



PROJECT AND TECHNOLOGY MANAGEMENT FOUNDATION (A non-profit organization)

Member of APFPM (Asia Pacific Federation of Project Management)

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Editor's Note



Ramesh S Tyagi

Dear Readers

PTMF has made good progress in a short period of time since its inception. It has been admitted as a member of APFPM (Asia Pacific Federation of Project Management) and has been widely covered in PM World Journal (Volume 2, Issue 1 January 2013) which is circulated worldwide. You may follow the link to see the full coverage:

<http://pmworldjournal.net/project-and-technology-management-foundation-launched-as-new-non-profit-pm-association-in-india/>

PTMF has opened a chapter in Gujarat. It was formally inaugurated and was attended by professionals. PTMF is initiating to open chapters in Mumbai and Bangalore. Professionals are showing keen interest to become members of the PTMF.

PTMF is planning to organize **Festival of Knowledge** in collaboration with International Project Management Association (IPMA) in Gujarat this year as well as organize one industry cluster. The Foundation is also in talks with Global Associations to introduce certification as well as short term training program.

The Foundation has plans to organize workshops and seminars on management of infrastructure projects in collaboration with foreign associates.

Development of infrastructure is crucial for economic development of the country. Completion of infrastructure projects within time schedule and allocated budget is extremely important. Complexity of such projects generally relates to commercial, technological, organizational and human resources aspects. As per one estimate there are more than seventy project management tools and techniques including the PMBOK Guide (PMI, 2004) to facilitate speedy implementation of complex projects. All such tools and techniques relate to the issues of scope, time line, quality, communication and organizational aspects.

Mission of PTMF

The mission of PTMF is to create a dynamic network of professionals, practitioners, academics and students to exchange ideas, disseminate knowledge, carry out research, and provide training and accreditation in the area of project management.

When project is complex, there is larger element of **uncertainty** which is not covered by traditional tools and techniques.

An added dimension of **complexity** has been added due to clumsy and unproductive systems of clearances from various Government Agencies in the country. As per one report there are 22 projects of NHAI (National highway authority of India) awaiting clearances from MoEF (Ministry of Environment and Forest). Environment clearance cannot be given unless forest clearance is available. Forest clearance falls within the jurisdiction of various state governments. The projects wait for years to takeoff because such clearances are delayed.

For speedy implementation of infrastructure projects including roads, rail, port, power and others where huge resources are committed, It is essential that such clearances are made available in time. It is the endeavor of PTMF to address such issues and discuss specific project cases and exchange views of professionals by organizing workshops and seminars. Research and education continues to be the thrust area of PTMF. You are all invited to contribute your ideas and experiences through articles and news items.

Wishing you all a very happy, successful and prosperous! **New Year 2013**



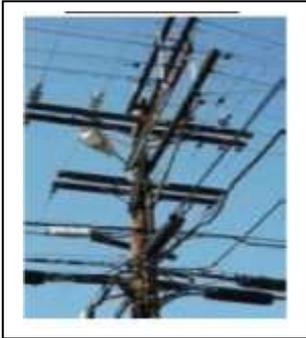
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Project Perspectives

Management of large and complex infrastructure projects is critical to national growth. Major component of Government budget and National resources are deployed for construction of Roads and Highways, Airports, Ports, Setting up Power, Oil and Gas projects, Telecommunication and Railways Networks etc. Timely and efficient implementation of these projects is a major challenge for Indian economic development and productivity of the organizations involved in implementation of these projects. There are social and environmental impacts which require critical analysis and review..

However, the projects are delayed resulting in cost and time over run.

Two examples are quoted below where the projects have not even taken off due to delays in environmental and forest clearances and land acquisition:

Shivpur-Dewas (Four lane high way project)

Project Developer	GVK Power & Infrastructure
cost of project	IR 3000 crores (US \$ 60 million)
Proposed start date	August 2011;
Present status	Not started
Reasons for delay	Awaiting clearance from MoEF

Project Kishangarh-Udaipur-Ahemdabad (Six lane highway)

Project Developer	GMR Infrastructure
cost of project	INR7,700 crores (us \$ 154 million)
Proposed start date	Sept 2011
Present status	Not started
Reasons for delay	Awaiting clearance from MoEF

Complex Projects

Projects are generally described as complex undertakings and networks of several independent business entities.

Broadly, there are three main objectives of any project: successful project management, safe and environmental friendly approach, risk assessment and mitigation.

Project management mainly covers time, cost, scope and quality. Safety and environmental issues are critical and should be addressed effectively.

Risk Assessment Model

Risks are those factors which will affect the realization of project's objectives.

There are risks involved in complex projects due to tight time schedule, high technical and functional standards, unique project organization structure and dependency on large number of suppliers and construction agencies. There is uncertainty in technology development, and fiscal and regulatory policies.

Projects rely upon a number of resources.

The key resource is **people**. As the scale and complexity of a project increases, so does the pressure on the knowledge, skills and experience of its human resources.

Boeing 787 Dreamliner-a complex Project

Boeing 787 is designed as an all composite plane that provides leapfrog technology reducing **fuel consumption by 20 percent**. Boeing received orders for 800 planes worth \$175 billion. It decided to rely on **a web of suppliers around the world to design and supply 65 percent of the plane components**. That saved money for Boeing but gave less control over the complex system of suppliers. The aircraft suffered seven manufacturing delays from 2007 to 2011, postponing its launch due to delay in supplies of plane parts including some bolts. On January 16, 2013 all 50 planes which were flying all over the world were grounded due to technical snags.

It appears A 350 aircraft expected to be delivered by mid-2013 may use more traditional electric systems rather than those used in Boeing 787.

Chief Executive of Boeing said

“Executing that programme (Boeing 787 Dreamliner) is our biggest opportunity and our biggest risk if we don't do it well.”

(As reported in Bloomberg business week 28 Jan 2013)





MEMBERSHIP FORUM

New Members



Mr G.K Jain

Life Members

Mr G.K Jain- Founder Chairperson of Gujarat Chapter –Chartered Engineer & Management Consultant;

Mr Som Derashri- Chairman – MD of SyGuru Innovators Pvt Ltd and Academy of Conservation of Energy;

Dr M.K Jain - MD of an Import Export Firm engaged in Textile raw materials

Mr Naresh Gandhi- MD of Hapman Systems Pvt Ltd (a unit of Asia Pacific - USA);

Mr Falit Goel - Director- Ablaze Glass Works Pvt Ltd – Treasurer;

Mr Mitu Goel- Partner Goel Impex;

Mr Amar Petiwale Sr General Manager - Reliance Industries Lt;

Mr Kamal Kamal Goel - MD Goel Process Systems Pvt Ltd;

Individual Members

Mr R.C Sood- General Secretary- Executive Director (Retd) Gujarat Alkalies and Chemicals Ltd;

Mr Suresh Bantawala- Executive Director (Retd) Gujarat Narmada Valley Fertiliser Company Ltd

Delhi

Life Member

Mr Shourya Jain- Coordinating Engineer - M/sGarga & Associates, Delhi.

Membership Categories

Fellow Members

Eminent professionals in the field of project management will be awarded fellowship by the Foundation.

Corporate Members

Corporate bodies in the public and private sector will be inducted as members of the foundation. The corporate members will be categorized as large, medium and small depending on the size and turnover of the organization.

Institutional Members

Institutions dealing in education or application of project management such as business schools, NGOs, institutions dealing with development programs etc. will be inducted as institutional member

Individual Member:

This category of membership is open to those who have been engaged in project management practice either as an individual or an employee of an organization for at least three years, or as faculty for at least one year in a Business School/Engineering college recognized by the All India Council for Technical Education (AICTE).He/she should be over 25 years of age and possess suitable educational qualifications.

Associate Member

Those who are over 21 years of age and a research associate of a management institute/ engineering college will be admitted as associate member.

MAIN ACTIVITIES OF PTMF

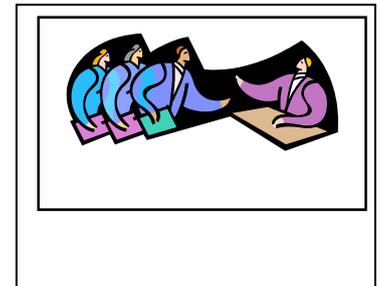
Research and Development



Case Studies



Training and Accreditation



Networking





PTMF Gujarat Chapter inaugurated at Sayaji Hotel Baroda



Inaugural address of Prof Baisya (Founder President)

Dear Friends,

It gives me great pleasure to be here with all of you this afternoon on this auspicious and historic occasion of inaugurating the first chapter of Project & Technology Management Foundation. The formation of Gujarat Chapter has become a reality because of untiring effort of Mr G.K. Jain, Mr M. K Jain and other colleagues present here. I would like to take this opportunity to thank Mr G.K. Jain for rendering support to PTMF.

Mr Jain introduced the members present and briefly explained the purpose of initiating the Chapter of PTMF in Gujarat. He mentioned that they will endeavor to increase the membership of the chapter but have expectations from the centre for full support to the chapter



We believe that entire business functions can be managed in terms of multiple projects. I used to run a column in the newsletter of International Project Management Association (IPMA) by name "Managing Business By Projects". Managing a successful business starts with managing a successful project in the first place. Our government functions through five years plan period which constitutes many projects including social welfare, health, infrastructure, education, housing projects etc. According to the planning commission report as well the report of the ministry of Statistics and Program Implementation, Govt of India, most of the project run behind schedule and incur expenditure far in excess of the budget. If time line extended the cost also escalates. Efficient Project management is therefore, the key to nation building.



Unfortunately project management education has not got that much of importance in our academic curriculum. Not many institutions have this specialization although construction management, highway engineering etc being taught in some leading institutions like IITs. But those programs also lack in management focus. Whereas in Europe, America, China etc project management, program management and portfolio management are getting increasing importance and this is a vast subject which is interdisciplinary in nature. We have miniscule numbers of certified project managers in India whereas in other countries their numbers are very high. For example, China is said to have over 50k certified project managers and in India we have around 1000 and that too are not from global certification agencies. Globally there are two institution PMI an US based organization) and IPMA (an Europe based organization) who provides certification program. And both are active in India now. We also have

PRINCE in UK who are now in India as well. We can align with these institutions and provide certification, provide training to get certification etc. We can also offer our own certification program after. For example, there normally four level of certification A, B, C, and D. Both PMI as well as IPMA are providing education and defining the project management standard. For PMI it is contained in PM- BOK and for IPMA it is ICB.

We have decided to cover Technology Management issues under the umbrella of PTMF. Many project fail for selection of wrong technology. Superior technology or sophisticated technology or next generation technology or high technology as we normally talk about are not always right for all project and therefore each project needs selection of technology appropriate for its success. We therefore, now talk about appropriate technology. Because Project management requires technology selection and absorption we decided to include both disciplines in the purview of our Foundation.

As you can see that there are vast scope and requirement for project management education, program and certification for our country. We have therefore, a big task ahead of us in organizing ourselves to deliver that objective. I am happy to inform you that we have now got membership of the Asia Pacific Federation of Project Management ((APFPM)..

PTMF has been formed to conduct research, surveys, case studies, workshops, training , certification, conferences, publication of journals, newsletter etc to serve the community at large including social sectors to make our project management do much better in terms of efficient utilization of our scarce resources. The editor of Harvard Business Review in one of her article said that Twenty First Century would be for Project management. In other countries you don't get job as Project leader or Project Manager or of Project Director if you are not a certified Project Manager. . If businesses have to succeed project has to be management efficiently. We have just made a beginning and we have a long way to go. Our future vision is to have an institute of our own providing project management education in the country. We have already aligned with some global institutions including 3L and NETLIPSE in addition to APFPM. We intend starting a journal soon, we have been talking to institutions to offer PM program and PTMF will teach that and our talk is in advanced stage with some of those institutions.

As you can see we have an ambitious program . But we cannot do it alone . We need resources and we need you. Collectively only we can deliver. I would like thank all of you to be a part of PTMF and I look forward to your involvement and participation. We should draw up detail calendar of events. My best wishes for all of you and your families for the New Year, Thank you.



PROJECT MANAGEMENT AND FUTURE CHALLENGES



Prof (Dr) Rajat K. Baisya
Founder President – Project & Technology Management Foundation, India

Globalization and Liberalization have changed rules of the game, the way businesses need to be managed today. Trade barriers disappeared integrating the geographical boundaries with free flow of goods, services and capital. Information and Communication Technology has further integrated societies and markets by making faster communication and information flow possible. Technology development cycle has reduced drastically which in turn reduced the product life cycle. Businesses are required to consider the whole world as their market. Even small companies will have to integrate their business globally. It is becoming increasingly difficult to keep the local niches if the global vision is missing. Internet has opened up new possibilities to do business. Traditional business models are gradually becoming irrelevant. New models of business are emerging. Organizations are even working from virtual locations and still remain connected 24X7 with customers, employees and partners. The familiar milepost are no longer able to guide the business decisions. Businesses are facing more uncertainties and challenges and more regulatory pressures. The businesses therefore, have to be more flexible in their approach and functioning now.

Organizations are becoming more lean and mean. Global managers taking care and servicing global customers and working in global business environment. People and talent now are moving freely from various parts of the world like goods and services. People have now been working from home and distant location as long as they stay connected and report the progress on the given assignment. This phenomenon has triggered emergence of virtual organizations connecting people in the organization from all over the world. There will be no permanency in the job. People will lose job if they are not adding value to the business and not remaining relevant to the organization. Only those who will perform will be able to retain jobs. There will be numerous other opportunities for the people to work in many other sectors including social sector, not for profit and non-profit sectors. Those jobs will be also very remunerative and people will prefer to work for social sectors and NGOs.

Only being big and having access to resources will not be enough reasons to survive in the business. Businesses will thus lose fortune in much shorter period of time. At the same time new players will come up from nowhere within a short period of time. The industrial landscape therefore, will be changing very fast with players who were earlier not existing will appear in the scene and because of closures of many established businesses. Government will be increasingly focusing only on regulations and controls and allowing the businesses to participate barring some key sectors like defense and internal security. There will be more outsourcing of jobs, functions and manufacturing allowing corporations to focus on their prime activities or whatever they do the best. Business will keep their core functions within and rest they will outsource. There will thus be tremendous growth of outsourcing agents and service sectors. Everything will be considered as service and even producing and selling a product will also be required to be viewed as the way to provide better service to the customers.

These were the results of globalization as we can see today. However, it can be pointed out here is that some of the experiments which got triggered by the forces of globalization have failed. Some examples of those failures are to fight the forces of globalization there were alignment of markets such as formation of European Union (EU). The EU seems to be not getting its coveted position of collective strength for bargaining in global trade and commerce which was one of the basic objectives aimed at putting up a fight for show of strength against USA. World Trade Organization (WTO) seeking common rules, is stalled by the demands to accommodate the needs of the diverse nations. A counter intuitive theory of global governance is now emerging: global problems are best addressed with local solutions. This is what they call – think global but act local. The next decade could some way reverse some of the trends in the market unleashed by globalization. It is not going to be easy to forecast what new challenges will marketers face in the next decade. Also it will not be easy to visualize the market in the year 2025. Emergence of global organizations in the last decade has their own problems and complexities. Next decade might see some reversal of this trend.

E.F Schumacher's Small is Beautiful is a vision of a good society. Thomas Jefferson and our own Mahatma Gandhi in India had the same vision (creation of village industries) also. World's population is expected to grow to 8 billion people by 2025. Also India's population is expected to overtake China's population by 2025. It is needless to say that there will be continued pressure on our energy, food and water resources as we head into 2025. Although US will remain powerful but its dominance will reduce to a large extent and USD also will lose its relevance. The void created by decline of America's influence will be filled by Brazil, India and China (more particularly by BRIC countries) and the Korean Peninsula and who knows by that time two Koreas can also merge into one. Corporate Social Responsibility (CSR) is expected to be a very hot topic in 2025 as companies are expected to play much larger role in society from where they make their fortune. Human strength augmentation technologies both through mechanical and electronics system will supplement human physical capabilities by 2025 and will try to overcome many physical limitation of human being. Robotics thus possibly will make unmanned vehicle to start moving on the road. The bio-genetics will help fight disease and aging.



Global warming and environmental issues will force global leaders to take some drastic actions. Conservation of energy, renewable energy based products and services are expected to capture larger market. Marketing in that environment will thus require new knowledge, new approach and new skill. Managing Technology will hold the key to success of any enterprise as technology will become obsolete overnight throwing its current product and services irrelevant and economically unviable to the society.

Projects are generally conceived based on what the market and in larger sense what society needs . The projects of 2025 will thus be different in their design and management issues. Projects will have to have more social relevance and will be driven by artificial intelligence more than by simple management professionals and human labours. Knowledge management within the project organization will be most important for them to remain relevant in their own business pursuit. Project of 2025 have to be viewed for global issues rather than only for local issues. The certification program as are designed today will have to undergo drastic change as focus on issues have to shift from standard cost-time-quality or specific competences to much broader issues such as social relevance , global relevance and sustainability. Future project manager, project leader and project directors will thus be a different breed of people. They will not only have the technical and management ability which will be considered as given but will have much more knowledge on social, cultural, political and global issues. Professional associations will have much greater task to steer its members to accomplish that what is expected intelligence more than by simple management professionals and human labours. Knowledge management within the project organization will be most important for them to remain relevant in their own business pursuit. Project of 2025 have to be viewed for global issues rather than only for local issues. The certification program as are designed today will have to undergo drastic change as focus on issues have to shift from standard cost-time-quality or specific competences to much broader issues such as social relevance , global relevance and sustainability. Future project manager, project leader and project directors will thus be a different breed of people. They will not only have the technical and management ability which will be considered as given but will have much more knowledge on social, cultural, political and global issues. Professional associations will have much greater task to steer its members to accomplish that what is expected

Quotes

“Knowledge is of no value unless you put it into practice.”-(**HeberJ. Grant 1856 – 1945**);

"We have to understand that the world can only be grasped by **action** not by contemplation.-"**Jacob - Bronowski (A British Scientist 1908-1974) in Ascent of man (1973)**;

“Busy idleness is a disease that affects everybody and pervades every aspect of life- academics fall victim to it just as much as managers and all of us fall victim to it in our personal lives as much as in our professional lives. “- **Sumatra Ghoshal and Heike Bruch (2008)**;

"It is not enough to be busy. The question is: what are you busy about?-"**Henry Thoreau**;

“Nothing happens until something moves.” **Albert Einstein**