
Energy Project Delivery Training Course: Scope, Cost, Schedule and Risk Control

7 – 11 February 2027
Kuala Lumpur





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Programme Summary

Energy project delivery, covering scope definition, cost control, schedule control and risk control, is the subject of this five-day training course for project sponsors, project managers and owner-side engineers at a managerial level, ending in a delivery control plan for one energy project. Capital projects in power, solar and utility settings drift when scope is loosely held, estimates are not tested and risks stay in individual notebooks. The programme moves from principles and project structure, through diagnosis of cost, schedule and risk exposure, to control design, then to a worked plan. Mars Training Centre UK delivers this programme in energy project delivery.

The Business Case

When energy projects are run by trade, with scope, cost, schedule and risk reviewed in separate meetings, owners learn of overruns late and contractors claim for changes that were never priced. Leaders who set one control routine for all four areas can show why a variation was accepted, what it cost and what it moved.

- Cost Overrun: Falls as estimates, contingency and change requests follow one control routine.
- Schedule Slippage: Reduces as milestones, grid connection steps and contractor interfaces are tracked together.
- Unplanned Risk Events: Decline as a project risk register is owned, reviewed and linked to contingency.

Principles and Evidence Base

- ISO 21502, guidance on project management: It shapes the project structure, roles and control cycle set in Session 1.
- IEC 62198, managing risk in projects: It frames the project risk register and response planning built in Sessions 2 and 3.
- Earned value and variance analysis as project control methods: They guide the cost and schedule dashboard designed in Session 4.

Intended Participants

- Project sponsors who approve scope, budget and changes for energy capital projects.
- Project managers who run delivery across engineering, procurement and construction teams.
- Owner-side engineers who verify contractor progress, quality and cost claims.
- Contract and commercial managers who handle variations, claims and payment milestones.

The programme serves electricity utilities, solar and wind developers, oil and gas operators and industrial energy teams.



Learning Outcomes

1. Participants will be able to evaluate an energy project's scope, structure and governance against project management guidance.
2. Participants will be able to diagnose cost, schedule and contractor interface weaknesses from project reports.
3. Participants will be able to construct a cost estimate review and a change control routine.
4. Participants will be able to design a schedule control method with milestones, float checks and grid connection steps.
5. Participants will be able to prioritise project risks and plan responses with owners and contingency.
6. Participants will be able to justify a delivery control plan and its indicators to a project sponsor.

Programme Structure

Day 1: Energy Project Delivery Principles and Project Structure

How is an energy project defined, governed and broken down so that it can be controlled?

- Project Life Cycle Map for Energy Assets
- ISO 21502 Control Cycle Review
- Scope Statement and Work Breakdown Structure
- Roles and Decision Rights Chart
- Stage Gate Criteria Sheet

Day 2: Diagnosing Cost, Schedule and Risk Exposure

Where do cost, schedule and risk problems begin in a typical energy project?

- Cost Estimate Reasonableness Check
- Schedule Logic and Float Review
- Contractor Interface Gap Analysis
- Project Risk Register Audit
- Variation and Claims History Review

Day 3: Designing Cost, Schedule and Risk Controls

Which controls keep scope, cost, schedule and risk within agreed limits?

- Cost Control and Contingency Rules
- Change Control Procedure
- Milestone Schedule with Grid Connection Steps
- IEC 62198 Risk Response Plan
- Procurement and Contract Package Plan



Day 4: Monitoring, Reporting and Commissioning Readiness

How is progress measured, reported and tested before an asset is handed over?

- Earned Value Dashboard Layout
- Monthly Sponsor Report Template
- Variance Analysis Worksheet
- Commissioning Readiness Checklist
- Lessons Learned Register

Day 5: Applying Energy Project Delivery to One Project

Is the delivery control plan ready for a project sponsor to adopt?

- Applying the Session 2 Risk Register Audit to the Chosen Project
- Testing the Session 3 Change Control Procedure on a Variation Case
- Checking the Session 4 Dashboard Against Project Data
- Setting Control Indicators for the Project Team
- Completing the Delivery Control Plan

Methodology

The programme uses case analysis and structured exercises built on anonymised project records from power, solar and industrial energy settings. Participants work in small teams as sponsor, project manager and contractor representative, and take one project from first estimate to commissioning while the group reviews each control decision.

- Suggested activity: Reviewing a cost estimate and naming the assumptions that need testing.
- Suggested activity: Rebuilding a milestone schedule that includes permitting and grid connection steps.
- Suggested activity: Ranking a sample list of risks and assigning an owner and response to each.

Capstone Output

Each participant completes a delivery control plan for one energy project. It holds a scope and work breakdown outline, a cost and contingency rule set, a change control procedure, a milestone schedule, a risk register extract and control indicators. The plan is used to brief a project sponsor and to run the first monthly review.



Frequently Asked Questions

Is energy project delivery suitable for managers who are not engineers?

Yes. Energy project delivery is set at managerial level and assumes basic familiarity with project work, not detailed engineering design. Technical ideas are explained through cases and simple tables.

Which standards does energy project delivery rest on in this training?

Energy project delivery rests on ISO 21502 for project management guidance and IEC 62198 for managing risk in projects, with earned value and variance analysis as control methods.

How is the plan from energy project delivery used at work?

You use the energy project delivery plan to brief a project sponsor, set cost and schedule control rules and run the first monthly review with contractors.

How does energy project delivery differ from a programme on renewable energy strategy?

Energy project delivery centres on controlling scope, cost, schedule and risk for individual projects, while a renewable energy strategy programme centres on market direction and portfolio choices.