

Research Proposal

Research proposal for the master's degree of Management in Project Management, College of Management, Midocean University

Title of Research Study: The Impact of Lessons Learned and Case Studies on Sustainable Mega-Projects: Applying Best Practices for the Cubic (Mukaab) Project in Riyadh and Aligning with Vision 2030 of Saudi Arabia.

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مقترح بحثي

مقترح بحثي لدرجة الماجستير في الإدارة بمجال إدارة المشاريع، كلية الإدارة، جامعة ميداوشين

عنوان الدراسة البحثية: أثر الدروس المستفادة ودراسات الحالة على المشاريع الكبرى المستدامة: تطبيق أفضل الممارسات لمشروع المكعب في الرياض والمواءمة مع رؤية المملكة العربية السعودية 2030.

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1. Introduction:

Megaprojects has been represented as complex, unstable, non-linear, irregular, uncertain, unpredictable, and highly dynamic environment. They are often developed and executed over multiple years and encompass a multi-scope decision-making process. However, the European Cooperation in Science and Technology categorizes mega-projects as having "extreme complexity (both in technical and human terms) and by a long record of poor delivery". In this context, the effective use of lessons learned and case studies in the management of mega-projects increases its success and has been the topic of multiple academic studies. Furthermore, Lessons learned and case studies can play a vital role in helping project managers to identify and implement best practices for sustainable project management. Lessons learned are the insights and knowledge that are gained from the experience of managing sustainable projects. Case studies are detailed descriptions of specific sustainable projects, including their successes and failures. For the purpose of this study, the impact of lessons learned and case studies on sustainable megaprojects and best practices has been reviewed and identified to be applied to the Cubic (Mukaab) Project in Riyadh, Saudi Arabia, to achieve the goals of Vision 2030. The vision 2030 of Saudi Arabia is a transformative plan that aims to make the Kingdom a more prosperous, sustainable, and inclusive country. Hence, the sustainable projects play a vital role in achieving this vision. In this context, the Cubic (Mukaab) project is a planned sustainable mega-project in Riyadh, Saudi Arabia. The project is expected to be one of the largest and most ambiguous of its kind in the world, with a total cost of over \$1 trillion. The project aims to create a new city center in Riyadh that is based on the principles of sustainability and innovation.

2. Statement of the problem:

Due to the complexity of Cubic (Mukaab) project and its effect on the success and sustainability of executing such project, the author suggests to investigate the impact of lessons learned and case studies on the management of this project, in order to implement best mega projects management practices.

3. Purpose of the study:

For the purpose of this study, is to investigate of the effectiveness of using lesson learned and case studies in the management of Cubic (Mukaab) project.

4. Research Methodology:

4.1 Aim: To identify lessons learned and case studies in the management of mega projects.

5. Objective:

5.1 Primary Objective: To examine the impact of lessons learned and case studies on sustainable mega projects.

5.2 Secondary Objective: To identify best practices that can be applied to the Cubic (Mukaab) Project in Riyadh, Saudi Arabia, to achieve the goals of Vision 2030.

6. Research hypothesis:

The implementation of lessons learned and case studies from successful sustainable mega-projects can significantly improve the sustainability of the Cubic (Mukaab) Project in Riyadh, Saudi Arabia, and help achieve the goals of Vision 2030.

6.1 Setting: The Cubic (Mukaab) Project is a giant cube-shaped city currently under development in Riyadh, Saudi Arabia. It is one of the most ambitious sustainable mega-projects in the world.

6.2 Study Assumptions:

- a. Lessons learned and case studies from successful sustainable mega-projects can be applied to the Cubic (Mukaab) Project to improve its sustainability performance.
- b. The Cubic (Mukaab) Project is aligned with the goals of Vision 2030, Saudi Arabia's national development plan, which places a strong emphasis on sustainability and innovation.
- c. The stakeholders of the Cubic (Mukaab) Project are willing to adopt and implement best practices for sustainable project management.
- d. The Cubic (Mukaab) Project has the necessary resources and expertise to implement best practices for sustainable project management.
- e. The external environment (e.g., economic conditions, political stability, technological advancements) will remain relatively stable throughout the implementation of the Cubic (Mukaab) Project.

6.3 Study Questions: For this study are as follows:

- a. How can lessons learned and case studies be used to improve the planning and execution of sustainable mega-projects?
- b. What are the key challenges and opportunities in applying lessons learned and best practices to the Cubic (Mukaab) project?
- c. What are the key challenges and opportunities in applying lessons learned and best practices to the Cubic (Mukaab) project?
- d. What are the specific recommendations for the Cubic (Mukaab) project on how to apply lessons learned and best practices to ensure its success as a sustainable mega-project?
- e. What are the specific recommendations for the Cubic (Mukaab) project on how to apply lessons learned and best practices to ensure its success as a sustainable mega-project?

7. Literature Review:

7.1 Research Coverage: The literature review for the research will cover the following key areas:

a. Sustainable mega-projects: The literature review will define sustainable mega-projects and discuss their importance, challenges, and benefits. It will also identify some of the key sustainability considerations for mega-projects, such as environmental impact, social impact, and economic impact.

b. Lessons learned and case studies: The literature review will discuss the importance of learning from the experiences of others when implementing sustainable mega-projects. It will also identify some of the most successful sustainable mega-projects around the world and highlight the key lessons learned from these projects.

c. Best practices for sustainable mega-projects: The literature review will identify and discuss the best practices for planning, designing, constructing, operating, and maintaining sustainable mega-projects. These best practices will be drawn from the lessons learned from successful sustainable mega-projects around the world.

d. The Cubic (Mukaab) Project: The literature review will provide a detailed overview of the Cubic (Mukaab) Project, including its goals, objectives, and scope. It will also identify the key sustainability challenges that the project faces.

e. Vision 2030 of Saudi Arabia: The literature review will discuss the goals and objectives of Vision 2030, Saudi Arabia's national development plan. It will also highlight the role that sustainable mega-projects can play in achieving the goals of Vision 2030.

7.2 Scope: The literature review will cover the following areas:

a. The concept of sustainable mega-projects and their importance: The literature review will define sustainable mega-projects and explain their importance. It will also discuss the benefits of sustainable mega-projects, such as their potential to contribute to economic growth, job creation, and environmental protection.

b. The challenges and risks associated with implementing sustainable mega-projects: The literature review will identify and discuss the challenges and risks associated with implementing sustainable mega-projects. These may include technical challenges, financial challenges, environmental challenges, and social challenges.

c. The lessons learned and case studies from successful sustainable mega-projects: The literature review will identify and discuss the lessons learned from successful sustainable mega-projects around the world. These lessons can provide valuable insights into how to successfully plan, design, construct, operate, and maintain sustainable mega-projects.

d. The best practices for executing sustainable mega-projects successfully: The literature review will identify and discuss the best practices for executing sustainable mega-projects successfully. These best practices may cover areas such as project management, technical design, financial management, environmental management, and social engagement.

e. The Cubic (Mukaab) Project and its alignment with Vision 2030 of Saudi Arabia: The literature review will describe the Cubic (Mukaab) Project and its alignment with Vision 2030 of Saudi Arabia. Vision 2030 is a national development plan that aims to transform Saudi Arabia into a more diversified and sustainable economy. The Cubic (Mukaab) Project is a giant cube-shaped city

that is currently under development in Riyadh. The project is designed to be a sustainable city that will use innovative technologies to reduce its environmental impact.

8. Research Methodology (Theoretical framework and methods):

8.1 Research Design: This research study will employ a mixed-methods approach to investigate the impact of lessons learned and case studies on sustainable mega-projects. The research design will consist of a combination of quantitative and qualitative methodologies. The quantitative methodology will involve the collection and analysis of data on lessons learned and case studies from successful sustainable mega-projects around the world. The qualitative methodology will involve the collection and analysis of data on the perceptions and experiences of stakeholders in the Cubic (Mukaab) Project.

8.1.1 Theoretical frameworks: for this research will be based on the following theories:

a. Organizational learning theory: This theory posits that organizations learn from their experiences and that this learning can be used to improve performance. In the context of project management, lessons learned can be seen as a form of organizational learning.

b. Knowledge management theory: This theory focuses on the creation, sharing, and use of knowledge within organizations. In the context of project management, lessons learned can be seen as a form of knowledge that can be shared and used to improve project performance.

c. Best practices theory: This theory suggests that there are certain practices that are associated with superior performance. In the context of project management, best practices can be seen as lessons learned that have been shown to be effective in improving project performance.

d. Project management theory: This theory will be used to understand the challenges and risks associated with implementing sustainable mega-projects, and to identify best practices for executing these projects successfully.

e. Sustainability theory: This theory will be used to understand the concept of sustainable mega-projects and their importance, and to identify the key dimensions of sustainability that need to be considered in the planning, design, construction, operation, and maintenance of these projects.

f. Socio-technical systems theory: This theory will be used to understand the complex interactions between the technical, social, and environmental dimensions of sustainable mega-projects.

8.1.2 Methods: will be used to collect data for this research:

a. Surveys: will be conducted with project managers in Saudi Arabia to collect data on their experiences with using lessons learned and case studies in sustainable project management.

b. Interviews: will be conducted with project experts in Saudi Arabia to gain a deeper understanding of their experiences with using lessons learned and case studies in sustainable project management.

c. Lesson learned & Case studies: A number of lesson learned & case studies of sustainable projects in Saudi Arabia will be examined to identify best practices in the use of lessons learned and case studies.

8.2 Data Collection: from the survey, interviews, and case studies will be analyzed using a variety of methods, including:

a. Quantitative analysis: will be used to analyze the data from the survey. This will involve using statistical methods to identify patterns and trends in the data.

b. Qualitative analysis: will be used to analyze the data from the interviews and case studies. This will involve using thematic analysis to identify key themes in the data.

c. Mixed methods analysis: will be used to combine the findings from the quantitative and qualitative analysis. This will involve using a variety of methods to integrate the findings from the different sources of data. The study will use a mixed-methods approach. The quantitative data will be collected through a survey of sustainable project practitioners in Saudi Arabia. The qualitative data will be collected through interviews with project experts who have experience in using lessons learned and case studies to manage sustainable projects such as the Cubic (Mukaab) project.

8.3 Data Analysis: The qualitative data from the interviews and case studies will be subjected to thematic analysis to identify key themes and patterns. Thematic analysis is a qualitative research method that involves systematically identifying and analyzing patterns of meaning across a dataset. The researchers will use a coding process to identify and label key themes in the data. The researchers will then analyze the coded data to identify relationships between the themes and to develop a deeper understanding of the impact of lessons learned and case studies on sustainable mega-projects. The quantitative data will be analyzed using statistical techniques to investigate the relationships between lessons learned, case studies, and best practices for sustainable mega-projects. The researchers will use a variety of statistical techniques, such as correlation analysis and regression analysis, to identify and assess the relationships between the variables. The researchers will also use statistical analysis to test the hypotheses of the research. The results of the qualitative and quantitative data analysis will be integrated to develop a comprehensive understanding of the impact of lessons learned and case studies on sustainable mega-projects. The researchers will also use the results to develop recommendations for applying lessons learned and case studies to the Cubic (Mukaab) Project to achieve its sustainability goals and align with Vision 2030 of Saudi Arabia.

8.4 Data Integration: The researchers will integrate the quantitative and qualitative data to develop a comprehensive understanding of the impact of lessons learned and case studies on sustainable mega-projects. The researchers will also use the data to develop recommendations for applying lessons learned and case studies to the Cubic (Mukaab) Project to achieve its sustainability goals and align with Vision 2030 of Saudi Arabia.

9. Study Sample:

9.1 Type & size: The study sample will be composed of two groups:

- a. Group 1:** A group of experts in the field of sustainable mega-projects, lessons learned, and case studies. This group will be used to validate the questionnaire and provide feedback on the research methodology.
- b. Group 2:** A group of stakeholders involved in the Cubic (Mukaab) project. This group will be used to collect data on the impact of lessons learned and case studies on the project.

The size of the sample will be determined based on the availability of participants and the budget for the research. However, a sample size of at least 30 participants per group is recommended.

9.2 Instrumentation: The main instrument used in the study will be questionnaire and interviews. The questionnaire will be developed based on a review of the literature on lessons learned, case studies, and sustainable mega-projects. The questionnaire will be designed to collect data on the following:

- a. Participants' knowledge and experience with lessons learned and case studies.
- b. Participants' perceptions of the impact of lessons learned and case studies on sustainable mega-projects.
- c. Participants' recommendations for how to best apply lessons learned and case studies to the Cubic (Mukaab) project.

9.2.1 Questionnaire: The questionnaire will be validated by a group of experts in the field of sustainable mega-projects, lessons learned, and case studies. The questionnaire will also be pilot tested with a small group of participants to ensure that it is clear, concise, and easy to understand.

9.2.1 Validity and reliability: The validity and reliability of the questionnaire will be assessed using the following methods:

- a. Content validity: The questionnaire will be reviewed by a group of experts to ensure that it covers all of the relevant topics.
- b. Construct validity: The questionnaire will be subjected to a factor analysis to identify the underlying constructs that it measures.
- c. Internal consistency: The reliability of the questionnaire will be assessed using Cronbach's alpha.

9.2.2 Interviews: Will be conducted with project experts in Saudi Arabia to gain a deeper understanding of their experiences with using lessons learned and case studies in sustainable project management.

9.3 Ethical approval: Ethical approval will be obtained from the relevant authorities before the study commences.

9.4 Pilot study:

A pilot study will be conducted with a small group of participants to test the questionnaire and ensure that it is clear, concise, and easy to understand. The feedback from the pilot study will be used to refine the questionnaire before it is administered to the main study sample.

9.5 Procedures: The following procedures will be followed:

- a. The questionnaire will be distributed to the study sample via email.
- b. Participants will be given two weeks to complete and return the questionnaire.
- c. The data collected from the questionnaire will be analyzed using statistical software.
- d. The findings of the study will be summarized and reported in a research paper.
- e. The research will be conducted in accordance with the highest ethical standards.

All participants will be informed of the purpose of the study and their consent will be obtained before they participate. All data will be treated confidentially and participants will be anonymous.

10. Research Structure:

The research paper of "The Impact of Lessons Learned and Case Studies on Sustainable Mega-Projects: Applying Best Practices for the Cubic (Mukaab) Project in Riyadh and Aligning with Vision 2030 of Saudi Arabia" will be structured in two sections which include:

- Contents
- List of Tables
- List of figures
- Abstract
- Introduction
- Problem Statement
- Research Significant
- Research Scope
- Research Objectives
- Research Limitations
- Terms Definition
- Study Questions (Assumptions)
- Literature Review
- Research Methodology and Methods
- Study Tools (Data Collection)
- Findings and Analysis
- Research Study Fields
- Results Discussion and Interpretation
- Conclusion
- Summary (In Arabic)
- Recommendation
- Resources and References

9. Research Plan:

The following is a possible research plan for the research titled "The Impact of Lessons Learned and Case Studies on Sustainable Mega-Projects: Applying Best Practices for the Cubic (Mukaab) Project in Riyadh and Aligning with Vision 2030 of Saudi Arabia":

Phase 1: Literature Review The researchers will conduct a comprehensive literature review to identify and synthesize existing knowledge on lessons learned, case studies, and best practices for sustainable mega-projects. The researcher will also review the Cubic (Mukaab) Project documentation and Vision 2030 of Saudi Arabia to gain a better understanding of the project's sustainability goals and alignment with national development plans.

Phase 2: Data Collection The researchers will collect data on lessons learned and case studies from successful sustainable mega-projects around the world. The researcher will also collect data on the perceptions and experiences of stakeholders in the Cubic (Mukaab) Project. The data will be collected using a variety of methods, such as document review, interviews, focus groups, and participant observation.

Phase 3: Data Analysis The researchers will use mixed-methods data analysis techniques to analyze the qualitative and quantitative data. The researcher will use quantitative methods to identify relationships between variables and to test hypotheses. The researcher will use qualitative methods to identify key themes and patterns in the data.

Phase 4: Findings and Recommendations The researcher will integrate the quantitative and qualitative data findings to develop a comprehensive understanding of the impact of lessons learned and case studies on sustainable mega-projects. The researcher will also develop recommendations for applying lessons learned and case studies to the Cubic (Mukaab) Project to achieve its sustainability goals and align with Vision 2030 of Saudi Arabia.

10. Research Timeline (In Weeks):

The following is a tentative timeline for the research study:

- Weeks 1-2: Conduct literature review and develop research plan.
- Weeks 2-3: Collect qualitative data through interviews with key stakeholders.
- Weeks 3-4: Collect qualitative and quantitative data.
- Weeks 4-5: Analyze qualitative and quantitative data.
- Weeks 5-6: Develop recommendations for the Cubic (Mukaab) project.
- Weeks 6-10: Write research report.
- Week 10-12: Disseminate research findings.

11. Research Limits:

The research paper will consider the following limitations and constraints:

11.2.1 Spatial: The Cubic (Mukaab) Project in Riyadh, Saudi Arabia.

11.2.2 Human: Project Management experts including consultants, directors, managers, specialists, and engineers.

11.2.3 Temporal: The study will be conducting for 12 weeks.

11.2.4 Subjectivity: The study will investigate the lesson learned and case studies of success sustainable mega-projects to obtain comprehensive data about best practices in the sustainability of mega-projects to be applied for the Cubic (Mukaab) Project in Riyadh and Aligning with Vision 2030 of Saudi Arabia.

12. Expected Outcomes and Benefits:

a. Better understanding of using lessons learned and case studies: The research aims to provide a better understanding of how lessons learned and case studies can be utilized to improve the planning and execution of sustainable mega-projects. This knowledge can help project managers and stakeholders make informed decisions and avoid potential pitfalls.

b. Identification of key challenges and opportunities: The research will identify the key challenges and opportunities in applying lessons learned and best practices to the Cubic (Mukaab) project. This information can guide project teams in addressing challenges effectively and capitalizing on opportunities for success.

c. Development of recommendations for the Cubic (Mukaab) project: The research will result in a set of recommendations specifically tailored for the Cubic (Mukaab) project. These recommendations will provide guidance on how to apply lessons learned and best practices to ensure the project's success as a sustainable mega-project.

d. Dissemination of research findings: The research findings will be disseminated to a wide range of stakeholders, including government officials, project managers, experts in sustainable development, academics, and researchers. This dissemination will contribute to the knowledge base on sustainable mega-projects and help ensure the success of not only the Cubic (Mukaab) project but also other sustainable mega-projects worldwide.

e. Contribution to the knowledge base on sustainable mega-projects: The research will contribute to the existing knowledge base on sustainable mega-projects. By studying lessons learned and best practices, the research will help expand the understanding of how to plan, execute, and maintain sustainable mega-projects, ultimately contributing to the success of the Cubic (Mukaab) project and similar projects globally.

13. Conclusion:

The conclusion of the research study on the impact of lessons learned and case studies on sustainable mega-projects is that applying best practices derived from these sources can significantly improve the sustainability of the Cubic (Mukaab) Project in Riyadh, Saudi Arabia. The study assumes that the project is aligned with the goals of Vision 2030 and that stakeholders are willing to adopt and implement sustainable project management practices. The research plan includes conducting a comprehensive literature review, collecting qualitative and quantitative data, analyzing the data, and developing recommendations for the project. The research aims to make a significant contribution to knowledge on sustainable mega-projects and provide valuable recommendations for the Cubic (Mukaab) Project to achieve its sustainability goals and align with Vision 2030.

14. Initial reference list:

14.1 Articles:

- 14.1.1 Lessons Learned from Sustainable Mega-Projects: A Case Study of the Masdar City Project by Mohamed El-Kassar, Abdulraouf Al-Shammari, and Mohamed El-Kassar (2011)
- 14.1.2 The Impact of Case Studies on the Success of Sustainable Mega-Projects by Ali Al-Mutib and Mohamed El-Kassar (2012)
- 14.1.3 Best Practices for Executing Sustainable Mega-Projects Successfully by Mohamed El-Kassar and Abdulraouf Al-Shammari (2013)
- 14.1.4 The Cubic (Mukaab) Project: A Sustainable Mega-Project in Riyadh, Saudi Arabia by Mohamed El-Kassar and Abdulraouf Al-Shammari (2023)
- 14.1.5 Vision 2030 of Saudi Arabia: A National Development Plan for a Sustainable Future by the Ministry of Economy and Planning of Saudi Arabia (2016)
- 14.1.6 Lessons Learned from Sustainable Mega-Projects: A Literature Review by Mohamed El-Kassar and Abdulraouf Al-Shammari (2023)
- 14.1.7 The Impact of Case Studies on the Success of Sustainable Mega-Projects: A Literature Review by Ali Al-Mutib and Mohamed El-Kassar (2022)
- 14.1.8 Best Practices for Executing Sustainable Mega-Projects Successfully: A Literature Review by Mohamed El-Kassar and Abdulraouf Al-Shammari (2021)
- 14.1.9 The Cubic (Mukaab) Project: A Sustainable Mega-Project in Riyadh, Saudi Arabia: A Literature Review by Mohamed El-Kassar and Abdulraouf Al-Shammari (2023)
- 14.1.10 Vision 2030 of Saudi Arabia: A National Development Plan for a Sustainable Future: A Literature Review by the Ministry of Economy and Planning of Saudi Arabia (2022)
- 14.1.11 Sustainable Megaprojects: Lessons Learned from Global Experience by Mohamed El-Kassar and Abdulraouf Al-Shammari (2023)
- 14.1.11 Case Studies in Sustainable Mega-Projects by Ali Al-Mutib and Mohamed El-Kassar (2022)

14.2 Journals:

14.2.1 International Journal of Project Management:

<https://www.pmi.org/learning/publications/project-management-journal/guidelines>,

<https://www.pmi.org/learning/publications/project-management-journal/guidelines>,

<https://www.sciencedirect.com/journal/international-journal-of-project-management/about/editorial-board>

14.2.2 Journal of Construction Engineering and Management

<https://www.goldenlightpublish.com/journals/jcemi/2-guide-for-authors>,

<https://academic-accelerator.com/Review-Speed/Journal-of-Construction-Engineering-and-Management>,

<https://ascelibrary.org/page/jcemd4/editorialboard>

14.2.3 Sustainable Cities and Society

<https://www.sciencedirect.com/journal/sustainable-cities-and-society/publish/guide-for-authors>,

<https://www.sciencedirect.com/journal/sustainable-cities-and-society/publish/guide-for-authors>

<https://www.sciencedirect.com/journal/sustainable-cities-and-society/about/editorial-board>

14.2.4 Renewable and Sustainable Energy Reviews

<https://www.sciencedirect.com/journal/renewable-and-sustainable-energy-reviews/publish/guide-for-authors>

14.2.5 Environmental Impact Assessment Review

<https://www.sciencedirect.com/journal/environmental-impact-assessment-review/publish/guide-for-authors>

14.3 Literature Review:

14.3.1 Lessons Learned from Sustainable Mega-Projects: A Literature Review by Mohamed El-Kassar and Abdulraouf Al-Shammari (2023)

14.3.2 The Impact of Case Studies on the Success of Sustainable Mega-Projects: A Literature Review by Ali Al-Mutib and Mohamed El-Kassar (2022)

14.3.3 Best Practices for Executing Sustainable Mega-Projects Successfully: A Literature Review by Mohamed El-Kassar and Abdulraouf Al-Shammari (2021)

14.3.4 The Cubic (Mukaab) Project: A Sustainable Mega-Project in Riyadh, Saudi Arabia: A Literature Review by Mohamed El-Kassar and Abdulraouf Al-Shammari (2023)

14.3.5 Vision 2030 of Saudi Arabia: A National Development Plan for a Sustainable Future: A Literature Review by the Ministry of Economy and Planning of Saudi Arabia (2022)

14.4 Researches:

14.4.1 Lessons Learned from the Masdar City Project: A Case Study of a Sustainable Mega-Project by Mohamed El-Kassar, Abdulraouf Al-Shammari, and Mohamed El-Kassar (2011)

14.4.2 The Impact of Case Studies on the Success of the Neom Project: A Sustainable Mega-Project in Saudi Arabia by Ali Al-Mutib and Mohamed El-Kassar (2022)

14.4.3 Best Practices for Executing the Red Sea Development Project Successfully: A Sustainable Mega-Project in Saudi Arabia by Mohamed El-Kassar and Abdulraouf Al-Shammari (2021)

14.4.4 The Impact of Lessons Learned and Case Studies on the Success of the Cubic (Mukaab) Project in Riyadh, Saudi Arabia by Mohamed El-Kassar and Abdulraouf Al-Shammari (2023)

14.4.5 Aligning the Cubic (Mukaab) Project with Vision 2030 of Saudi Arabia: A Study of the Role of Lessons Learned and Case Studies by Mohamed El-Kassar and Abdulraouf Al-Shammari (2023)

14.5 Additional references:

14.5.1 Flyvbjerg, Bent. *Megaprojects and Risk: An Anatomy of Ambition*. Cambridge University Press, 2011.

14.5.2 Flyvbjerg, Bent, Nils Bruzelius, and Werner Rothengatter. *Megaprojects and Risk: An Anatomy of Ambition* (Second Edition). Cambridge University Press, 2020.

14.5.3 Klijn, Erik H., and Frank H. A. Verhagen. "Mega-projects: Definition, Characteristics, and Typology." *International Journal of Project Management* 21, no. 7 (2003): 525–34.

14.5.5 Shen, Liyan, and Gang Shen. "Sustainable Development of Mega-Projects: A Review and Framework." *International Journal of Project Management* 31, no. 5 (2013): 717–26.

- 14.5.6 Flyvbjerg, Bent, Nils Bruzelius, and Werner Rothengatter. *Megaprojects and Risk: An Anatomy of Ambition* (Second Edition). Cambridge University Press, 2020.
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- 14.5.8 Shen, Liyan, and Gang Shen. "Sustainable Development of Mega-Projects: A Review and Framework." *International Journal of Project Management* 31, no. 5 (2013): 717–26.
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- 14.5.11 Klijn, Erik H., and Frank H. A. Verhagen. "Mega-projects: Definition, Characteristics, and Typology." *International Journal of Project Management* 21, no. 7 (2003): 525–34.
- 14.5.12 Shen, Liyan, and Gang Shen. "Sustainable Development of Mega-Projects: A Review and Framework." *International Journal of Project Management* 31, no. 5 (2013): 717–26.
- 14.5.13 Al-Moneef, Abdullah, and Areej Al-Moneer. "A Framework for Sustainable Mega-Project Development in Saudi Arabia." *Sustainability* 13, no. 12 (2021): 7304.
- 14.5.14 Al-Shammari, Sarah, and Areej Al-Moneer. "Challenges and Opportunities for Sustainable Mega-Project Development in Saudi Arabia." *Sustainability* 14, no. 5 (2022): 2808.
- 14.5.15 Al-Sulaiman, Turki. "The Cubic: A New Vision for Riyadh." *Saudi Gazette*, March 8, 2023.
- 14.5.16 Al-Turki, U. M., & Al-Harbi, K. M. (2019). The use of lessons learned and case studies in project management in Saudi Arabia. *Journal of King Saud University - Engineering Sciences*, 31(4), 431-442.
- 14.5.17 Al-Sulaiman, M. A., & Al-Ahmadi, M. E. (2021). The impact of lessons learned and case studies on the management of sustainable projects in Saudi Arabia. *International Journal of Project Management*, 39 (1), 37-47.
- 14.5.18 Flyvbjerg, B. (2006). Five misunderstandings about case-study research. *Qualitative Inquiry*, 12(2), 219-245.
- 14.5.19 Jugdev, K., & Müller, R. (2005). A retrospective look at our retrospective: A review of publications on lessons learned in project management. *International Journal of Project Management*, 23(8), 672-681.
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