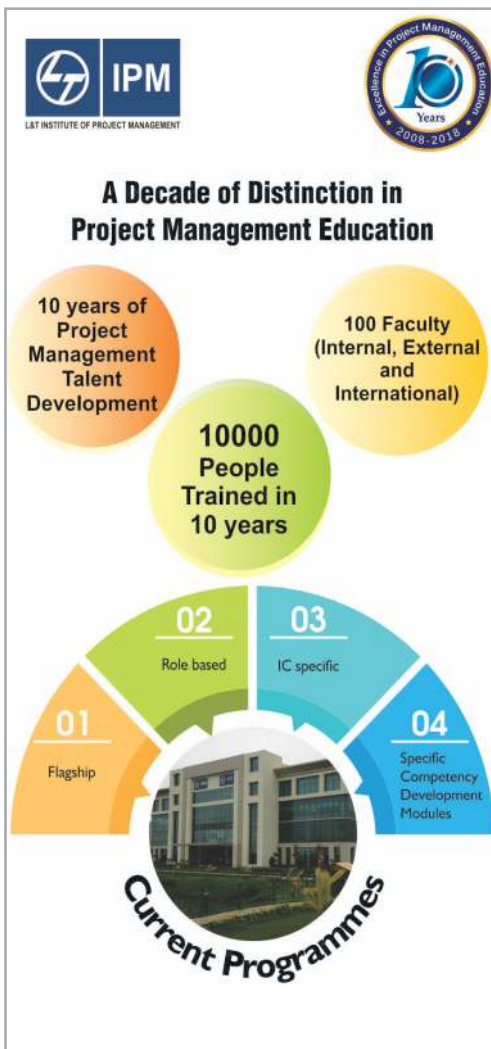


IPM Prism

A Learning Journal from L&T Institute of Project Management

Vol. 2, No. 1

October 2018



From the Editor's Desk

It is our pleasure to present you the upgraded version of IPM PRISM, which is going to be published every quarter henceforth. We are graduating it from pure newsletter to a journal of its own kind.

We are grateful to Mr Yogi Sriram for his message in “Leadership Letters” column. YS has been guide and mentor for IPM and his message reflects the ambitious journey IPM is taking in the next three years in its constant endeavour to offer more programs relevant to L&T's business.

IPM has been taking several steps to ensure digitalization initiatives by L&T are propagated through IPM programs; the details are covered in “From Dean's Desk” column.

One of the digital transformation efforts by IPM is to launch “Knowledge At Work (K@W)” for the benefit and use of all L&T project professionals to serve as a platform for wider project management knowledge. This is covered in the section “Narratives on New Initiatives”

L&T IPM decennial event celebrated in June this year to commemorate a Decade of Excellence in Project Management Education, detailed of which are covered in an exclusive section in this edition.

There are several proud moments for L&T because of our successful projects; we covered two such cases in our “Pages for Project Success Stories” section.

In the 'Look Out in the Library' section, you will find details of a book that describes best practices for planning and optimizing a schedule and analysing its feasibility and risk levels.

We are proud of the programs that we offer to L&T project professionals and we dedicated few pages for cover the programs conducted in the year so far.

Happy Reading and please do provide your feedback on contents and coverage.

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IPM PRISM is now quarterly publication of L&T Institute of Project Management. IPM can be seen as a PRISM that converts the white light of L&T experiences in projects and the global best practices into structured programmes for participants to learn the various aspects of project management signified by the colours generated by the PRISM.

Editorial Team:

Mr.Dharmendra Trivedi, Mr.Sajesh Thomas, Ms. S Thivyaipriya, Dr Chakradhar Iyyunni

Leadership Letters



Mr. Yogi Sriram
SVP Corporate HR &
Member of ECom

Dear L&Tites,

Reading, reflecting and connecting what we read with practice, is important to succeed in a world that is getting more and more complex. IPM PRISM is graduating from a news bulletin to a professional in-house journal for project management leaders which

will be released quarterly henceforth. Though sections related to the details about IPM programs and events will continue, IPM PRISM will have new sections and enriched content added each quarter.

L&T IPM endeavours to be a knowledge partner in every project management professional's leadership journey and is continually exploring new ways to connect project management professionals to the vast and diverse project management knowledge that resides in our company. International standards and global best practices that are collated from various mega projects are being shared for emulation through flagship programs and specific competency development modules. As many of you know IPM launched the new Level 2 and Level 3 flagship programs in 2018 in collaboration with University of Texas and Cranfield, with contemporary content and

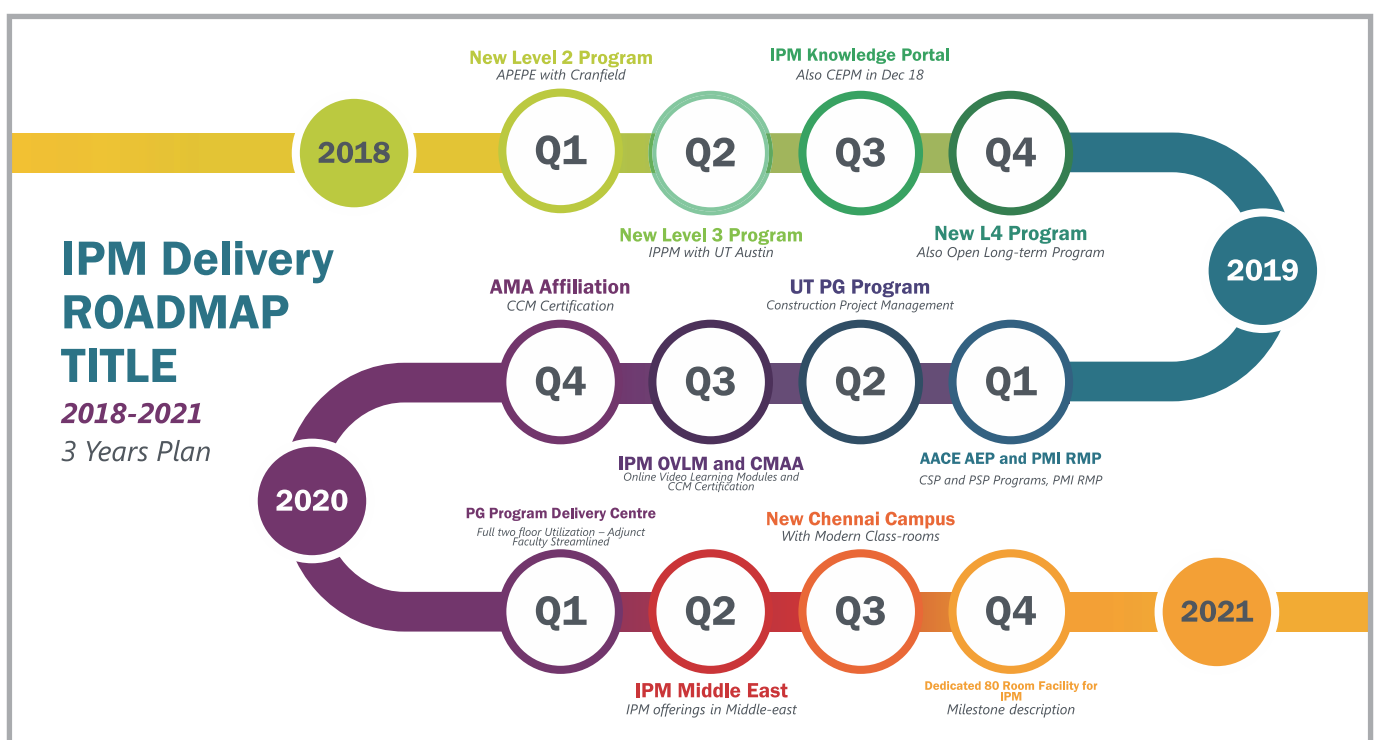
innovative pedagogy. IPM is also planning to conduct a Project Management conclave as a platform for sharing success stories and methodologies across L&T group. We have also scheduled a level 4 program in Jan/ Feb 2019. Please watch that space in the newsmen and other internal media in the coming months.

IPM is augmenting efforts to partner businesses in achieving Lakshya 2021 and has plans to offer more programs relevant to L&T's business in the coming years. These will be in the form of new professional certifications most suited to L&T's major businesses, further collaborations with professional bodies and expanded offerings to international locations where L&T operates. The graphic depicts the journey planned for IPM.

We solicit your support and feedback about L&T IPM's contribution so that we can strive to improve further in the journey ahead.

I also take this opportunity to request project management professionals to use and develop IPM PRISM into a knowledge repository to share their project management challenges and learnings from current projects so that such learning can be collaborative and complementary.

Happy Learning, happy Learning to Learn.



Dean's Desk



V.T. Chandra Sekhar Rao
Dean - L&T IPM

There is a Sanskrit quote which probably reflects the importance of knowledge and facts in a very crisp form -“Na-astividhyasamachakshu, na-astisatyasama tapa” (meaning - No vision as as powerful as the vision of knowledge; abiding by

truth is the foremost of oaths).

This applies to the domain of project management as well – two powerful tools a project manager should have are “Knowledge” and “Facts” (truth). It is necessary for project professionals at various levels to continually upgrade their knowledge, get equipped with latest tools and techniques and strive for continuous improvement, so that we stay ahead of completion and stay relevant to the market where we are operating.

L&T IPM has been endeavouring to make the project management knowledge available to project professionals and last 18 months have been remarkable in terms of the new initiatives and new Programmes.

- In 2017, we launched a master's Programme with SDA Bocconi and we are running second batch this year.
- New Tier 2 Programme – Advanced Programme for Excellence in Project Execution (APEPE) with Cranfield started in April 2018.
- New Tier 3 Programme – International Project and Programme Management (IPM) with University of Texas started in June 2018.
- New optimised L1 Programme started from
- Our New Initiatives such as Specific Competency Development Programmes, Webinars have been very successful and nominations keep pouring to these Programmes
- We launched Online learning with ATL in 2017.
- We made Construction Industry Institute's popular

online educational modules accessible to all employees of L&T. So far 191 employees have made use of this online learning and earned 1086 hours of professional development hours (PDHs)

IPM Decennial celebration this year was a very successful event, there is a detailed report covering the event in this edition of PRISM; IPM is proud to have trained nearly 10,000 employees in last decade.

L&T IPM embraced the digital drive in the company and has taken steps to include the developments in digital transformation of the company as a part of curricula. Please see a separate section on this topic in this edition of IPM.

Our relationships with ICs is growing. PT&D is new IC who joined the league of strong supporters and valuable patrons. Thanks to the initiative by Mr Srikant Srinivasan and great support by PT&D management, our involvement in development and delivery of ICspecific Programmes has taken a leap with delivery of Nu EPC (Nurturing Excellence in Planning in and Control) and PLMDP Programmes (Project Leadership and Management Development Programme – in collaboration with IIT Madras). Also for the first time, we are addressing the Engineering and Design Management aspects through, by way of developing a new Programme SPEED (Special Programme for Excellence in Engineering and Design) for Engineering Managers.

We started working with Data Analytics team to cascade the developments on Data Analytics and facilitate data-driven decision making among project professionals.

IPM endeavours to be fore-front of activities that add value to L&T's Business. We believe “Yogah Karmasu Kaushalam” (Yoga is excellence at work) and would promote excellence in project delivery through our Programmes and consulting assignments.

Narratives on New Initiatives

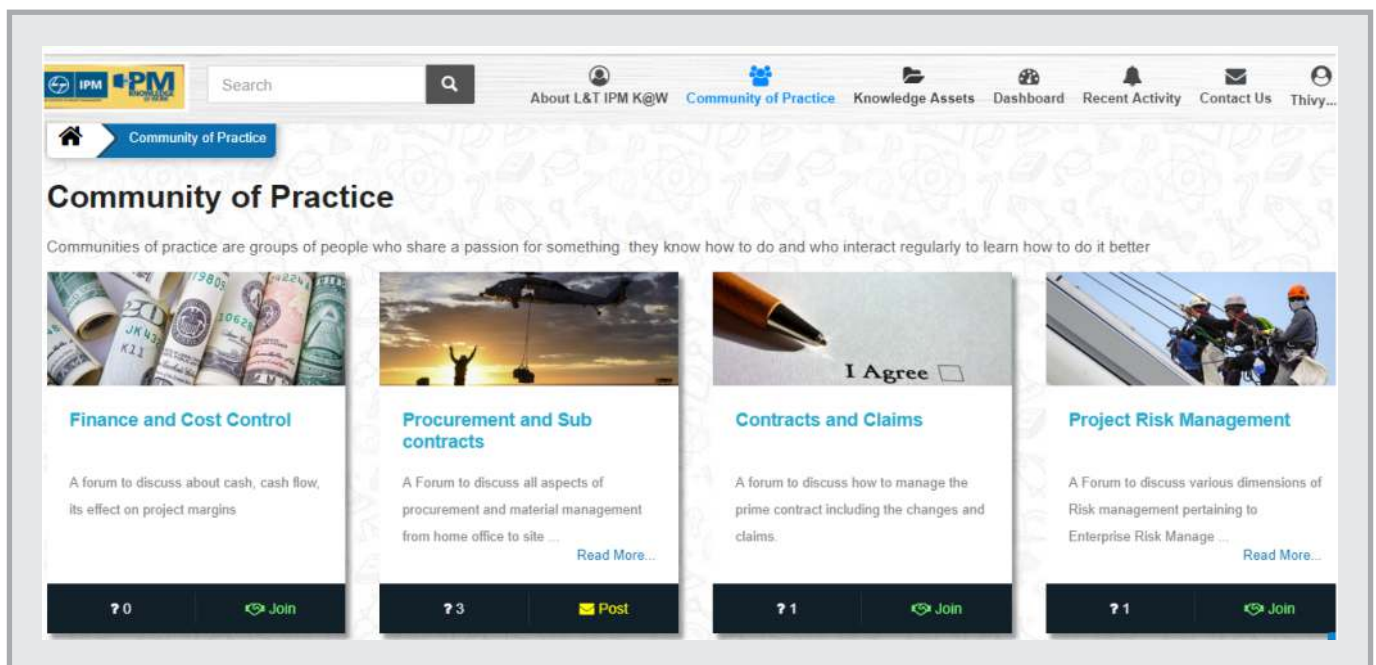


Leverage Knowledge Management for Strategic Advantage

L&T IPM has been continually exploring ways to stay ahead and ensure that project management knowledge is accessible to all practicing professionals in L&T. As a part of this endeavour, IPM is set to launch its Knowledge Management Platform “PM Knowledge @ Work”. We hope to make PM Knowledge @ Work as a single repository of project management knowledge with necessary controls and protocols to protect L&T proprietaries.

enthusiastic to establish knowledge both through explicit means and share tacit knowledge through interactions. K@W is where experience and wisdom get converted to bundles of knowledge artefact(s) in the form of Best practices, Guidelines, Tools, Checklists and obtain suggestions on Standard Operating Procedures.

K@W is also the place for application, to convert Knowledge to Innovation. With ubiquitous technology,



With over a decade of excellence in Project Management education, L&T IPM has been a common platform for employees from different business units to share knowledge during IPM programmes and informal interactions afterwards. It is now necessary to capture these conversations in an online format to benefit larger pool of project management professionals.

K@W provides multiple avenues for L&T employees in the form of Community of Practices to access and share knowledge. Communities of Practice share a passion for discussing ideas from their sphere of work and are

each of us has access to information but are challenged to get the right and relevant information quickly from credible sources. K@W structured portal serves to organize, retrieve, discuss and create knowledge.

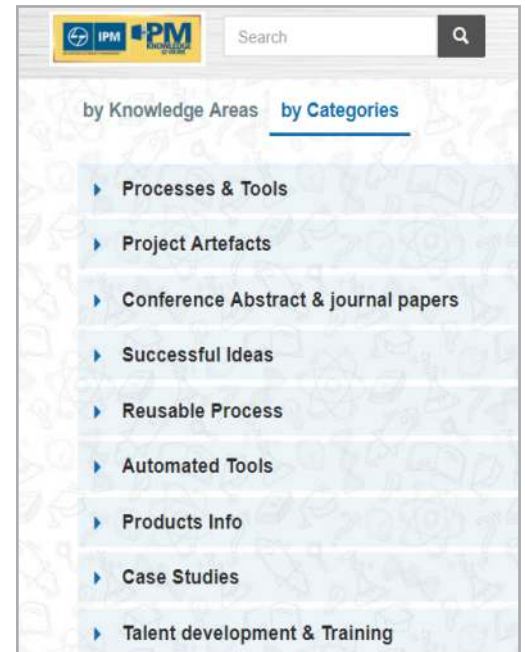
Your exploration and deep-dive through discussions of the various knowledge artefact(s) and sharing insights will help not only you to anchor your foundations but also be recognized as a thought leader in L&T. Finally, "Vyaye Krite Vardhati Eva Nityam Vidya Dhanam", translating as "The only wealth which increases by spending is knowledge".

Benefits:

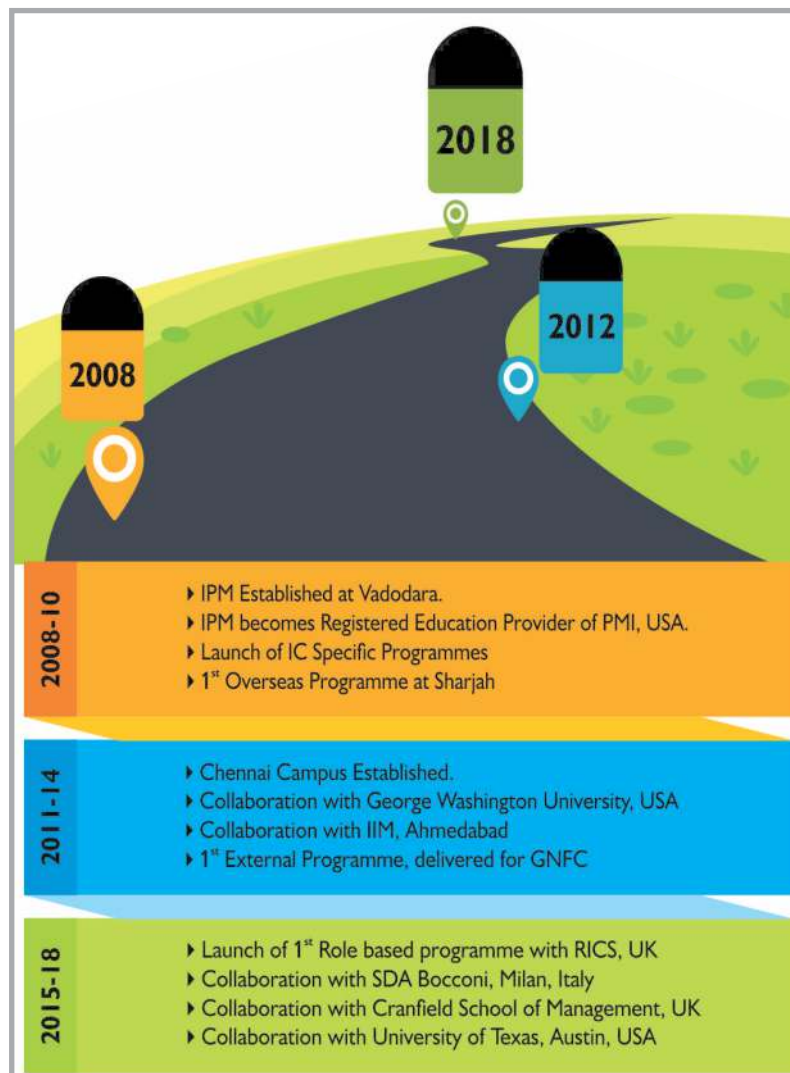
- Have access to specialized knowledge artifacts in various specific project management area(s) like risk management, cost management, contract management, schedule management, etc.,
- Have available at your finger-tips, best practices from various ICs of L&T
- Have credible and relevant information despite the digital tsunami of information overload
- In a VUCA world, knowledge can also become obsolete and using a state-of-the-art knowledge life-cycle model, K@W provides relevance and review so that artifacts are useful and usage is current and topical.

We eagerly seek your participation to enhance the performance of our projects and L&T's competitiveness in the global marketplace.

"Share Better and Shine Brighter".



10 years of IPM at a glance



IPM - Decennial Celebration

A Decade of Distinction in Project Management Education



In 2008, Larsen & Toubro Limited top management launched L&T Institute of Project Management (L&T IPM) - a nodal centre designed to serve as a hub for project management training, research and leadership education thereby making L&T a center of excellence in project management.

Ten years ago L&T Institute of Project Management embarked upon its journey, its vision in transforming project management into project excellence. In this initiative, L&T IPM brought together faculty members from academia and industries to pioneer breakthrough project management trainings in partnership with eminent institutes and industry experts. That spirit of interdisciplinary collaboration has spawned a range of bold advances during L&T IPM's first decade, including innovative project management programmes to address pain points & challenges faced by L&T projects along with helping IC/BUs in achieving their operational and financial performance excellence.

L&T IPM celebrated its decennial event to commemorate a decade of excellence in Project Management Education on 9th June 2018 at L&T IPM's sprawling campus at Vadodara. This is a very proud moment for all of us looking at where we are today and how inspirational the journey has been. May 2018 is an important milestone for all of us in L&T as L&T is now 80 years old and simultaneously L&T IPM has also completed decade of distinction in project management education for L&T businesses to cater project management competencies enhancement initiative for domestic and international EPC Projects.

L&T IPM Decennial celebration was graced by Chief Guest Mr. M V Satish, Whole-Time Director & Sr. Executive Vice President (Buildings, Minerals & Metals), and Mr. Yogi Sriram, Senior Vice President Corporate HR and Ecom member, Ex-Deans/Director of L&T IPM, HR Heads from Buildings & Factories and Power, L&T IPM's academic associate partners IIM-Ahmedabad, RICS, University of Texas, USA, NICMAR, VAC (Vadodara Administration Committee) members and other distinguish guests.

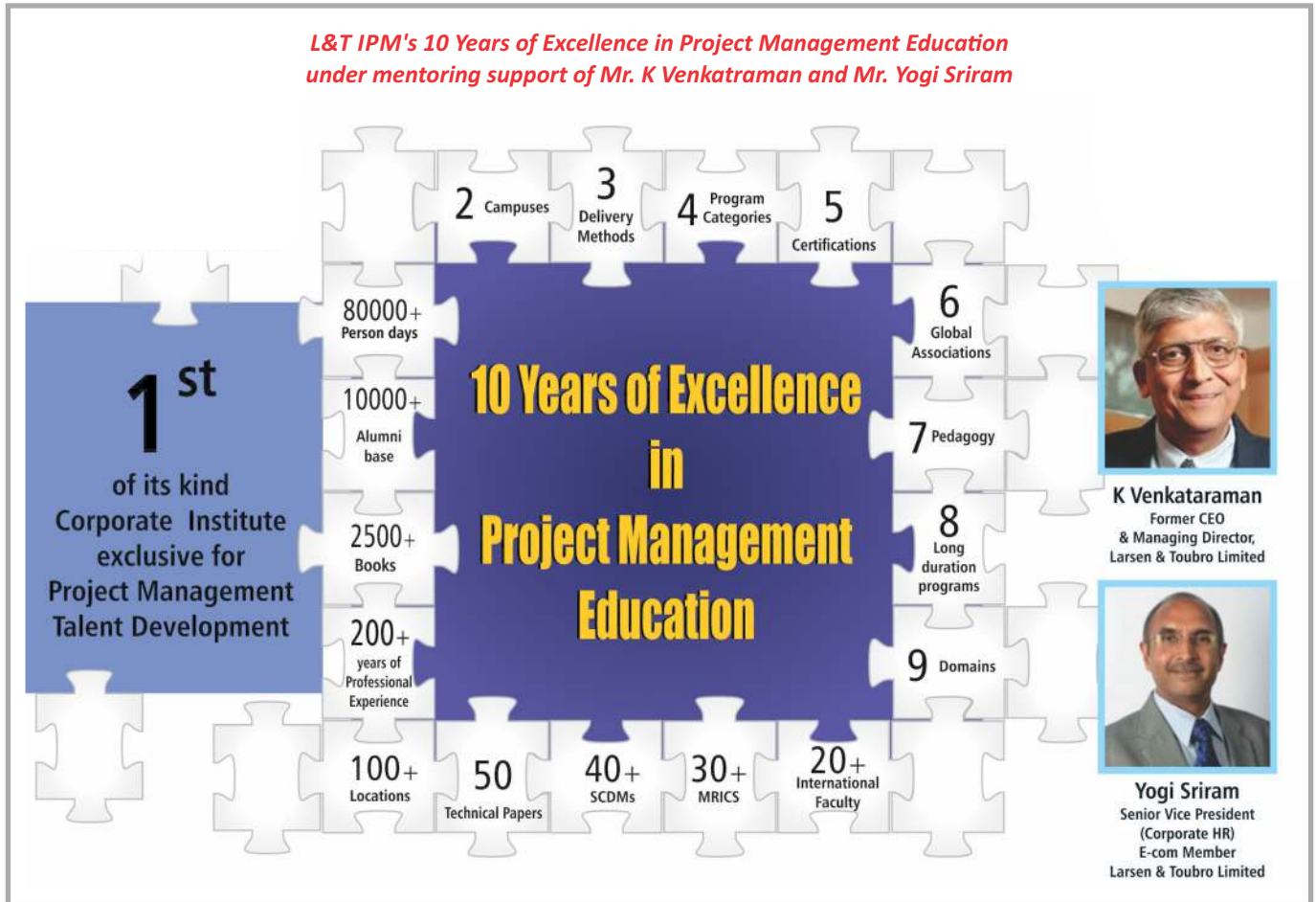


Chief Guest for the function, Mr. M V Satish during his address to audience praised project management training programmes initiated by L&T IPM and emphasized that L&T IPM has acted as a fulcrum in project management competencies enhancement for L&T businesses.

Mr. Yogi Sriram, Senior Vice President Corporate HR during his inspiring speech mentioned that L&T IPM's new flagship programmes collaboration with international schools such as SDA Bocconi and Cranfield University aims to strengthen the body of knowledge offered to develop high performing international project managers for domestic and international projects of L&T.

Prof VT Chandra Sekhar Rao, Dean L&T Institute of Project Management during his address mentioned that at L&T IPM, there is drive to improve the project management practices through structured and focused training programmes which helps L&T businesses and decision-makers collaborate on innovative solutions.

Looking forward, L&T IPM is committed to offer high quality project management training to meet the ambitious strategic plan "Lakshya Plan" of L&T. L&T IPM shall strive to improve the pedagogy to focus more on learner led learning, blended learning with a mix of classroom, practical and online delivery, for increasing effectiveness of programmes along with focusing on business necessities such as making risk management frameworks more predictable.



L&T IPM shall plan the learning inputs for strategic imperatives such as achieving better working management turns and enhancing the development of a project management culture that will foster team behaviors and customer intimacy. As we look to the decade ahead we will continue to "Stay Ahead - Stay Relevant - Stay Connected".



Diving into Digital Era -

IPM's contribution to propagation of Digital initiatives

Introduction

Inspired by messages from CEO and Managing Director Mr S.N. Subrahmanyam, IPM has renewed its focus on propagation of developments in Digitalisation and related technology adoption as key elements of IPM program delivery

IPM endeavours to be the fore-front of contemporaneity in project management education through

- Incorporating organizational priorities like Digitalisation and Technology adoption into our training modules.
- Researching and Imparting training to participants on International Best Practices.
- Collaborating with International Institutions to make the program offering world class executive education.

The Below figure depicts how teaching content is constantly upgraded in IPM.

Summary of Program Coverage and Action Plans by IPM since Apr 2017

A. Sessions on Digitalisation in Construction

The topics related to Digitalisation are a part of all our major flagship programs, examples of implementation since April 2017, are as follows:

- For Tier 3 participants, in Level 3 Module 2: - 2 sessions by Mr. Sudip Mujumdar (from Mr. Anantasayana's team) covered Digitalisation in Construction.
- For Executives & Tier 1 participants, in IPM-NICMAR's E-PGP-EICM programme Module 9: one session by Mr. Rahul Shah (Head, BIM

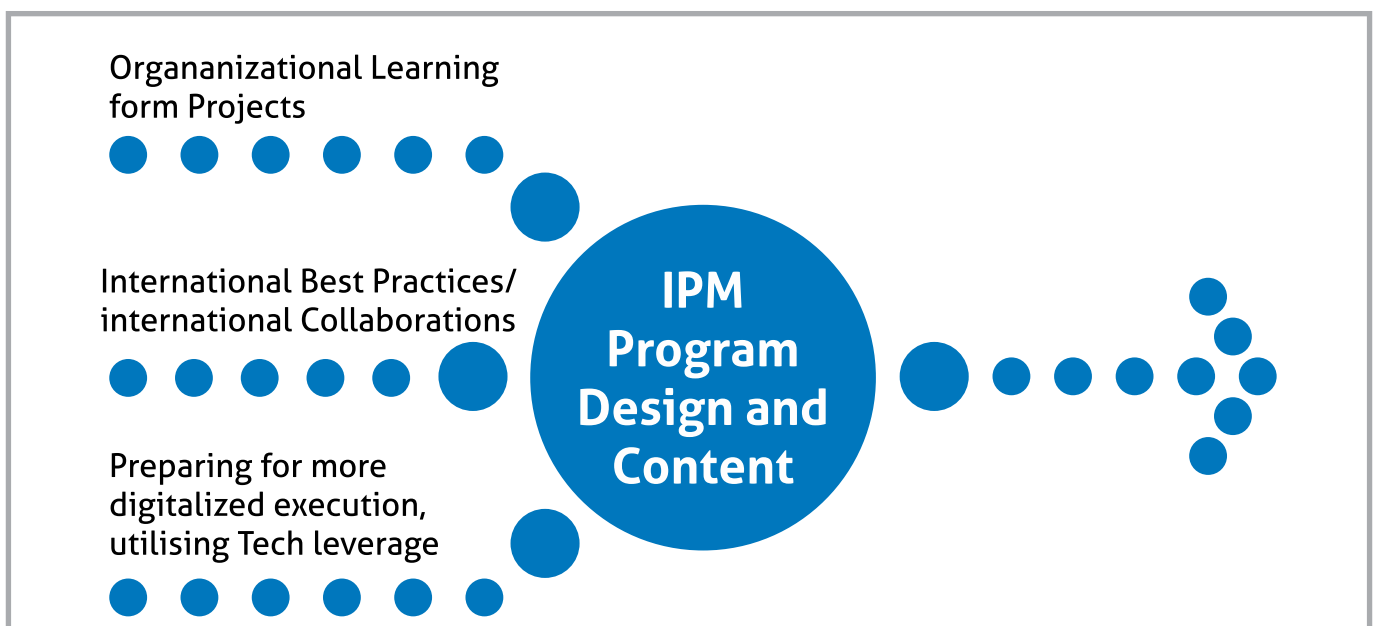
academy) on BIM awareness

- For Tier-2 participants, in APEPE Collaborative Program with Cranfield, 1-day session is planned on Construction 4.0. "Application of Digitalisation and IoT (Internet of Things) in Projects"
- Session on "Digitalisation and IoT in Project Execution" will be covered in Module-8 of PGC-MPBPM (Postgraduate Certificate of Master's Program in Business and Project Management in collaboration with SDA Bocconi, Italy).
- In module 3 of IPPM in collaboration with University of Texas, the topics that are covered by UT faculty leveraging Digitalisation initiatives in America are:
- Technology Adoption and Automation - Construction 4.0 by Dr. William O'Brien, University of Texas, Austin.
- Implementing Digitalisation in Projects by L&T Expert (from Mr Anantasayana's team)
- In LTHE project controls module - Session on Digitalisation in Construction and Start-up & another Session on Digitalisation in project controls throughout Project Life Cycle.

B. Programs on Software Tools relevant to business

While Primavera, MS project and @Risk are part of IPM's program offering, IPM has taken initiatives in starting programs beyond the conventional tools. As a first step

- We conducted 3-Day training program in TILOS



at Jaipur through external agency in Aug 2017 and a separate SCDM in July 2018.

- Concepts of Lean Construction and BIM are now a part of IPM's program on "Integrated Project Delivery"
- Experiential sessions as part of programs using simulation software like TOPSIM, AlbaSIM etc.

Technology Adoption by L&T IPM

- IPM started offering of online training programs through ATL platform.
- Started Webinars on project management topics/ facets/ themes to provide knowledge and information to participants at remote locations.
- As this edition of IPM PRISM hits newsman, IPM will be launching its Knowledge Management Portal.
 - All IPM Knowledge content will be available to L&T employees through Knowledge Management Portal, with necessary controls for information security.
 - It will also be a platform for anyone to ask questions related to project management issues and get connected to SME (Subject Matter Expert) for solution.

– There will be one community of practice in Digitalisation Implementation in Projects. This is to be further discussed with Mr Anantasayana's group.

- IPM has also initiated discussion with Data Analytics team (under Mr Ganesan's leadership) to design program on "Data Driven Decision Making in Projects", likely to be delivered from 2019-20.

Future Actions (2018-2021)

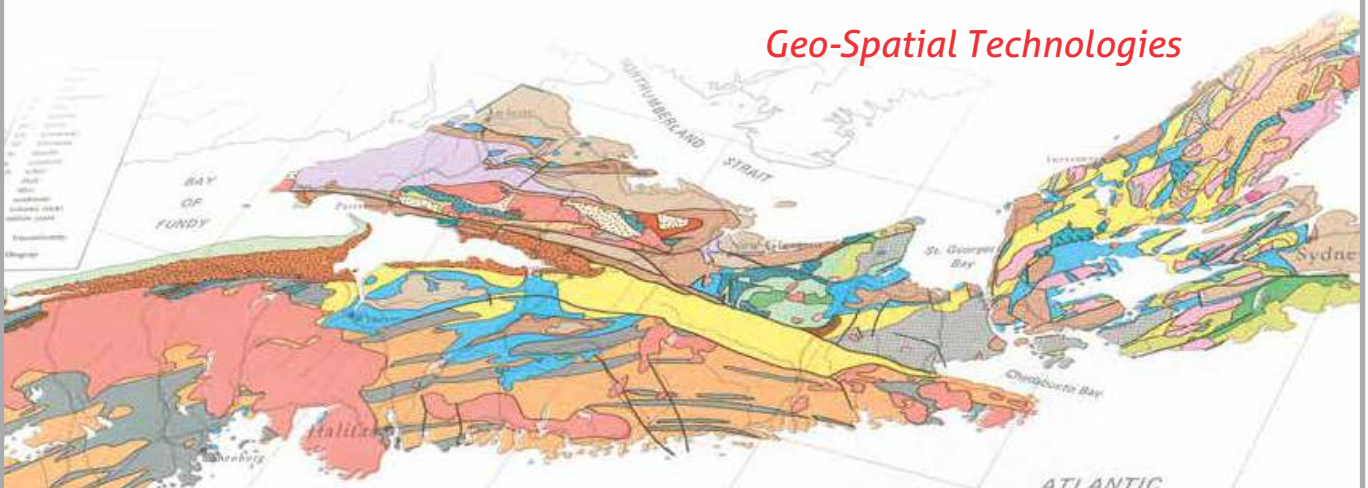
IPM intends to make use of technology as a strong means to propagate project management knowledge. Some of the plans to implement in coming years are as follows:

- Promoting extensive use of project management knowledge portal for finding solutions to project issues.
- Utilisation of IPM as a channel for training related to the application of new initiatives in projects (Digitalization and Data Analytics).
- Increase number of Online Education Modules from 4 to 20 to facilitate essential project management learning without need for travel.
- To develop SCDM on digitalization, implementation plans in projects.

Virtual Reality



Geo-Spatial Technologies



Pages from Project Success Stories

Success Story – 1

LTHE's "Bassein Development Project" wins PMI Project of the Year Award 2018



It was a proud moment for all of us when PMI India announced LTHE as winner for the prestigious "Project of the Year 2018" Award under the Large Project category, for the exemplary management and delivery of the "Bassein Development Project". Mr Satish Palekar and his team received the award during the Project Management National Conference 2018 in New Delhi on 12th Oct. The project is an excellent example of L&T's prowess in project management and fulfilling fruition of various initiatives taken by LTHE to sustain the position of being top player in large complex project delivery. Exceeding the expectations of the Industry and its clients and delivering the project 3 months ahead of schedule is a clear achievement of the LTHE's vision to revolutionize the Hydrocarbon Industry.

Project Features

Bassein field is primarily a gas-cap gas field and is located approximately 80 Km, West North-West of Mumbai. It is approximately 235 square Km in areal extent. The water depth varies from 50 to 70 meter in the area. The field was put on gas production in Sep. 1988 and has been developed in phases.

Oil and Natural Gas Corporation Limited (ONGC)'s Bassein Development Project was awarded to Larsen & Toubro Hydrocarbon Engineering Limited (LTHE) on 22nd June 2015. Project scope included - Pre-engineering survey, design & detailed engineering, procurement, fabrication, load out, tie down, transportation, installation, pre-commissioning and commissioning of:

- 4 Legged Well Head Platform (BH Platform)
- 4 Legged - 50 Men Living Quarters Platform (BLQ3 Platform)
- 8 Legged Launch Jacket & Process Platform comprising of Gas Turbine Generator (1), Process Gas Compressors (3) and other Processing facilities. (BCPA3)
- 2 Segments of Submarine Pipelines
- 80 Mtrs long Bridge between BCPA-3 & BCPA-2 and 50 Mtr long Bridge between BCPA-3 & BLQ-3
- Brownfield works On Existing BPA, BCPA, BLQ1 & BCPA-2 platforms in BPA Complex - Comprising of structural deck extensions, interconnecting piping, cable laying and control room & switchgear modifications.

Key Challenges and Highlights:

- Bassein Development Project included brown-field work i.e., work on existing live platform with high H2S concentration (as high as 1200 ppm) requiring the contractor to work during the monsoon at offshore, where accommodation is limited and facilities were live and operating.



- The major constraint for the project was the schedule. The overall schedule of the project was contractually defined as just over 30 months. Projects of such complex scopes are scheduled for 36 months worldwide.
- Significant additional work such as integration of BCPA-3 Firewater Pump with existing BPA system, Tie-in of BCPA-3 LT Bus with BCPA-2, providing Level Transmitters for Utility & Potable Water Tanks in TGBM and BLQ3 etc. was undertaken. These additional work were also completed prior to Gas-In.
- LTHE has successfully completed the project by significantly accelerating the schedule upon request by Client and achieved "Gas-in" on September 22, 2017.



- The work centers were spread over geographically diverse locations and involved working with people of multiple nationalities.
 - Project Management and Procurement (over 500 suppliers and service providers from 25 countries globally) based at Mumbai
 - Engineering Centers - Offshore Engineering Center at Bengaluru, Aker Engineering at Malaysia and KHI in Japan
 - Fabrication Centre - MFF Hazira, MFF Kattupalli and Jindal Coating Yard - Mundra
 - Offshore Installation- NPCC - UAE
 - Marine spread (Barges, vessels, etc.) from Singapore, Middle East and India
 - ONGC (Client) Office - Mumbai
 - Site - Bassein Field, Western Offshore, India
- Load out of mega structures, managing the marine logistics for Bassein Development Project was no small feat. Over 20 structures were dispatched from Hazira, within 4 months for the BDP & MHNRD-3 Project. This was achieved by detailed planning, aligning schedule with tidal variations, effective turn-around of transportation spread, and ensuring timely availability of statutory clearances.
- The offshore installation commenced in mid-December in 2016 and finally completed by end of April 2017 - an almost 4 month long Offshore Installation Campaign is one of the longest Installation campaign.

- Post completion of Offshore Installation towards the end of April 2017 (Closer to onset of monsoon) another challenge was to complete the Hook-up / integration of the structures, hooking up the piping, cables etc. between these modules. While working at offshore during monsoon is considered impossible, yet LTHE completed the structural integration, piping hook-ups, cable laying, pre-commissioning & commissioning activities by deploying about 200 personnel.
- Safety was given the utmost importance every step of the way. HSE was effectively integrated into all the stages with commitment towards safety flowing in a top-down approach with senior management taking the lead in incorporating HSE values.

Appreciation and Awards

On September 25, 2017, Booster compressor facilities under BDP Project dedicated to the nation by Hon'ble Prime Minister Shri Narendra Modi.

Letter of Appreciation was issued by Client for achieving exemplary performance during the critical shutdown of BPA complex in April 2017. Shutdown of the complex was required to integrate the new facilities under the project with the existing complex facilities. Each saved day of shutdown, benefitted the Client a production of 11.5 MM SCMD from BPA complex. The initial plan for this shutdown was around 35 days to complete this complicated scope of work. However, through innovatively planned system shutdowns and completing non-critical activities progressively pre-shutdown, the whole shutdown period was brought down to 5 days.



The project was awarded PMI India Best Project award (in the category above 1000Cr INR) at the PMI India National Conference, 2018.

Contributed by

Mr. R. Sathyanarayanan,

Jt. General Manager - Project Management, LTHE

Mr. Kastuv Bagchi,

General Manager - Offshore, LTHE

Success Story – 2

B&F Commercial Complex - Tech Mahindra, Bangalore



Adding to the lustre of IT parks in Bengaluru's Electronic City - Phase II, are the three towers that L&T has built for Tech Mahindra, an Indian IT multinational providing networking technology solutions and Business Process Outsourcing (BPO) to the telecommunications industry.

Project Features:

- The eye-catching campus that is spread over 18,50,000 sq. feet was delivered in 32 months and is a reflection of L&T's prowess in Design & Build projects and in delivering fast track infrastructure projects for IT companies.
- The salient features are 32 Labs, Common & Personalized Gym, MEP Service, training room, Basement Car parking with CPMS, Cafeteria & executive dining, etc. The Seating Capacity for tower 6 & 7 is 2158 Nos and 3141 Nos respectively

Key Challenges and Highlights:

- The key challenge was more than 1.5 lakh cum of hard rock excavation. The encountered hard rock in ITC 7 & 8 which was not breakable through breakers - breakers - Diamond Rope Cutting done for 31484 cum i.e., hard rock quantity is increased from 20% in contract to 50% actual at site.

- Being a brown field project within the existing operational facilities of Tech Mahindra, the biggest challenge was to execute the project without interrupting any of the ongoing campus operations. Also, successfully managed re-routing of HT Line.
- The scale and speed were achieved by using in-house batching plant for concrete production, system form work and post-tensioning of slab technology (cycle time of 8 days).

Project Schedule: L&T B&F secured the project in January 2014 and project was successfully synchronized with the Grid in December 2016. This prestigious got LEED project rating "**Achieved USGBC GOLD**".

"L&T is a completely professional company. They have been very transparent. They are completely professional and have highly intelligent and experienced team which has delivered the project in the given time frame. I wish L&T good luck"

– **Mr. Shivanand Raja**

Sr. Vice President, Tech Mahindra

Contributed by

Mr. K.P. Maheshwarappa,
Project Director, B&F IC

Achievements & Awards



Quality Trophy 2016-17



Timely Completion



Best Risk Initiative

Look-out in the Library

Title : Location-Based Management for Construction Planning, Scheduling and Control
Authors : Olli Seppänen, Russell Kenley
Publisher : Spon Press, 2010.

This book describes the technical system based on the Location-Based Management System (LBMS)'s algorithm, flowline visualization and guidelines and best practices for planning and optimizing a schedule and analyzing its feasibility and risk levels.

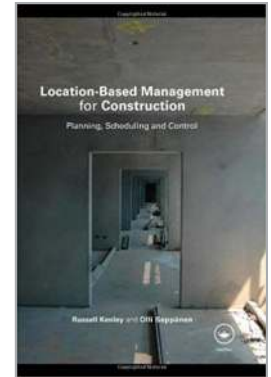
Location-based management approaches start with the assumption that a project can be broken down to physical locations and that planning and control of the detailed design, work and all project data can be performed using those locations.

Activity-based systems of construction projects can include thousands of activities with complicated network logic. Tasks are assumed to flow through locations. Logic is assumed to repeat in each location where the same two tasks exist i.e., the number of logic dependencies is greatly reduced in location-based systems. The efficiency of combining similar work in different locations reduces the intrinsic complexity of activity-based schedules.

Location-based Planning:

Location-based planning methodologies provide tools to create good schedules (per unit cost) while maximizing productivity, optimizing on risk and activity durations and ensuring feasibility.

- The Location Breakdown Structure (LBS) is one of the most important up-front planning decisions in LBMS. LBMS is the first location-based planning tool which allows for a hierarchical LBS with unlimited hierarchy levels.
- For example, the project can first be divided into buildings, buildings can be subdivided into structurally independent sections, which can be divided to floors and then to interior zones. Different construction phases can have a different breakdown.
- For example, exterior work can ignore floors and be divided based on the side of the building and structural work can be divided based on pour areas.
- The most important thing is to have the same LBS for all tasks of the same phase because sharing the same LBS decreases complexity and increases the power of the system. For this reason, when combining LBMS and location Last Planner System (LPS), the phase scheduling sessions start by defining a common LBS for all tasks of the phase
- LBMS as a planning process includes defining the Location Breakdown Structure of the project, defining tasks and their quantities by location, defining relationships between tasks, aligning production rates and optimizing the schedule. Finally, buffers can be inserted between tasks to account for variability and decrease the risk.



- Tasks flowing through fixed locations can help plan for continuous work and provides a natural visualization scheme. The emphasis of location-based planning is, therefore, to plan for productivity. Continuous work means that the same crew is able to work on the same task continuously without breaks from location to location.

Benefits:

- Continuous work provide the following benefits: increased learning effects, increased productivity, clear directions to crew members and smaller risk of subcontractor crews leaving the project or charging for waiting time. Discontinuous work or Starts and Stops are greatly reduced.
- LBMS planning guidelines can be combined with the social process of Last Planner System to make the planning process collaborative.

Location-based Control:

While control techniques in CPM depend on lag indicators, location-based control is able to create accurate forecasts while maximizing on productivity and minimizing on cost parameters.

- LBMS emphasizes production control during execution phase. Traditional controlling approach in activity-based systems is based on a thermostat model of project control i.e., reacting to deviations on the critical path after they have happened.
- Production control in LBMS emphasizes real-time information and forecasting problems before they happen.
- Crews move through locations, hence locations can be thought about as logical containers for project information. Also, since locations stay fixed they can be easily monitored.

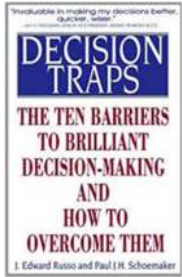
Advantages for Construction Enterprise:

Ideal for linear projects such as buildings, roads, metros and projects with repetitive motif such as sports stadiums or even multi-purpose projects with large open locations or intrinsic complexity.

LBMS is also inherently supports the creation of Cluster(s) and synchronized management of multiple projects. The technique inherently uses lean approaches, reducing wastage and increasing productivity.

Reflections on Real Life Project Problems

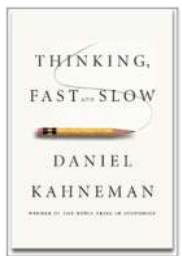
Break-free from Biases through Emotion-free Enquiry:



While there are several activities that get performed as a normal part of project execution or product development, some planning and some decisions are often marred with our biases and honest false beliefs.

The negative outcomes in business as well as project are often result of the biases. We all would like to think that we are able to make objective and rational decisions all of the time. But the fact is, that under certain circumstances, almost anyone can become biased in their thinking and decision making.

This article is an attempt to make our project leaders and business leaders to be self-aware of the biases and be mindful on their process of decision making.



In project management, it is estimated that 75% to 90% of the time is spent is on communication (Verbal and written). That is a lot of time spent dealing primarily with your team members and major stakeholders. Therefore, it would be helpful to recognize how judgments and decisions

can be biased, under certain conditions, so that we may better deal with it.

Here we discuss a few cognitive biases that you may encounter when managing your projects.

1. Planning Fallacy:

Planning Fallacy is the tendency to underestimate how long it will take to complete a certain task and display an optimism bias. This phenomenon occurs regardless of the individual's knowledge that past tasks of a similar nature have taken longer to complete than generally planned. The bias only affects predictions about one's own tasks; when outside observers predict task completion times, they show a pessimistic bias, overestimating the time needed.

This often happens during planning, when those who are going to do the actual work underestimates the time it will take to complete a task. Coupled by the pressure from sponsors to finish the project as soon as possible, is it any wonder why most project does not complete on time?

Optimism and pressure from the management results in an unattainable dateline that will eventually lead to schedule delays. A better way to estimate how long a task

will take is to look at similar projects from the past and see how long it took the team to complete the same task before and assess the circumstances that are different (+ve/-ve) now. If we are considering more optimistic schedule, the key question to ask is "What are we doing differently now to achieve this"

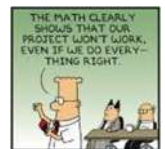
2. Anchoring Bias:

When making decisions, people tend to overly rely, on specific information that becomes available (anchor). Once an anchor is established, all subsequent decisions and negotiations will center and be informed by the initial suggestion.

For example, we often talk about negotiating based on the last price quoted, again key question is to ask "is the price still profitable for project? Will we delivering the quality required by client with this price or is this price coming with unanticipated risks?"

3. Confirmation Bias:

Confirmation Bias is the tendency to search for or interpret information in a way that confirms one's preconceptions. We tend to only look for things that confirm our beliefs and are often blinded by any information that does not fall in line with our preconceived view. By doing so, we become less objective to any other information being presented.



Dilbert says "The Math clearly shows that our project won't work, Even if we do Everything Right" indicating confirmation bias.

For example, if a stakeholder hears and believes unwarranted negative things about a project and has already developed his own preconceptions before even hearing a single project briefing, by the time the project is formally presented to him, he will most likely only see what he already believes, that the project is a waste of time, and not give it a fair evaluation. All the while not even aware of the fact that he is already biased to not liking the project.

4. False Consensus Effect:

The False Consensus Effect is a cognitive bias where a person tends to overestimate the extent in which others share their beliefs or opinions.



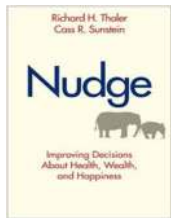
Dilbert says "Our Project plan is so complicated that failure is assured"

For example, when conducting a project, you may feel that your project is an exciting one and is of great value.

The false consensus effect will bias you into perceiving that others share your enthusiasm. If you are not aware of this tendency, you may overlook or not take the time to seriously gauge the actual attitudes and sentiment of your stakeholders towards your project.

Never assume that everyone is on board, always check to be sure. Being aware of this tendency will ensure that you secure buy-in from all your major stakeholders so that your project may run more smoothly.

5. Optimism Bias:



Optimism Bias is the tendency for people to be overly optimistic about planned outcomes rather than believing that something negative will occur.

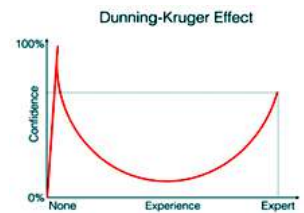
Although it's preferable to start out a project in an optimistic tone. Be aware that this should not blind us to the risks of things going wrong. Be careful not to brush off valid concerns made by the team members and try to plan accordingly for when things go wrong. Many organizations price their bid wrongly with over-optimism and leave a lot on the table even at the time of bidding. This can be seen by observing the large differences between L1 and L2 bids.

Also optimism bias downplays the risks in a project and blinds the project leaders from seeing the potential risks and taking corrective actions on time. Most often, ignoring the risks or not acting on mitigation are the reasons of serious profit leakage in projects.

6. The Dunning-Kruger Effect:

The Dunning-Kruger effect is the tendency to overestimate skill or knowledge in the context of one's own profession or expertise. It may appear surreptitiously, when unskilled persons may display high confidence.

In the planning stage for example, it's a good idea to get inputs from team members from all different disciplines to weigh in on any issues or problems regarding the project. This will ensure a more balanced view when planning one's project activities. Nobody is perfect and everyone is bound to fall prey to these cognitive biases at one time or another. However, just being aware of these biases when thinking and making decisions is a big step in managing and guarding against them.



The simple trick to overcome these biases is - "(1) to become aware, (2) stay emotionally robust and (3) ask questions in a non-threatening way".

Postscript: pictures of various books for further reading are shown in the write-up.

L&T IPM knowledge Centre (Library) hosts several books on project management and construction management. Please visit & explore.

Major Arrivals



Flying High with Flagship Programmes

L&T IPM & SDA Bocconi - Level 1 – PGC - MPBPM programme

Programme Highlights:

- The customized Postgraduate Certificate of Master's Programme in Business and Project Management (PGC – MPBPM) has been developed with intent to groom business and project management skill & competencies among the participants which mainly focusing on up-skilling project execution talent along with the latest tools and techniques to handle L&T's complex domestic and international projects.
- Batch-2 of this collaborative Programme has been launched on 25th June 2018 in association with SDA Bocconi, Milan, Italy, a premier management institute, currently ranked 7th worldwide for custom Programmes, according to The Financial Times Rankings 2018.
- The Programme is having duration of 48 days spread over 2 years with contact session of 6 days every 3 months includes field projects (Capstone Project) between modules.



- 2nd Batch of PGC – MPBPM is of 34 participants from various IC/BUs of L&T. The Key learnings of this Programme are knowledge enrichment, skill enhancement and application of skills & knowledge in real-time business scenarios and project context through field projects.

L&T IPM & Cranfield School of Management, UK – Level 2 -APEPE Programme

Programme Highlights:

- The Level-2 “Advanced Programme for Excellence in Project Execution” (APEPE) programme is academically intensive, highly execution focused accompanied by a rigorous process of assessment to assure effective knowledge transfer and real world application.
- The Programme is of 24 days duration spread over 1 years with contact session of 6 days every 3 months.
- The Programme registered 29 participants from various IC/BUs of L&T.



- Programme addresses dive deep into international best practices over project life cycle.
- Delivery using the Cranfield's Project/ Business simulation to embed new professional behaviours and best practices is one of the key factor.
- Helps participants in delivering best in class quality within committed timelines, ensuring fast and consistent performance, and standardization in processes, leveraging the benefits of data analytics, taking proactive measures to ensure cost efficiency while assuring customer-centric approach to project delivery.

L&T IPM & University of Texas - Level 3 -IPPM Programme

Programme Highlights:

- The Level-3 International Project and Programme Management (IPPM) Programme will Enhance Mega-project competencies to assure superior project, Portfolio and Programme delivery consistent with global standards.

The focus areas for the IPPM programme are: Protecting Profitability; De-risking Performance; Driving Execution, Efficiency; Improving Project Delivery .

The IPPM programme helps the participants to:

- Develop deeper understanding of Mega-project execution challenges.
- Acquire skills for planning and strategizing for Mega-projects.



- Enhance competencies for managing large-scale and complex projects
- The Programme is of 18 days duration spread over 9 months with contact session of 6 days per quarter.
- IPPM Programme registered 17 participants this year from various IC/BUs of L&T.
- On completion of the Programme, participants will be acquainted with Strengthen tactical and softer aspects of Mega-project execution covering inspirational leadership, managing conflicts and crises, leading negotiations and navigating through matrix organization etc.

L&T-IPM and NICMAR Convocation Ceremony: Batch -3 (2016-2018)

Programme Highlights:

- NICMAR convocation was held on 18th Aug 2018 at NICMAR campus.
- Mr Kannan, Executive Vice President & Head,

Commercial Buildings and Airports, B&F IC graced the occasion.

- 31 participants from EICM & 17 from QSS were awarded certificates during the convocation ceremony.

Following candidates were awarded Gold, Silver and bronze medals respectively:

EICM Programme

- Mr. Debanjan Paul (Heavy Civil)
- Ms. Kritika Keswani (Power Transmission & Distribution)
- Mr. Sabarish K N (Buildings & Factories)

QSS Programme

- Mr. Ankur Sharma (Buildings & Factories)
- Mr. Kallakuri Chakravarthy (Heavy Civil)
- Mr. Naphade Pankaj Vijay (Buildings & Factories)
- IPM is glad to announce the launch of new batch 4 (2018-2020) in November 2018.

EICM- Convocation Batch (2016-2018)



QSS - Convocation Batch (2016-2018)



L&T IPM & RICS, India -Batch-4-APQS

Programme Highlights:

L&T IPM has inaugurated batch -4, programme on Adaptation Programme in Quantity Surveying (APQS).

- Mr. M. V. Satish, Whole - Time director and Senior Executive Vice President (Buildings, Minerals and Metals) inaugurated the 4th Batch, Module -1 programme held on May 2018.
- Dr. C.Jayakumar, General Manager & Head, Human Resources – Divisional Corporate, who also graced the occasion advised the participants to work hard, stay focused and derive maximum benefits during the

course. He shared David Kolb's experimental learning theory with examples and advised the participants to make use of it.

- The Programme is of 24 days duration spread over 1 year with contact session of 6 days per quarter.
- APQS Programme registered 30 participants from various IC/BUs of L&T.
- Exclusively designed for project personnel working in different business units of L&T executing mega construction projects, the Adaptation Programme in Quantity Surveying is delivered by L&T Institute of Project Management in collaboration with RICS INDIA



Level 1 : Advanced Course in Project Management

Programme Highlights:

- The New L1 (Advance course in Project Management) – Batch 1, Module 1 focuses:
- To provide knowledge, skill and tools across the entire spectrum of knowledge areas in Project Management. The Programme delivered by Dr. Chakradar Iyanni, Prof Sunil Kumar & Prof. Shyam Prakash
- To understand process & practices covering entire project life cycle.
- To enable the participants to prioritize the project activities & workload. Create a work breakdown structure (WBS) for projects, establish project budget & schedules.
- To understand various elements of finance & cost control in project execution.
- To understand & Implement project tracking techniques, to control the project budget, schedule,

cost and quality.

- To appreciate, understand and assimilate the best practices in project management. Also, to understand the complexities of project execution; develop insights into commercial aspects of projects such as vendor and sub-contractor management, construction planning and commissioning / handover.
- To apply project management learning into effective execution of future projects.



Ikons of IC - Specific Programmes

L&T Hydrocarbon Engineering IC: Sub-contract Management Module

Date : 25th – 28th June 2018

Venue : IPM - Chennai

The programme delivered by LTHE professionals, Prof VTCS Rao & Prof Sunil Kumar

Programme Highlights:

This programme focuses on Strategy of Sub-contracting & Critical Aspects of Construction for International Projects administration, Supervision, tool & techniques of Sub-contracts



Power Transmission and Distribution IC: Nurturing Excellence in Planning and Controls (“NuEPC”)

Date : August 2018

Venue : IPM - Vadodara

The programme delivered by IPM Faculty

Programme Highlights:

The programme helped in getting orientation in terms of latest technological development (Digitalization) to improve traditional construction methodology, speeding up, better monitoring and control like (Pro-cube, Drone/LiDAR for survey, RFID for store management, L&T Mobile apps, BIM for Building 3D modelling, Geospatial Technology (Vehicle Monitoring System).



Water and Effluent Treatment IC : P&M Productivity

Date : 2nd & 3rd May 2018

Venue : Jaipur

The programme delivered by Prof Sunil Kumar.

Programme Highlights:

This programme covers planning for Field Execution and Sub-contractor Management.



Water and Effluent Treatment IC: Programme on Project Risk Management

Date : 27-28 August 2018

Venue : IPM - Chennai

The programme delivered by Dr. Hariharan S

Programme Highlights:

This programme focuses on identifying and measuring risks in project development and implementation.





Buildings & Factories IC -PMP Preparatory Programme for Senior Project Managers

Date : 19th July – 30th November 2018

Venue : IPM - Chennai

Programme Highlights:

- Programme inaugurated by Mr. K Kannan from B&F.
- Customized for senior professionals with a blend of classroom sessions and online modules through e-learning and webinars.
- Gap Analysis at the individual level and support by an industry expert Mr. Balaji Ramadurai for the whole period of preparation

L&T Defence IC -Agile Project Management

Date : 21st May – 23rd May 2018

Venue : Bangalore

The programme delivered by Prof. VTCS Rao & Arun V

Programme Highlights:

- This Programme focussed on the Agile Mind-set required for embracing changes and provided the participants the knowledge the popular agile framework called scrum.



L&T Technology Services: Basic Certification in Project Management

Date : 10th - 20th September 2018

Venue : IPM - Vadodara

The programme delivered by Prof. VTCS Rao, Dr. Chakradhar Iyyunni, Dr. Hariharan Subramanyan, Arun V, In-house faculty Prof. Jitesh Poptani & External Faculty Prof. Saurabh Parikh

Programme Highlights:

- The Programme will reinforce some basis of EOS project management and will deal with application of project management concepts in real life scenario

Orientation Program on Project Management for WET IC

Date : 13th & 14th September 2018

Venue : Indore

The Programme delivered by Prof K P Reghunath

Program Highlights:

- To create awareness about Project Management fundamentals & understand the project constraints, scope, schedule, cost, quality, safety & risk & their influence on project outcomes.



Project Management for Execution Excellence – BNF IC

Date : 24th – 27th Sep 2018

Venue : IPM - Chennai

The Programme delivered by Prof K P Reghunath

Program Highlights:

The Batch 10 – Module 1 programme enhance competencies which are critical for managing major construction projects of B&F IC & develop enhance in project execution. This program focus on Basics of PM, Schedule Management, Risk Management, Cost Management, Contract Management, Supply Chain Management, Project Site & Execution Management etc.

Snapshots of SCDMs

(Specific Competency Development Programmes)

SCDM – Contracts & Claims Management

Date : 29th & 30th May 2018

Venue : IPM - Chennai

The programme delivered by Prof VTCS Rao, Dr. Hariharan S

Programme Highlights:

With increasing number of stakeholders and new models of project delivery, our project personnel need a systematic approach in managing complexities, navigate through potential pitfalls and minimize profit leaks through well managed Contract and Claims Management approach. Provide in-depth knowledge of managing the prime contract including the changes and claims.

SCDM – Emotional Intelligence in Project Management

Date : 21st & 22nd June 2018

Venue : IPM - Vadodara

The programme delivered by Dr. Chakradhar Iyyunni

Programme Highlights:

Awareness of Emotion in Stakeholder engagement, applying emotional intelligence in project context. Understanding tools and Techniques for managing stakeholder emotion.



SCDM – Managing Sub-contract Management in Mega Projects

Date : 30th & 31st August 2018

Venue : Chennai

The programme delivered by Prof VTCS Rao, Prof Sunil Kumar

Programme Highlights:

The Programme is to analyse the subcontractors' contribution in the competitiveness of construction companies and explore the best practices to improve sub-contracts and contractual relationships between prime & sub.

SCDM – PMP Preparatory Programme

Date : 23rd - 27th April 2018

Venue : IPM - Chennai

The PMP Preparatory programme delivered by Mr. Karthik Ramamurthy

Programme Highlights:

This Programme had participants from L&T Realty, EAIC, B&F, Ship building, PT&D, LTHE, WET ICs.



SCDM – Project Cost Management

Date : 28th & 29th June 2018

Venue : IPM - Chennai

The Programme delivered by Dr. Hiren Maniar

Programme Highlights:

It is designed to provide clear understanding on development and analysis of job costing for EPC project monitoring and control. The emphasis is on different aspects of Project Cost Management such as Fundamentals of Project Costing, Project Cost Control process including usage of measurement tools like EVM (Earned Value Management) and reporting tools like JCR (Job Cost Report) etc.



SCDM – Project Finance Management

Date : 19th & 20th September 2018

Venue : IPM - Chennai

The Programme delivered by Prof. M R Aravindan.

Programme Highlights:

Project is important for participants to understand the key elements that support a project financing for efficient and profitable execution of EPC Projects. The Program will help participants to understand, analyze and interpret financial statements and use them as tools in assessing the viability as well as profitable and efficient execution of EPC Projects and business propositions.



Tool Based SCDM – Primavera

Date : 28th & 30th May 2018

Venue : IPM - Chennai

The Programme delivered by Prof K P Reghunath

Programme Highlights:

Primavera is a popular and powerful tool for project planning and monitoring. This 3 day Programme provides detailed exposure to various features and aspects of Primavera that can simplify the job of project managers to handle the complexities of managing single and even multiple projects.



Tool Based SCDM – MS Project

Date : 11th – 13th April 2018

Venue : IPM - Chennai

The Programme delivered by Prof. K P Reghunath

Programme Highlights:

Microsoft Project is a popular and powerful tool for project planning and monitoring. This Programme provides detailed exposure to various features and aspects of MS Project that can simplify the job of project managers to handle the complexities of managing single and even multiple projects.

Tool Based SCDM – Primavera – WET IC

Dates : 6th – 8th August 2018

Venue : IPM - Chennai

The programme delivered by Prof. K P Reghunath

Programme Highlights:

Primavera is a popular and powerful tool for project planning and monitoring. This 3 day program provides detailed exposure to various features and aspects of Primavera that can simplify the job of project managers to handle the complexities of managing single and even multiple projects.

Tool Based SCDM – EVM Using MS Project

Date : 13th & 14th August 2018

Venue : IPM - Chennai

The programme delivered by Prof. K P Reghunath

Programme Highlights:

This Programme gives a Highlights of Earned Value Management & details the project management processes involved in EVM which comprises Planning, Executing, and Monitoring & Controlling Process Groups. This program demonstrates the use of MS Project for earned value analysis.



Tool Based SCDM – TILOS

Dates : 1st & 2nd August 2018

Venue : Chennai

The programme delivered by Dr. Hariharan S

Programme Highlights:

TILOS training focuses on a results-driven engagement where users shall effectively apply their learning and schedule the projects which in turn improves schedule performance.

Engaging with Ecosystem Partners



L&T IPM and Federation of Indian Petroleum Industry(FIP)

Jointly organised Advanced Workshop on **"Smart Ways to Execute Projects: Technology Adoption & Digitalisation"**

Date : July 2018

Venue : IPM - Vadodara

Programme Highlights:

- The Programme objective is how to approach project Delivery Contracting Strategies for Capital Projects, Plant design System, Integration and Monitoring and Control of Capital Project.
- Digitalization & Productivity Enhancement in Indian Construction projects.
- Effective Use 3D tools and Implementation of advanced work-packaging in Hydrocarbon projects.

L&T IPM & Tata Realty and Infrastructure Ltd(TRIL)

Jointly organised the programme on **"Infrastructure Project Delivery Excellence (IPDE)"**

Date : Aug 2018

Venue : IPM - Vadodara

Programme Highlights:

- The Objective of the programme is to identify the Key Success factors – Value drivers & Challenges in infrastructure projects/ Programmes, Infrastructure projects & Programmes.
- How to Manage Barriers and Risks in PPP Projects – Actions Ahead for Effective Governance
- Deals Project Risk Management
- Sub - Contracting and Strategies and Management of Contractors
- Digitalization in Project, Technology Adoption & Automation in Construction
- Effective Use TILOS for Infrastructure Projects



L&T IPM & Elecon – Naman HR

Jointly organised the Workshop - cum - Training Programme on **"Leveraging Project Management for Execution Excellence"**

Date : 5th – 7th Sept 2018

Venue : IPM - Vadodara

The Programme delivered by Dr. Chakradhar Iyyunni

Programme highlights:

- The programme focuses on holistic understanding of the basic principles/ concepts and terminology of Project Management.
- Helps participants to dive deep into the Proposal & Tendering process – estimation, bidding and e-tendering,
- Understanding of the fundamentals of Project Execution Management , scheduling and resource management and Project Performance monitoring
- The 33 various hierarchy of Elecon participants been attended the workshop cum training programme

From the “World of Webinars”

IPM has been conducting its 3P WEBINAR series since October 2017 wherein “Problems, Principles and Practices” (3P) on various specialized topics in Project Management are deliberated.

Webinar's delivered between April – September '18

11 Apr 2018	Project Cost Contingency Management	Dr. Hiren Maniar
Webinar will emphasis on concept, techniques and process of project pre-bidding financial performance analysis. The focus will be on highlighting effective project pricing strategies and crucial financial aspects that increase winning chances of EPC Projects.		
25 Apr 2018	Application of Agile Concepts in EPC Projects	Mr. P Seenivasan
Webinar will focus on mapping agile principles and practices to construction project management and introduce participants to an agile way of thinking.		
16 May 2018	Emerging Areas in Project Management Practices	Dr. Hariharan Subramanyan
Objective of the webinar is to provide participants a broad overview of emerging areas in project management practices. The webinar will provide an opportunity for participants to understand emerging competencies that are required to manage projects successfully in global context		
15 May 2018	Challenges in Mega-Projects	IPM Faculty, Dr. Carlos Caldas
Mega-projects often challenge organization on predictability of project results. Nature of such projects being multi-location, multi-year, multi-cultural and multi-stakeholder oriented. Our prepared-ness in strategizing, planning and continually adapting to these challenges, is key to successful execution of such Projects. This webinar is intended to orient the participants to such challenges and how to utilize a focused programme like International Project and Programme Management (IPPM) developed in Collaboration with university of Texas, USA to create a strong foundation for profitable outcomes in Projects.		
30 May 2018	ProjectPre-Bidding Financial Performance Analysis in EPC Projects	Dr. Hiren Maniar
Webinar will emphasis on concept, techniques and process of project pre-bidding financial performance analysis. The focus will be on highlighting effective project pricing strategies and crucial financial aspects that increase winning chances of EPC Projects		
25 July 2018	Scheduling ,Monitoring and Controlling Linear Projects	Dr. Saleh Mubarak
Linear Scheduling Method, LSM, has been known for a long time with several variations and several names. It is basically a graphical scheduling method where the project can be displayed as few simple lines, with slope reflecting production. Although it started in the manufacturing industry, many experts argue that it is a good and suitable method for certain type of construction projects, mainly "linear" projects such as roads and utility works. It can also apply to projects with repetitive activities such as high-rise buildings. This seminar takes a quick glimpse on this method which is trying to assert its place in the construction industry		
8 Aug 2018	Financial Performance Improvements in EPC Projects	Dr. Hiren Maniar
Webinar will focus on different aspects of financial performance improvements in EPC Projects such as improving project cashflows and liquidity, optimising project working capital along with efficient project cost management.		
22 Aug 2018	Project Profit Management in EPC Projects	Prof. VTCS Rao
The purpose of this webinar is to bring participants to key focus areas for sustaining profit project margins in tightly bid projects. The webinar focus on an internal strategy called profit improvement plan which includes the aspects of improving margins in projects without necessarily going to adversarial relationship with the clients.		
20 Sep 2018	Quantitative Risk Analysis using @risk software	Dr. Hariharan Subramanyan
Webinar will focus on how to evaluate the attributes of identified risks using advanced quantitative tools in order to estimate the overall risk exposure of the project.		

L&T IPM has also leveraged webinars to reduce the number of contact days for the PMP Preparatory programme from 5 days to 2 days. The first programme was inaugurated by Mr. Kannan K, Executive Vice-President, Buildings & Factories on 19th July 2018 at L&T IPM Chennai Campus. The inauguration function was attended by Mr. Dharmarajan, Head- HR B&F IC and Mr. Kabilan, Training Head, B&F IC.

IPM is also planning to have a new interview format Webinar series from May 2019 called WWW series: “Webinars on Workable Solutions to Wicked Problems” which will real-world experience sharing session on tough project situations.

IPM – Programme Calendar

Forthcoming Quarterly Programme details

Sr. No	Programme	Date	Location
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Multi-module Programme

1	Executive Postgraduate Programme - Essentials of Infrastructure & Construction Management (E-PGP-EICM)	26th Nov - 01st Dec	NICMAR Pune
2	Executive Postgraduate Programme - Quantity Surveying and Services (E-PGP-QSS)	10th - 14th Dec	NICMAR Pune
3	Cost Engineering	22nd - 27th Oct	Vadodara

SCDM

4	Essentials of Contract & Claims Management	22nd - 23rd Oct	Chennai
5	Lean Construction Project Management - Best Practices	23nd - 24rd Oct	Chennai
6	CRM : Client Relationship Management in Projects	29nd - 30rd Oct	Chennai
7	SCDM - Tool Based - Advanced Primavera	01st - 02nd Nov	Vadodara
8	Cash Flow Management	02nd - 03rd Nov	Vadodara
9	Tool Based SCDM - Earned Value Management (EVM) through Primavera	16th - 17th Nov	Chennai
10	Project Site Management	20th - 21st Nov	Chennai
11	Emotional Intelligence in Project Management	27th - 28th Nov	Chennai
12	Tool Based SCDM - Earned Value Management (EVM) through M S Project	30th Nov - 01st Dec	Vadodara
13	Supply Chain Management	10th - 11th Dec	Chennai
14	PMP Preparatory Course	03rd - 07th Dec	Chennai
15	Managing Multiple Projects	26th - 27th Dec	Chennai

Watch-out Box

- CEPM – Connected Excellence in Project Management, where in Project Directors from across various IC's will share project best practices. The event will be held on 24th and 25th January 2019.
- Level -4 Programme for Senior Business Leader(s) in February 2019.
- WWW series: Webinars on Workable Solutions to Wicked Problems – Real World Experience Sharing Sessions from May 2019.

VISION

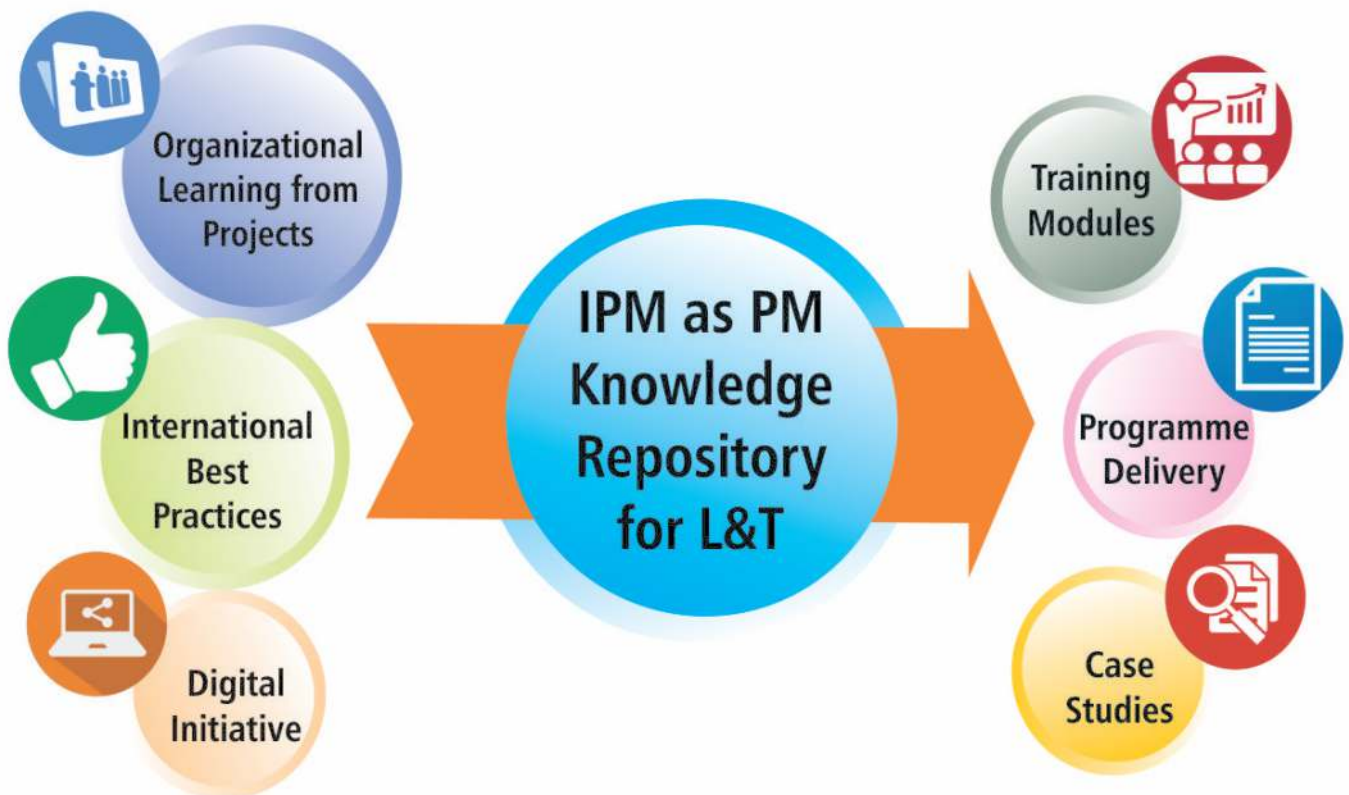


To develop a premier world-class education centre for creating global project management professionals, thereby making L&T a centre of excellence in project management

MISSION



To develop and deliver high quality education and research in project management in consonance with the vision of L&T by providing state-of-the-art infrastructure and learner friendly atmosphere with innovative pedagogy thereby creating a pool of world-class and socially responsible project professionals.



Stay Ahead | Stay Relevant | Stay Connected



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IPM - CHENNAI

L&T CONSTRUCTION DIVISION
TRAINING CENTRE, 1ST FLOOR
OPP TC-II,
MANAPAKKAM
CHENNAI