



**PROJECT AND TECHNOLOGY MANAGEMENT FOUNDATION**

(A non-profit Organization)

Member of Asia Pacific Federation of Project Management

**E-NEWSLETTER**

**E-NEWSLETTER**

Member of Asia Pacific Federation of Project Management

(A non-profit Organization)

PROJECT AND TECHNOLOGY MANAGEMENT FOUNDATION

**Volume 6, Issue 2 (May – July'18)**

## Editorial

For reasons beyond our control the release of this newsletter got delayed. In future we will try to publish the newsletters in time. Our editorial team got tied up on the work related to the publication of our journal and I am happy that our journal was finally published. It took long time to complete the registration formalities before we could publish the journal but finally we succeeded.

I am now very happy to place before you the latest issue of the newsletter , volume 6, Issue 2 for the month of May-July 2018. The next issue will be released in December. In the next issue we would like to cover the use and application of robotics in managing large and precision manufacturing for global competitiveness. PTMF also plans to organize a national conference on 'Use of Robotics for Productivity Improvement'.

PTMF has been organizing training program and conducting academic research in collaboration with the organizations like Asia Pacific Federation of Project Management and also participating in international conferences. Some of these activities have been covered in this issue.

Our President Prof Rajat K Baisya has taught a course on Project Management at National Institute of Technology, Silchar and also delivered a special lecture in the same institute on 'Global Manufacturing Competitiveness and Challenges for Indian Business". Prof Baisya has also written an article on ' Role of Knowledge Consultants to drive and accelerate the innovation process within the Indian Organizations'. Innovation holds the key for driving the competitive advantage of any business and more particularly so under PM 4.0 environment.

The project management practices will now drastically change under Industry 4.0 environment and PTMF is actively collaborating with global organizations like ' International Collaborative Academy' to set the new standards of performance and practices. Existing project management certification models and documents do not seem to be adequate enough to address all issues in Industry 4.0 environment when both technology including both process technology and information technology as well as digitalization, Artificial Intelligence are key imperatives. The Project Managers have to manage this transition and also address the key concerns of the society related to sustainability, environment and ecosystems. PM professionals also need to learn how to deliver the project results under increasingly uncertain and turbulent times. But it is good to witness that Project Managers are still delivering the results in these trying times.

PTMF has signed a collaboration agreement with Applied Knowledge Sciences Inc ( AKS) , USA to run joint certification program in India on Knowledge Management. The details of the program structure and deliverables are given in the announcer included in this issue. The program will be jointly conducted by Dr Arthur Murray CEO- AKS , a globally well known consultant and researcher on Knowledge Management and Dr John Lewis CEO of Explanation Age Inc., USA, a well known coach and trainer on leadership, organizational learning and knowledge management. This is a three day in –company program where 26 participants can be trained in one session. For detail kindly refer to the brochure in this issue. Any organization interested may kindly contact us for further details.

This is a festival season and I wish to take this opportunity to wish you and your families a **Very Happy and Prosperous Diwali.**

**Editor**

## Project Management Program at NIT Silchar, Assam

Our President Prof Rajat K Baisya was invited to Take a course on Project and Entrepreneurship Management at National Institute of Technology, Silchar, Assam and also deliver a lecture on a chosen subject to address the students of the institute. Accordingly, he had delivered a special lecture on ' Global Manufacturing Competitiveness and Challenges for Indian Business on April 18<sup>th</sup>, 2018, followed by a question –answers session . The program was largely attended including faculty and students on both management and engineering. Prof Baisya was discussing about the recent study on World Manufacturing Competitiveness carried out by Deloitte Touche Tohmatsu where on a given criteria all countries in the world were ranked on the manufacturing Competitiveness. India is expected to be improving its position from current rank of 11<sup>th</sup> to 5<sup>th</sup> by year 2020 whereas China will slide down to position 2 and USA will move to the position 1. This will change the global manufacturing scenario in coming years. However, to achieve this stated position of fifth in global ranking India will have to put many acts together to make it happen. Uniformly, CEO of the major corporations and manufacturing organizations around the world have uniformly expressed the concern that Talent will be the most crucial resource in coming years and talent acquisition and retaining for the organizations will receive the major focus of businesses around the world.



**DEPARTMENT OF MANAGEMENT STUDIES  
NIT SILCHAR**

PRESENTS  
AN INTERACTIVE SESSION ON  
GLOBAL MANUFACTURING COMPETITIVENESS & CHALLENGES FOR INDIAN BUSINESSES

By



**Prof. (Dr) Rajat K Baisya**  
Chairman of Strategic Consulting Group Pvt Ltd.  
Ex Professor IIT Delhi  
Ex CEO of Emami  
Ex V.P of Reckitt Benckiser India Ltd.

**DATE**  
18th April, 2018

**VENUE**  
CET HALL

**TIME**  
04:00 P.M onwards



Prof Rajat Baisya is seen delivering lecture at NIT Silchar Auditorium on 18<sup>th</sup> April, 2018

# MARKET MAKERS MINDSET REQUIRED TO DRIVE INNOVATION CAPABILITIES OF INDIAN COMPANIES– ROLE OF KNOWLEDGE CONSULTANTS

RAJAT K BAISYA\*

If we have to count the numbers of Indian companies having global ambitions we will have many. Every Indian enterprise will have in their stated vision and mission document an expressed statement of their global ambition even if they are not yet on firm local footing. Having ambition is one thing and translating ambition to reality is yet another thing. Ambition is good but unrealistic ambition can also be frustrating and draining critical resources as well as it can wrongly direct and channelize organizational resources. Some of them may have potential but having potential is one thing and making that a reality is completely a different thing. And at the same time, those have potential will also only have the prospect of realizing that ambition.

If corporations have to emerge as a global enterprise, the primary condition that these organizations have to satisfy is that they should be recognized as a ‘natural owner’ of the category first and that would mean that everyone (all stakeholders) will expect that if anything small or big in terms of innovation and improvement happening in that category of the business then this corporation has to be seen as the first to report and implement that. By copying others one cannot retain the stamp of a ‘natural owner’. In India we had one such organization and that is United Breweries Group and that had not only domestic market dominance but also had significant international prominence. Group was innovative and had all the key elements and ingredients required for emerging global. But unrealistic ambition and un-related diversification of their Chairman has ruined that prospect and yet another global company has now taken over the majority stake in that business. It has therefore, lost the race. Incidentally, I worked for that group for over about nine years and considered UB Group as an excellent company capable of eventually emerging in global scenario in alcoholic beverages but that was not to be.

If a company has to emerge global its innovation capabilities has to be comparable to their counterparts in international context, if not better. Innovative companies not only have competitive edge in terms of cost, quality and sustainability but they also constantly upgrade their customers to higher level of expectation and strive to deliver that. Example is Apple, who redefines the consumer expectations and work towards delivering it.

The other breed of companies who are now growing exponentially in terms of their market capitalization are actually technology companies for the reason that their growth prospects are enormous given their reach and penetration. Some of these companies like Amazon, Facebook, Google, Alibaba are reporting phenomenal growth beating all predictions and logic. Indian companies in that context are no- where near in the scene.

I work as an Advisor to a private equity firm and I often raise this issue regarding why they don't fund growth for companies who have delivered less than their natural potential and the answer I get is same every time that we are not the game changers but the risk averse

followers. We are of the type like –‘anything you can do I can do better’ and as we suffer from that syndrome we always chase someone else’s idea to out-perform him but never really deliver that because the inventor of the original idea has, by then, shifted gear and running in much higher speed with new ideas while we try to chase him and beat him in his original game. We are good at writing codes and programs and provide cost effective services in IT that has helped India to become lead player in terms of IT service providers. But we cannot build companies like Facebook, Google and Twitter.

Indian pharma companies also had great potential, they made lot of money exploiting Indian policy of not granting protection of intellectual right on product patent. In case of product patent, it is an exclusive right given to the original inventor of a product. TRIP follows the product patent regime. India’s 1970 Patent Act allowed only process patent before it was finally amended in 2005, only a decade ago, to comply with WTO’s TRIPs provision under which there is only product patents. But that was a very long period of protection for Indian pharma companies to make big money producing generic drugs which were invented in US and Europe. As a low cost producer most of them minted money and then started their formulation and generic business. That opportunity has gone now. Today these pharma companies have to compete on equal footing. Some of them are languishing and up for grab. But what they have only a physical asset of the manufacturing facilities for which no one gives much value now. Value now comes from data, market share and intellectual properties derived from innovations as well as current performance and sustainability.

The growth of pharma companies can come only from radical innovation which is the result of sustained R&D effort and that requires huge resources which many cannot afford. As life expectancy increases (now it is 69 and by 2030 it is expected to be 90) some of the existing diseases will find answers and solutions, life threatening diseases will also greatly be under control for the discovery of new drug molecules and treatment with advances in medical technology. These are the predictions for next decade or so during industrial revolution 4.0 and we even expect some major breakthrough from human genomic research. The future performance of pharmaceutical companies will depend on their ability to innovate in these areas and that requires both talent and financial resources. In a competitive environment newer drugs and new molecules reduce the life cycle of existing drugs. Corporations therefore, have to recover their investment on new innovation and also make substantial profit within ever reducing life cycle of the innovation. And therefore, innovation in pharma companies will always be short lived. Besides, new molecules also live with constant threat of yet another better molecule being discovered and introduced by the competition. Take the case of Panacea Biotech Ltd who sells the vaccine for polio. All that company does is to import the vaccine and repack and distribute. The profitability of the business was highly dependent on one product. When Panacea Biotech was importing, their competitor Serum Institute a well known vaccine manufacturer in India were acquiring. Two global polio vaccine manufacturers namely Biltoven Biological, Netherlands was acquired in 2012 for 72 million Euro and then yet another acquisition of vaccine facility Nanotherapeutics, a Czech company for 40 million Euro recently making Serum Institute the largest vaccine manufacturer in the world. Under changed market dynamics can a company like Panacea Biotech survive? As country goes up in terms of Health Development Index(HDI) pharma companies need to adjust their strategies. In this race, companies who can survive are those

who have global presence like Serum Institute and Biocon who can mobilise resources for global acquisition and collaborate to significantly improve affordable innovation.

Investment in radical innovation is very high and is not affordable for all pharma companies. The way out is therefore, collaborative innovations. Biocon has forged many such strategic alliances such as with Amylin etc. for joint research program. We are now living in a time in which innovation has become as frequent and unavoidable as never before. Innovative societies and economies, however, do not require narrow specializations of professions. Thus it is imperative to apply system thinking with specializations are required to be combined.

In consumer products including FMCG and food we cannot beat corporations like Nestle, P&G and Unilever. Our home grown giants in these categories of businesses cannot be a match against these global players and therefore, expected to be taken over in due course by global giants.

The Deloitte report 2016 on global manufacturing competitiveness is just out and according to that report key drivers of competitiveness will be talent, cost, productivity and network and availability of key input materials in that order. Talent has come out uniformly at the top in the list. In the same report it says that by 2020 USA will move to number one position in terms of global manufacturing competitiveness and China will shift to number two position and Germany number three. India's position is currently at eleven but likely to move up to position five. USA and Germany score significantly higher on talent and in years to come much of the low cost production advantages of China and India are likely to disappear. Investors are now realizing that much of advantages of low cost production in China and India get neutralized by the other factors influencing competitiveness. We have skill mission which will create a pool of skilled manpower but not talented manpower who are game changers.

That Indians are talented, hardworking and enterprising are generally recognised but yet we don't emerge winner in global reckoning. One reason is that we are never first mover but a follower. Business leaders are not able to visualise the future products, future capabilities that are required to remain ahead of competition in the market place which will require breakthrough innovation and then put disproportionate amount of money and resources to achieve that goal. Businesses themselves have to redefine and upgrade their consumers and work relentlessly to deliver that well before the competitors catch up with them. But where are they? Our home grown organisations are not able to realise their natural potential by exploiting their own knowledge base which they have historically acquired. The rate of innovation has to be higher than the rate at which industry and business environment is changing but to embrace innovation culture would also mean that organisations have to learn to face failures. However, each failure should provide a great learning opportunities for the businesses which helps to create success stories. In other words, innovation and learning must be closely intertwined. Innovation is looking through the front windshield; learning is looking through the rear-view mirror. Both are needed in order to reach the intended destination.

Technology, not only the key enabler, but in the current context it is all pervasive and covers all functions in business and innovations have taken place in all functions. Businesses are no longer managed in silos with various degree of functional efficiencies and effectiveness. The enterprise wide performance is what really matters. Taking holistic and integrated view of the business is what matters. The innovation should therefore, give quantum jump to the

corporations and help improve integrated performance. It is necessary to know if the current practices are sustainable in the longer run and the existing business model can be replicated. Recently I visited an International pharmaceuticals company KRKA( pronounced as Karka) factory in Europe. The factory is completely automatic and computerized controlled, most of the functions are either automatic or run by a few robots starting from batch weighing, mixing, tableting, packaging, warehousing and dispatch. There is no manpower involved in certain functions. The entire warehouse function for finished goods, raw materials and packaging materials is being managed through a pre-programmed computer controlled trolley and fork lifts moving on rails. It is worth seeing how goods are automatically picked from the designated storage areas and being loaded in transport vehicles for dispatch. Another auto seat manufacturer TVP producer of automobile seats for all brands of cars and supplies world-wide completely managed by robots. In a small place like Odense (third largest city in Denmark) which I visited recently have 80 companies involved in robotics and Odense is known as robot city. Business would be particularly interested to ensure – that current cost structure and profit margins are sustainable in relation to socio political and dynamic business environment.

The fourth industrial revolution(Industry 4.0) characterized by the increasing digitization and interconnection of products, value chain, and business models has already arrived. These are going to be drastically different in next couple of years. Industry 4.0 is going to give shape to the emergence of a new society 4.0 where future business has to be performed by the current players. ‘’The impact on our lives is and will be entire, includes all parts of our existence, affects all human beings. It was same with the 1st, 2nd and 3rd revolution. There are amazing opportunities and chances, mankind never had. Yes, there are threads, there are anxieties, there are uncertainties and we all have to take care of. We should find new ways, how civil society, enterprises, governments, religions and other parties will work together, will collaborate, share their capacities, skills and – very important – their working time, chances to work to build own existences, to be free.(Source: Peter Meyer, Fourth Industrial Revolution and Society 4.0, MIT Group, Blog: )

What will management consultants do in that environment? Definitely cannot remain relevant doing what they have been doing for last decades or so. New Realities are dawning on the society and for which we need new breed of consultants, and not pep talkers who are good to create a storm on a cup of tea. We need knowledge consultants to ensure the existing knowledge that is residing within the business in individual’s mind are also fully captured and new knowledge is created. Also helping them in terms of knowledge mapping, critical resource management and knowledge based performance management. The opportunity for knowledge consultancies is to help clients identify “choke points” which would include: 1) not knowing what you know; 2) not effectively managing critical resources, in particular, your intellectual capital (knowledge assets); 3) not linking the capture, sharing and application of critical knowledge to organizational performance. Some of those can even come through collaboration and co-creation. Consultants can thus play a great role to help businesses to think radically different and guide them to trace that path of creation of breakthrough innovation? We need ‘market makers’ mind set and not ‘market followers’.

## International Conference on Logistics in Agriculture at Novo -Mesto, Slovenia



An international conference was organized at Novo Mesto, Slovenia to discuss the issues in terms of managing agricultural logistics on November 9<sup>th</sup>, 2017. Prof Baisya was invited to participate in this conference which was inaugurated by the Minister of Agriculture, Govt of Slovenia. Prof Baisya has spoken about the complexity of managing the process food industry and agriculture distribution and how

technology can help in improving this to make the Indian processed food products as well as agricultural products globally competitive. At the end of the conference there was cultural ceremony as well as Slovenian wine testing session. One of best qualities of Wine is produced in Slovenia which is now increasingly consumed and exported to other European countries. The full paper has been published in the Conference proceedings.



Fig : Professor Baisya delivering lecture at an International Conference held during Sept 10-11, 2018 in Odense, Denmark . The seminar discussed the application of Robots in industry. There was an industrial fair in the main conference centre at Odense during the conference. This is very largely attended with participation from industry, academia as well government including EU competency centers. This will be covered in more detail in our next issue of the newsletter scheduled to be released in December 2018.



## Certificate in Innovation and Knowledge Management



Offered jointly by Applied Knowledge Sciences, Inc., USA, in association with

*The Project & Technology Management Foundation (a non-profit professional organization)*

***A three-day intensive, hands-on program for transforming your organization into a high-performance Industry 4.0 enterprise through continuous innovation, collaboration, and learning***

- Program designed and developed by Applied Knowledge Sciences, Inc. – a leading pioneer in Knowledge Management education, training and research – and its partner, Explanation Age LLC
- Built upon over three decades of university-level research and field experience in leading the transformation of traditional organizations around the world into knowledge-based enterprises of the future (including the World Health Organization (WHO); Abu Dhabi government; US Air Force; US Financial Industry Regulatory Authority (FINRA); companies in the energy, financial, aerospace, and education sectors)
- Intended for senior- and mid-level executives and managers of medium-to-large-size businesses, government entities, NGOs, and non-profit organizations
- Also for MBA students and graduates with at least five years' professional experience
- Dedicated program offered onsite at your location (public sessions are planned for the future)
- Uses a combination of physical presence, teleconferencing, and online, self-paced training modules.

### ***Creating sustained success in a complex, rapidly changing world***

The world is changing faster and growing more complex every day, as companies and organizations struggle to keep pace.

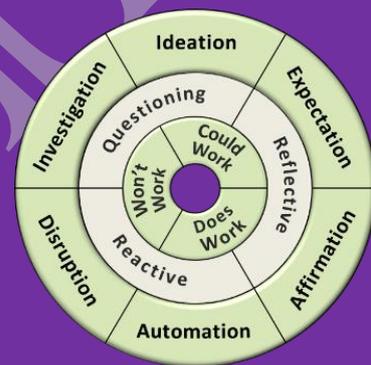
***If the speed at which your organization innovates and learns is slower than the speed of change in your market, then you are continually falling behind. Eventually, you'll be out of business.***

The problem with most innovation approaches is they were designed for the old *Industry 1.0* era, when product life cycles and development cycles were much simpler and slower. They also tend to focus almost entirely on creativity, with very little attention given to the entire learning cycle, and tracking all ideas, whether those ideas were successful or not.

*This certificate program provides leaders with a comprehensive framework for continuous innovation and learning, along with strategies for overcoming fear, breaking down barriers, encouraging knowledge-sharing, and accelerating the transformation of your organization into an Industry 4.0 enterprise.*

## The Industry 4.0 enterprise

In the new *Industry 4.0* enterprise, the knowledge workers and knowledge leaders operate from the Innovation and Learning Cycle (see figure), instead of the linear process models of the past. The *Industry 4.0* enterprise does not have operations that are described as separate from the learning process – it is led from a shared understanding and shared language of learning. This leads to increased collaboration, instead of simple cooperation (“getting along”), which leads to faster cycle times for innovation and productivity improvements.



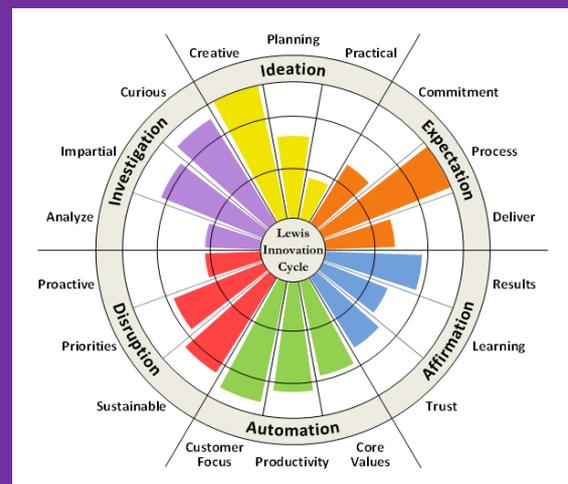
## Program benefits

Benefits of this program include increased organizational performance and improved competitiveness through:

- Faster and better decisions (transformational and transactional)
- More transparency within the decision-making process
- Less time and resources wasted from repeated mistakes, redundant effort and missed opportunities
- Reduction/elimination of bottlenecks and single points-of-failure
- Better collaboration via a shared model of the innovation and learning cycle
- Increased capacity to prepare for and respond to “pop-up” problems and opportunities
- Improved ability to attract and retain talent
- Capacity to keep pace with, and even lead, the changes in your market on a sustained basis
- The learning materials include a highly interactive e-book which will serve as a reference both during and after the program, supporting success beyond the classroom

## You will come away with:

- Course content library (including interactive e-book, videos, handouts, case studies, and workbooks)
- Tools to assess your team's current state, desired future state, and the planning, metrics, and adjustments you'll need to make along the way (see figure)
- An initial outline for a strategic initiative to start transforming your organization into an *Industry 4.0* enterprise
- **Certificate in Innovation and Knowledge Management:** awarded upon successful completion of the 3-day program.



## Program administration and logistics

- Course fees payable in USD or INR plus service tax as applicable (currently 18%) arranged through [Strategic Consulting Group Pvt Ltd](mailto:info@strategicconsulting-group.com), T-28/15, DLF City, Phase-III, Gurgaon-122002, Haryana, India [info@strategicconsulting-group.com](mailto:info@strategicconsulting-group.com) (m) +91-9930172180
- If for any reason the program has to be postponed, re-scheduled, postponed, or cancelled for reasons beyond the control of the organizer, it will be communicated to the registered participants and in the event of cancellation, fees paid will be returned in full.

## Agenda:

### *Moving from “won’t work” to “could work” to “does work”*

- The overall structure of the workshop will follow the innovation and learning cycle.
- Note: each day will have a short, self-study assignment to be completed ahead of time.

## Day 1: Breaking through “Won’t work”

- Why the traditional approach to innovation no longer works
- Leading the transformation to an Industry 4.0 enterprise
  - Explore the six phases of the innovation and learning cycle, the first unified, strategic business model encompassing all major aspects of innovation and learning in an environment of continuous, rapid change
  - Increase your effectiveness as a leader by gaining a deeper understanding of the underlying mindsets how to avoid collaboration breakdowns at each phase
- Embedding knowledge management within and across the six phases of innovation
  - Increase the speed of the innovation and learning cycle through improved knowledge sharing and collaboration
  - Prevent knowledge loss due to mismatch and miscommunication
- **Phase1: Disruption**
  - The 20 Disruption Archetypes Tool: Recognizing the common types of problems and opportunities

- **Phase2: Investigation**
  - The Framework Question Theory Tool: Finding root conditions (as opposed to root causes) using improved questioning skills
- Direct business relevance/impact
  - Determine your starting point
  - Identify key problems and opportunities impacting organizational performance

### Day 2: Driving into “Could work”

- **Phase3: Ideation**
  - The CLICK tool: Creating new ideas with the Fundamental Idea Construction Set
- **Phase 4: Expectation**
  - The Option Outline Tool: Tracking organizational decisions and outcomes
- Direct business relevance/impact
  - Practice *Innovation Thinking* with repeatable strategies and tools
  - Increase organizational memory of decisions and options considered

### Day 3: Getting to “Does work”

- **Phase 5: Affirmation**
  - Lessons Learned and The Trust Mapping Tool: Determining the source and veracity of organizational knowledge
- **Phase6: Automation**
  - The Proficiency Waterfall Tool: Designing proficiency into operational routines
- Direct business relevance/impact
  - Maximize productivity and trust
  - Finalize your innovation and learning strategy
  - Ensure alignment with your organization’s overall strategy
- Wrap-up: Participant insights and take- aways; awarding of certificates

### Program facilitators



**Dr. John Lewis** is a leadership coach, consultant, and speaker on the topics of organizational learning, innovation, and knowledge management. John has worked for several leading global organizations and his career highlights include launching GPS satellites and being recognized by Gartner with an industry Best Practice paper for a knowledge management implementation. John is an associate editor for the Journal of Innovation Management, the co-author of the eBook: *Leading with the Future in Mind: Knowledge and*

*Emergent Leadership*, and is the author of the book: *The Explanation Age*, which Kirkus Reviews described as “An iconoclast’s blueprint for a new era of innovation.” John is a scholar-practitioner, who has pioneered new business models for the knowledge economy, and invented the Option Outline user interface to support critical thinking skills and decision transparency. His unified model of change represents the fundamental structure of storytelling and innovation, and encompasses a majority of earlier models, including Kahneman, Kolb, Kotter, and Kubler-Ross. John is also a co-founder of The Co Hero Institute, creating collaborative change leadership in learning organizations. He earned his doctorate degree in educational psychology from the University of Southern California, with a dissertation focus on mental models and decision making. He can be reached at [john@explanationage.com](mailto:john@explanationage.com).



For over twenty-five years, **Dr. Art Murray** and his team have helped organizations transform themselves into knowledge enterprises. His lifelong passion is building the *Enterprise of the Future*, a new business model for today's global economy. He is CEO of Applied Knowledge Sciences, Inc., a past recipient of KM World Magazine's list of "100 Companies that Matter in Knowledge Management." A knowledge engineer by trade, he has the unique ability to capture and grow deeply embedded institutional knowledge. His many clients include government agencies, non-profit organizations, and companies of all sizes. He serves on the advisory boards of numerous international corporations and non-profit organizations in the fields of science, integrative medicine and organizational learning. His current research focus is on deep learning methodologies for knowledge transfer in education, in work, and in life. He is a member of the National Speakers Association, a keynote speaker, an editorial board member and reviewer for several scientific journals, and writes KM World's widely read column, *The Future of the Future*. He holds the D.Sc. and M.E.A. degrees in Engineering Administration from The George Washington University, and a B.S. in Electrical Engineering from Lehigh University. He can be reached at [amurray@aksciences.com](mailto:amurray@aksciences.com).

For additional information contact Strategic Consulting Group Pvt Ltd, T-28/15, DLF City, Phase-III, Gurgaon-122002, Haryana, India  
[info@strategicconsulting-group.com](mailto:info@strategicconsulting-group.com) (m) +91-9930172180

This material, including design, logos, content, etc. are protected by international copyright laws and cannot be reproduced in any form without written permission from Explanation Age LLC and Applied Knowledge Sciences, Inc. [info@aksciences.com](mailto:info@aksciences.com)



Fig: Wine testing session at Novo Mesto during International Agriculture logistics conference

## **OUR NEW JOURNAL RELEASED**



We are pleased to announce that International Journal of Project & Technology Management has now been released. Should you desire to receive the journal issues in future we request you to subscribe the quarterly issue or e-version of the journal. PTMF subscribers can always access that issue. To access the current issue click below link.

<http://www.ptmfonline.com/International-Journal.html>

## **\*\*\*Call for Newsletter Articles and PTMF Journal\*\*\***

Newsletter is intended to inform the members regarding what is happening in the profession and practices of Project Management elsewhere in the world. We would like to include cases, experience of the members in their own work which would be of interest to our members. If members have got any recognition and rewards we would like to share that with others. Any news, short articles or subjects of topical interests will be welcome.

We also would like to encourage young researchers to contribute their original research work to be considered in our peer reviewed journal of Project & Technology Management. For guidelines to the author kindly refer to our current issue: <http://www.ptmfonline.com/International-Journal.html>

**The newsletter articles should preferably should not exceed 500-1500 word and news items should be within 500 word.. Also send you recent passport size color photograph for inclusion..**

We are looking forward to receiving your submissions. Don't hesitate to contact the PTMF Communications sub-group ([ptmfoffice@gmail.com](mailto:ptmfoffice@gmail.com)) should you have questions or need additional information.

Many thanks!

**Project & Technology Management Foundation**

## **PTMF Membership:**

The Project and Technology Management Foundation (PTMF) was constituted as a non - government, non-profit registered society in the year 2010 with a view to contribute to development and promotion of the latest concepts and practices in the profession of project management and technology management.

Limited memberships are currently under following categories:

- Fellow Member - Eminent Professionals in the field of project & technology management
- Corporate Member - Public and private sector organizations
- Institutional Member -Business schools, NGOs, institutions dealing with development programs
- Individual Member – Individuals engaged in project management practice
- Associate Member- Research associate of colleges recognized by the AICTE.
- Student Member- Students of colleges recognized by the AICTE.

For details visit:

- <http://www.ptmfonline.com/membership.html>
- <http://www.ptmfonline.com/doc/form.pdf>



### **Registered Office:**

Address: T – 28 / 15, DLF City, Phase – III, Gurgaon – 122002, India.

Phone : +91-124-4049831. Mobile: +91 9810266758, +91 9930172180

Email : [info@ptmfonline.com](mailto:info@ptmfonline.com), [ptmfoffice@gmail.com](mailto:ptmfoffice@gmail.com)

Website : [www.ptmfonline.com](http://www.ptmfonline.com)