

CONTENTS

Foreword JAMES B. PORTER, JR.	vii
Acknowledgments	xi

Introduction

Why Megaprojects Fail So Often: Seven Key Mistakes	1
--	---

Part One

UNDERSTANDING THE PROJECTS

Chapter 1

Megaprojects—Creators and Destroyers of Capital	11
---	----

Chapter 2

Data and Methods	23
------------------	----

Chapter 3

Project Outcomes	37
------------------	----

Part Two

MAKING THE RIGHT BUSINESS DECISIONS BEFORE YOU COMMIT

Chapter 4

The Opportunity-Shaping Process	53
---------------------------------	----

Chapter 5

Devising the Shaping Strategy	91
-------------------------------	----

Chapter 6

Megaprojects and Corporate Governance 123

Part Three**MAKING THE RIGHT PROJECT DECISIONS****Chapter 7**

Basic Data Are Basic: Get Them Right Before You Start to Design 137

Chapter 8

Megaproject Teams: People Do Projects 159

Chapter 9

Organizing Megaproject Teams 185

Chapter 10

Project Definition: Getting the Front End Right 199

Chapter 11

Contracting 253

Chapter 12

The Control of Execution Risk 305

Chapter 13

Focus on Success 333

Glossary and Abbreviations 341**Notes** 343**Index** 347