschaffung* Arjan J. van Weele, Michael Eßig, 2016-11-23 Dieses Buch bietet erstmalig in deutscher bersetzung eine umfassende und sehr anschauliche Darstellung zu Grundlagen Planung und Umsetzung einer modernen Beschaffungsfunktion Beschaffung und Supply Management werden dabei als wesentliches Bindeglied innerhalb des Managementsystems eines Unternehmens betrachtet Die Frage wie Einkauf und Beschaffung gestaltet werden sollten wird sowohl aus Sicht des strategischen Managements als auch aus anwendungsorientierter Perspektive gezeigt Jedes Kapitel enth lt Lernziele ein einf hrendes Fallbeispiel zur Verdeutlichung der praktischen Relevanz des Themas einen Haupttext zur Erkl rung der grundlegenden Konzepte und Methoden Erl uterungen und Exkurse zur Vertiefung bestimmter Aspekte eine abschlie ende Zusammenfassung sowie Aufgaben oder bungen *Project Management for Engineering, Business and Technology* John M. Nicholas, Herman Steyn, 2017-01-20 *Project Management for Engineering Business and Technology* 5th edition addresses project management across all industries First covering the essential background from origins and philosophy to methodology the bulk of the book is dedicated to concepts and techniques for practical application Coverage includes project initiation and proposals scope and task definition scheduling budgeting risk analysis control project selection and portfolio management program management project organization and all important people aspects project leadership team building conflict resolution and stress management The Systems Development Cycle is used as a framework to discuss project management in a variety of situations making this the go to book for managing virtually any kind of project program or task force The authors focus on the ultimate purpose of project management to unify and integrate the interests resources and work efforts of many stakeholders as well as the planning scheduling and budgeting needed to accomplish overall project goals This new edition features Updates throughout to cover the latest developments in project management methodologies New examples and 18 new case studies throughout to help students develop their understanding and put principles into practice A new chapter on agile project management and lean Expanded coverage of

program management stakeholder engagement buffer management and managing virtual teams and cultural differences in international projects Alignment with PMBOK terms and definitions for ease of use alongside PMI certifications Cross reference to IPMA APM and PRINCE2 methodologies Extensive instructor support materials including an Instructor s Manual PowerPoint slides answers to chapter review questions problems and cases and a test bank of questions Taking a technical yet accessible approach Project Management for Business Engineering and Technology 5th edition is an ideal resource and reference for all advanced undergraduate and graduate students in project management courses as well as for practicing project managers across all industry sectors

International Handbook on Mega-Projects Hugo Priemus,Bert van Wee,2013-11-29 Providing crucial background information for those who want to understand decision making processes on large transport infrastructure projects this fascinating Handbook will prove an important source of information for academics researchers and stude

The Governance of Energy Megaprojects Benjamin K. Sovacool,C. J. Cooper,2013-07-01 Benjamin Sovacool and Christopher Jon Cooper have produced an astonishing and well written book based on extensive original research in twelve countries They explore the technical social political and economic dimensions of four energy megaprojects The large scale of megaprojects always appears to complicate the decision making process and often causes failures Megaprojects may even reinforce corruption and erode democracy It highlights that today s experiences can be explained by statements by Aristotle and Einstein who argue both in their own way that is always wise to take the limits of size into account and to reduce the size of projects wherever this is possible For everybody involved in megaprojects this book must be read Hugo Priemus Delft University of Technology The Netherlands Based on extensive original research this book explores the technical social political and economic dimensions of four Asian energy megaprojects a regional natural gas pipeline network in Southeast Asia a series of hydroelectric dams on the island of Borneo an oil pipeline linking Europe with the Caspian Sea and a very large solar energy array in the Gobi desert This book investigates why energy megaprojects fail to deliver their promised benefits It offers the first comprehensive assessment of the complicated dynamics driving and constraining megaprojects initiated in the rapid scramble for energy resources and efforts to improve energy security The authors approach the assessment of megaprojects from a socio technical angle emphasizing broad issues of political leadership regulation financing interest group opposition and environmental impact as well as conventional technological factors such as engineering design and project management The Governance of Energy Megaprojects will prove insightful for academics concerned about energy policy energy security environmental impact and technology assessment But the book should prove equally compelling to those engaged in the practical management and implementation of large scale energy projects anywhere in the world

Megaproject Risk Analysis and Simulation Prince Boateng,Zhen Chen,Stephen O. Ogunlana,2017-04-28 Providing new knowledge on risk analysis and simulation for megaprojects this book is essential reading for both academics and practitioners Its focus is on technical descriptions of a newly developed dynamic systems

approach to megaproject risk analysis and simulation The Oxford Handbook of Megaproject Management Bent Flyvbjerg, 2017-04-13 The Oxford Handbook of Megaproject Management provides state of the art scholarship in the emerging field of megaproject management Megaprojects are large complex projects which typically cost billions of dollars and impact millions of people like building a high speed rail line a megadam a national health or pensions IT system a new wide body aircraft or staging the Olympics The book contains 25 chapters written especially for this volume covering all aspects of megaproject management from front end planning to actual project delivery including how to deal with stakeholders risk finance complexity innovation governance ethics project breakdowns and scale itself Individual chapters cover the history of the field and relevant theory from behavioral economics to lock in and escalation to systems integration and theories of agency and power All geographies are covered from the US to China Europe to Africa South America to Australia as are a wide range of project types from hard infrastructure to soft change projects In depth case studies illustrate salient points The Handbook offers a rigorous research oriented up to date academic view of the discipline based on high quality data and strong theory It will be an indispensable resource for students academics policy makers and practitioners

Megaprojects for Megacities John Landis, 2022-12-08 Megaprojects for Megacities is a collection of 14 international case studies of transportation urban development and environmental megaprojects completed during the last ten years in North America Asia and Europe It goes beyond the previous megaproject literature to look at how and why each project was conceived planned engineered financed and delivered and at how particular planning and delivery practices shaped outcomes Systemische Post-Merger-Integration Winfried Berner, 2017-09-05 Ausnahmesituation Post Merger Integration

Neben rechtlichen und betriebswirtschaftlichen Fragen sind auch die Herausforderungen auf der unternehmenskulturellen Seite immens Wichtige Aspekte für den Erfolg von Fusionen und Übernahmen sind deshalb Angemessene Kommunikation mit Mitarbeitern und Führungskräften beider Seiten Fortlaufende Information über Integrationsprojekte Aktive Einbeziehung in den Prozess Kulturelle Integration Anhand zahlreicher Beispiele beleuchtet das Buch die psychologischen und gruppendynamischen Vorgänge und erläutert wie sie konstruktiv gesteuert werden können Manager und Berater erhalten qualifizierte Methoden für eine gelingende Integration an die Hand **Sustainability and Megaproject Development**

Franca Cantoni, Edoardo Favari, 2022-07-08 Megaprojects also referred to in the literature as Large Engineering Projects or Major Projects are generally defined as large scale investment initiatives worth 1b or more and facing similar problems independent of the country where they are implemented and the industry they belong to The common feature of most megaprojects is that they are difficult to design and manage so that their realization and completion is always extremely expensive often over budget and delivery deadlines also are not met In the worst case scenario they remain unfinished This book through its multidisciplinary approach offers food for thought and alternative interpretations for the complex world of megaprojects While much research has been conducted and differing approaches have been developed over the last 20 years

there is still a lot of debate surrounding the topic and a holistic approach for effectively managing these initiatives is still missing What is clear to all researchers and experts in the field is that a traditional linear management approach is simply not sufficient as at many stages of a megaproject iterative and feedback effect occurs due to stakeholder involvement and increasing and continuous interaction between them The book promotes the debate among all categories of stakeholders involved in the megaproject s supply chain in order to increase the awareness of complex phenomena relating to the critical issues and common problems they face all over the world and to seek performance improvement across the whole life cycle of a megaproject including the selection design construction operation and de commissioning The multidisciplinary approach cultivated in the book conveys an innovative way to study megaprojects and their inherent complexities **Advances in**

Civil Engineering and Building Materials IV Shuenn-Yih Chang,Suad Khalid Al Bahar,Adel Abdulmajeed M.

Husain,Jingying Zhao,2015-05-06 Covering a wide range of topics Advances in Civil Engineering and Building Materials IV presents the latest developments in Structural Engineering Road Bridge Engineering Geotechnical Engineering Architecture Urban Planning Transportation Engineering Hydraulic Engineering Engineering Management Computational Mechanics Constru

Complexity and Sustainability in Megaprojects Franca Cantoni,Laura Corazza,Ernesto De Nito,Primiano Di Nauta,Edoardo Favari,2024-05-20 This book showcases the discussion about megaprojects carried out at the MeRIT Megaproject Research Interdisciplinary Team workshop 2023 the crisis discontinuity rising prices and supply chains disruption force radical reflection for those involved in megaprojects It raises a modern day challenge the creation of value for stakeholders Indeed the aim of the volume is to encourage readers to think more broadly articulately and less stringently than the mainstream claims There is a need to design implement and manage megaprojects by abandoning the old paradigm that leveraged solely on time and cost We need to move beyond that by going to explore the value generated the positive impact on people communities and territories Economic social and environmental sustainability takes on a new and broader articulation issues of the circular economy applied to megaprojects are addressed and ample space is ensured for the inclusion of social needs in current practices **Socioeconomic Evaluation of Megaprojects** Markku

Lehtonen,Pierre-Benoît Joly,Luis Aparicio,2016-11-22 The governance and evaluation of megaprojects that is large scale complex high stakes infrastructure projects usually commissioned by governments and delivered through partnerships between public and private organisations is receiving increased attention However megaproject evaluation has hitherto largely adopted a linear rationalist perspective to explain the frequent failure of such projects to meet the iron triangle of performance criteria delivering on time within budget and according to specifications This approach recommends greater control and accountability to remedy megaproject pathologies Drawing on empirical examples mainly from the transport sector and radioactive waste disposal this book offers new perspectives to megaproject evaluation Comprising contributions from leading experts in project evaluation and appraisal this collection opens up new avenues by suggesting two ways of

improving megaproject evaluation 1 approaches that go beyond the dominant linear rationalist notion of policy processes and emphasise instead the objective of opening up appraisal processes in order to enhance learning and reflexivity and 2 approaches that extend evaluative criteria beyond the iron triangle to cover the various socioeconomic impacts and preconditions for project success This volume will be of great relevance to scholars and practitioners with an interest in megaprojects energy and climate policy radioactive waste management urban design and project planning and management

Decision-making on Mega-projects Hugo Priemus, Bent Flyvbjerg, Bert van Wee, 2008-01-01 It will be useful for those experienced and senior professionals who are charged with authorizing and controlling projects Recommended P F Rad Choice Building on the seminal work of Bent Flyvbjerg this book is a collection of expert contributions that will prove essential to anyone wanting to understand why mega projects go wrong and how they can be made to work better Professor Sir Peter Hall University College London UK This book offers a refreshing and fascinating look at mega projects from the perspective of public evaluation and planning With the changing role of the public sector in planning and implementing large scale projects and a subsequent strong emergence of private public modes of operation mega projects have become a problematic phenomenon This volume is a major source of information and reference It provides the reader with unique insights and caveats in mega projects planning Peter Nijkamp VU University Amsterdam The Netherlands This book enlarges the understanding of decision making on mega projects and suggest recommendations for a more effective efficient and democratic approach Authors from different scientific disciplines address various aspects of the decision making process such as management characteristics and cost benefit analysis planning and innovation and competition and institutions The subject matter is highly diverse but certain questions remain at the forefront For example how do we deal with protracted preparation processes how do we tackle risks and uncertainties and how can we best divide the risks and responsibilities among the private and public players throughout the different phases of the project Presenting a state of the art overview based on experiences and visions of authors from Europe and North America this unique book will be of interest to practitioners of large scale project management politicians public officials and private organisations involved in mega project decision making It will also appeal to researchers consultants and students dealing with substantial engineering projects complex systems project management and transport infrastructure

Whispering the Techniques of Language: An Emotional Journey through **Megaprojects And Risk An Anatomy Of Ambition**

In a digitally-driven earth where screens reign great and quick communication drowns out the subtleties of language, the profound techniques and psychological nuances hidden within words often go unheard. However, set within the pages of **Megaprojects And Risk An Anatomy Of Ambition** a charming fictional prize pulsating with fresh emotions, lies an exceptional quest waiting to be undertaken. Penned by a talented wordsmith, that enchanting opus encourages visitors on an introspective journey, delicately unraveling the veiled truths and profound affect resonating within the cloth of each and every word. Within the psychological depths with this touching evaluation, we can embark upon a genuine exploration of the book is primary subjects, dissect its captivating publishing model, and fail to the powerful resonance it evokes deep within the recesses of readers hearts.

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