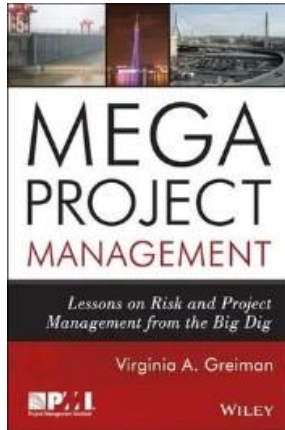

PM WORLD BOOK REVIEW ¹



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

Author: **Virginia A. Greiman**

Publisher: Wiley

List Price: \$128.95 Format: Hardcover, 496 pages

Publication Date: 2013 ISBN: 978-1-118-11547-3

Reviewer: **Nicole Thomas**

Review Date: June 2026

Introduction

Megaproject Management: Lessons on Risk and Project Management from the Big Dig (Greiman, 2013) provides readers with lessons learned from Boston's Central Artery/Tunnel Project, also known as the Big Dig. The project is considered one of the most challenging infrastructure projects in U.S. history due to its size, complexity, cost, and public visibility.

The author provides an overview of megaprojects and gives insight into the day-to-day challenges, uncertainties, and successes experienced by the Big Dig project team. Using the Big Dig as a case study, Greiman demonstrates the importance of project management and risk management in delivering large and complex projects.

Overview of Book's Structure

The book's structure is simple and easy for readers to follow. It begins with an introduction to megaprojects and the Big Dig, including information related to long project durations, costs exceeding \$1 billion, public and political influences, procurement methods, and project delivery approaches.

Chapters 3 through 12 focus on specific project management concepts, including stakeholder management, governance, scope management, scheduling, cost management, risk management, quality management, sustainability, and leadership.

¹ How to cite this work: Thomas, N. (2026). *Megaproject Management: Lessons on Risk and Project Management from the Big Dig*, book review, *PM World Journal*, Vol. XV, Issue VIII, August.

Each chapter discusses how these topics influenced the planning and execution of the Big Dig infrastructure project.

The chapters also provide background information, lessons learned, a summary, ethical considerations, and discussion questions. This format helps reinforce key concepts and encourages readers to think about how the lessons can be applied to future projects.

Highlights

The book highlights the importance of effective risk management, stakeholder engagement, cost management, leadership, and adaptability when dealing with unforeseen challenges. Throughout it, the author demonstrates how decisions made during the project affected project outcomes and stakeholder perceptions.

Another highlight is the use of the Big Dig as a real-world example of the challenges associated with megaproject delivery. The project faced numerous technical, financial, and political challenges, providing readers with valuable lessons that can be applied to other large-scale projects regardless of industry.

Highlights: What I liked!

I liked how the author provided an overview of each chapter followed by lessons learned, best practices, and ethical considerations. This format made the material easier to understand and helped connect project management concepts to real-world situations.

The lessons learned and best practices can help project managers connect theory to practice, understand how to respond to challenges, and recognize how decisions can affect cost, schedule, quality, and stakeholder relationships.

I also liked that the ethical considerations encouraged readers to think critically about the impact of project decisions.

Who might benefit from the Book

The book is a useful resource for students, researchers, project managers, and policymakers seeking to understand the complexities of megaproject delivery and the critical role of risk management in achieving project objectives.

Students and researchers can use the book to better understand project management concepts through a real-world case study, while project managers can apply the lessons learned to future projects.

Policymakers, engineers, and construction professionals may also benefit from the book's discussion of the challenges associated with delivering large public infrastructure projects.

Conclusion

Megaproject Management: Lessons on Risk and Project Management from the Big Dig provides a practical look at the challenges and complexities of managing a large-scale infrastructure project. Through the Big Dig case study, Greiman demonstrates the importance of risk management, stakeholder engagement, leadership, and decision-making throughout a project's lifecycle.

The book's lessons learned, best practices, and ethical considerations provide valuable insights for both current and future project professionals. Although the Big Dig faced many challenges, the project offers important lessons that can help improve the planning and delivery of future megaprojects.

For more about this book, go to: <https://www.wiley.com/en-us/shop/general-introductory-civil-engineering-construction/megaproject-management-lessons-on-risk-and-project-management-from-the-big-dig-p-9781118115473>

About the Reviewer



Nicole Thomas

North Texas, USA



Nicole Thomas is an IT leader with more than 20 years of experience in the healthcare industry. She has led cross-functional teams and partnered with business stakeholders to deliver technology solutions that improve operational efficiency, enhance customer experiences, and support strategic business objectives. Her experience spans the planning, delivery, implementation, and operational support of technology initiatives that help organizations achieve measurable business results.

She is passionate about developing high-performing teams and fostering collaborative environments where people and ideas can thrive. She brings an adaptive leadership style that helps teams navigate change, innovate, and deliver meaningful business outcomes. Her professional interests include leadership development, Agile delivery, product and project ownership, and aligning technology with business priorities to solve complex challenges and create lasting organization value.

Nicole holds a Bachelor of Science in Information Technology and currently pursuing a master's degree. She maintains professional certifications in Scrum, Project Management, IT Service Management, cloud computing, networking, and cybersecurity.

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 the books to the PM World Journal's managing editor; books are delivered to the PMI Dallas Chapter, where they are offered free to PMI members to review; book reviews are published in the PM World Journal and PM World Library. PMI Dallas Chapter members can keep the books as well as claim PDUs for PMP recertification when their reviews are published.

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