

Concept Symposium 2006

Principles of Governance for Major Investment Projects

The Concept Program; NTNU; Department of Civil and Transport Engineering
Høgskoleringen 7A; 7491 Trondheim; Norway; Web: <http://www.concept.ntnu.no/>

Professional Exchange Sessions – Summary by Moderator

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Exchange Sessions Topics

Governance regimes for major investment projects comprise the processes and systems that need to be in place on behalf of the financing party to ensure successful investments. This would typically include a regulatory framework to ensure adequate quality at entry, standards for quality review of key governance documents, compliance with original objectives, management and resolution of issues that may arise during the project, etc.

The challenges are abundant: How to ensure viability and relevance up-front; to avoid hidden agendas during planning, underestimation of costs and overestimation of utility, unrealistic and inconsistent assumptions; to secure essential planning data, adequate contract regimes, etc.

The topic for this symposium is: Which are the current procedures and their effects? What would it take to develop more effective governance regimes at international, government or corporate level to ensure maximum utility and return on investment for society and investors? What would be the optimal mix of regulations, economic means and information in improved governance regimes for major investment projects?

The sessions are conducted in five parallel groups, and discussing two different topics – one each day. The sessions are hosted by international experts. A supporting team of professional staff from the Concept Program is responsible for documenting the outcome. Results will be available on the Symposium web site after the symposium.

Exchange Session Day 1: Lessons from today's practice

The purpose for the first session was to discuss current principles and procedures in different countries, their effect and shortcomings.

Exchange Session Day 2: Recommendations for the future

The purpose for the second session is to identify ways and means to improve performance and effect of governance regimes in the future, topics for further research, and ways to share experience.

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Trondheim, Norway, 7 – 8 September 2006

Kalle Kähkönen



Professional exchange session

- Group B - Day 2
- RESEARCHERS

Professional exchange session

- The missing grounds and content of project management
 - Continuously changing business
 - Cyclic and turbulent development of manoeuvres and projects
 - Projects within it
- Sources for new knowledge
 - Organizational theories
 - Innovation processes and their management
 - Capital investing / Banking

Professional exchange session

- Need for
 - Empirical research
 - Normative research looking at theories and finding in relating disciplines
- ⇒ New strategic importance and position for project management
 - Companies
 - Business schools