

MANAGE South Asia

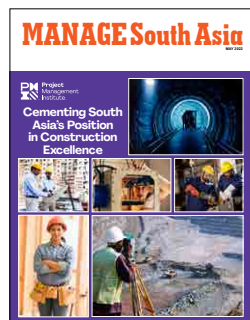
MAY 2022



Cementing South Asia's Position in Construction Excellence



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PMI POLL BOOTH

VOICE YOUR OPINION-MAY POLL

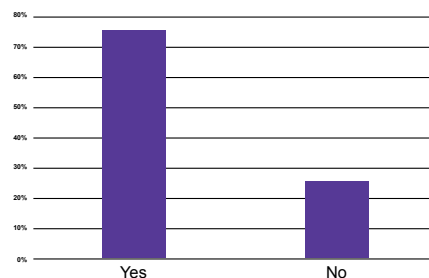
Q. The construction industry is investing enough to upskill its project management workforce to meet the growing demands.

[Click here to fill entry](#)

RESULT OF LAST POLL

Q. The current work environment is beneficial to women.
Yes 75% No 25%

Voice your opinion • Last poll results



Cast your vote today. Learn if your fellow practitioners feel the same way as you when the results come out in the next issue of Manage South Asia.



Dear Practitioner,

The construction industry has been one of the hardest hit sectors by the COVID-19 pandemic but it is showing signs of recovery. The sector is likely to experience a shot in the arm as countries focus on infrastructure building to boost their economies. However, construction companies face a major talent gap in terms of digital skills and management capabilities. They are urgently looking at upskilling their workforce to close the gap.

Are you ready to seize an opportunity if it knocks on your door? PMI's new construction-focused certification and micro-credentials will help construction professionals upgrade their skills and meet the new demands in the market. Look out for an article on that in this newsletter.

In this special edition of *Manage South Asia*, we are focusing on project management in the construction sector. In line with the theme, we have invited an expert to talk about technology

innovations that are driving change in the construction industry.

For the cover story, we are featuring two outstanding examples of how the use of project management best practices and innovation can deliver success in the face of the toughest challenges. These projects were honored for project excellence at the PMI South Asia Awards 2021.

This month, we held two in-person events for the first time since the pandemic – the South Asia Chapter Presidents Meet and PMI Region 11-Region Meeting in Pune. It was a great feeling for the chapter leaders to be meeting their colleagues and friends after months of online sessions. The events were hosted by Pune-Deccan India Chapter.

PMI has entered into a partnership with the Confederation of Indian Industry (CII) to help CII member companies develop project and program management capabilities. With this partnership, we look forward to deepening PMI's reach and impact across sectors.

Do read our recently released [2022 Jobs Report](#) that shows the growing demand for project talent and job opportunities across the globe.

I am happy to announce that the annual Project Management South Asia Conference (#PMSAC22) is scheduled to take place on 9 and 10 December in Mumbai. For details, [click here](#).

Kind regards,

A stylized, handwritten signature in blue ink, appearing to read 'Srinivasan'.

Dr. Srinivasan
Managing Director,
PMI South Asia



Technology Adoption for Speed and Scale in Built Environment



PROF. V. T. CHANDRA SEKHAR RAO,
PMP, PMI-RMP

Dean, Larsen and Toubro Institute of Project Management

The construction industry is undergoing a paradigm shift from traditional operations to integrating technology in project execution. Technology adoption is making a positive impact in terms of both speed and scale of execution.

In the 1800s, when the Statue of Liberty was erected in New York, it took 350 parts to be built separately and then assembled in Paris. It was later dismantled and shipped to New York, where it was reassembled. From design to installation, the 93-meter-high structure took 10 years to complete. The contrasting story is that of the Statue of Unity in Gujarat, India. Inaugurated in October 2018, it is the world's tallest monument, standing at 182 meters. The image of the life-size model was digitally enhanced using 3D imaging technology. The statue's external façade was created using more than 6,500 tiny bronze pieces, which are digitally tagged for future maintenance purposes. From modelling and engineering simulation to construction, the project utilized several digital tools to make it the most successfully executed unique project in recent times. It took only four years from conception to commissioning.

Over the past few years, the Engineering and Construction (E&C) industry, more universally called the built environment, has picked up momentum in technology adoption and automation, thanks to the leadership of companies like Larsen and Toubro (L&T).

Impact of New Technologies

Technology adoption in the E&C industry can be broadly categorized under six themes:

1. **High-Definition Surveying and Geospatial Engineering-** It is the use of cutting-edge technologies such as drones, Global Positioning System (GPS), satellite imagery, surveying robots, and laser scanning to create complex layers of interconnected geographic information. This information has changed the way engineers plan, design, and deliver major projects.

L&T's infrastructure and utility projects substantially use Light Detection and Ranging (LiDAR) technology. LiDAR is a remote sensing

method of using light in the form of a pulsed laser to measure surfaces and objects. Drones are employed in projects to examine terrains that are difficult to access.

2. **Building Information Management (BIM)-**Digital technologies and processes, such as BIM, have the potential to change the way professionals work and interact within and between firms. Globally, the adoption of BIM in E&C projects is gaining prominence. Many of the marquee projects of L&T extensively use intelligent 3D modeling and 4D schedule integration.
3. **Digital Collaboration and Mobile Applications-**Construction professionals use tablets and smartphones to increase jobsite productivity. These devices provide mobile accessibility and mobile construction management applications, thus allowing professionals to work interactively and dynamically. Data collected from the site is shared in real-time with project participants and up-to-date and more accurate site reports are generated.

Most of L&T's group companies leverage mobile-friendly collaborative tools to ensure that project team members receive real-time data and provide real-time inputs.

4. **IoT and Data Analytics -**The industry is embracing Internet of Things (IoT). L&T has over 60,000 pieces of construction equipment that are equipped with GPS-enabled sensors. They track location, operational status, and through-put that is helping achieve operational efficiency. A recent good example is a record daily output rate of 7,300 cubic meters, achieved through substantial usage of IoT and data analytics on an extensive barrage project in Telangana, India.



Figure 1. Technology Adoption in the Built Environment

5. **Operational Efficiency:** Electronic tagging, the use of radio frequency identification for spools and tagged materials, and connecting them to material management systems assist enterprises in decreasing material surpluses and avoiding material shortages.

The Integrated Project Management System (IPMS) employs a common data environment and integrates the project delivery components. The operational efficiency of built environment projects is achieved in ongoing projects through streamlining, aligning, and integrating workflows in projects, as shown in Figure 2.

L&T businesses have implemented IPMS that provides real-time daily reports, engineering progress data, procurement progress data, and site progress data. During movement restrictions as a result of the pandemic, the inspection of products was also done remotely using digital tools and work processes, which helped in the early delivery of products.



Figure 2. Contributors to Operational Efficiency in Built Environment Projects

6. **Connected Workforce-** The construction industry is going beyond simply putting a GPS on a helmet to track workers to setting up a comprehensive connected ecosystem using sensors, drones, and data analytics. L&T has established a digital ecosystem to connect 700,000 construction workers in India.

COVID-19 has helped the industry speed up technology adoption. Here are some potential applications in near future:

- Sensors in a helmet to collect field data on external conditions and worker health
- Drones to monitor safe behaviors and health conditions
- Transmitters in wearables to help alert safety offices to dangerous working conditions/workers' health
- Mobile devices, sensors, and tags for geo fencing, entry gate checks, warning/ alerts for hazardous zones, collusion risk alerts, and monitoring of worksite resources
- Virtual reality/augmented reality and robots at the construction site for site inspection

Technology suppliers are attempting to make the user interface of digital applications as simple to use as Facebook and WhatsApp. However, project managers must have a fair understanding of the implications of digital transformation on their projects. Project managers in the built environment domain must be able to:

- Recognize** the need for new project roles in the digital age for project execution, such as digital officers and data analytics specialists
- Identify and ensure** timely delivery of an enabling digital infrastructure that ensures the capture, analysis, and application of digital data in project execution

MANY CHANGES UNDERWAY

Technology adoption and data-driven decision-making will remain the key focus areas of project owners and contractors in the days ahead. Given below are some ways in which projects in the built environment will change:

- While digital transformation will replace regular, mundane employment in almost all aspects of life, it cannot replace the human element, such as a person's creative, intuitive, or leadership abilities
- Digital transformation is an enabler (and warning) for all of us to spend more time on higher learning and application than mundane, repetitive operational tasks
- 3D printing in projects will pick intensity and scale
- The rapid development of construction and real estate technologies demonstrates that those who act quickly and decisively, embrace disruption, and focus on long-term adaptability will emerge as the leaders

- The two thrust areas of PMI, viz. IT and core sectors, will be interdependent for mutual success, with startups bringing innovative solutions, and intelligent companies adopting and integrating them with their traditional delivery models

SYNERGY BETWEEN THE NEW AND THE TIME-TESTED

There are new project management trends to improve performance, most of which need a technology backbone. I have been a part of PMI's expert panel for finalizing the course content that addresses the latest trends and best practices in built environment project delivery. The course, Built Environment Technology and Innovation Pro, aims to equip project managers from this sector with some of the advanced technologies that I have discussed in this article.

Project delivery is also greatly dependent on improved execution models that leverage technology, such as the Last Planner System, Advance Work Packaging, and Interface Management. However, some basics of project execution will always remain a priority for effective project delivery, such as effective scope and change management, continual risk management, and effective communication with stakeholders.

PMI has designed courses for the benefit of the construction industry, which will help companies find talent with ready-to-deploy skills to create a built environment that is safe and sustainable.

Before joining L&T as dean, Prof. V. T. Chandra Sekhar Rao was director of operations at Amec Foster Wheeler (now Wood Group). He is a member of the PMI South Asia Academic Advisory Group.

The views expressed here are the author's personal views.

Cementing South Asia's Position in Construction Excellence

Manage South Asia features two recent projects in the built environment in India that won PMI South Asia awards for best projects in 2021. These projects are a showcase of meticulous planning and execution and out-of-the-box thinking to either overcome daunting challenges or offer users a completely new experience.

By Potshangbam July

World's Largest Cricket Stadium: Scores High on Sustainability and Viewing Experience

Project: Narendra Modi Stadium, Motera, Gujarat

Key Highlights

Project Start Date: 8 December 2016

Project End Date: 24 February 2020

Cost: US\$ 8 billion

Project Sponsor: Gujarat Cricket Association

Project Execution: Larsen and Toubro (L&T)

The Narendra Modi Stadium at Ahmedabad in Gujarat, earlier known as the Motera Cricket Stadium, was a dream project of the Indian prime minister, that was conceptualized during his time as the chief minister of Gujarat. It took state-of-the-art design, innovative thinking, and superior engineering and project management skills to turn that dream into an award-winning project.

L&T won the Project of the Year award in the medium category for this project at the PMI South Asia Awards 2021.

The stadium, constructed in place of a much smaller structure, has superseded the Melbourne Cricket Stadium in Australia in size and has asserted its new identity as the world's largest cricket stadium. It is currently the only green-rated cricket stadium in India.

HURDLES ON THE WAY

The project faced many challenges, right from the design stage. The biggest challenge was to design it in such a manner that the seating capacity increased from 49,000 to 110,000 on the same 63-acre site as the old, demolished stadium. The design also needed to ensure a 360-degree, uninterrupted view of the cricket field from any point in the stadium. Besides, the stadium was surrounded by residential complexes,

and a temple stood within the site premises. It posed a greater challenge during weekends, when the footfall to the temple grew. The project team needed to think of an alternative access to the temple, so that the flow of devotees or the construction work was not affected.

It called for an innovative approach to blend the diverse elements seamlessly, after considering the design requirements, socio-cultural sensitivities, and other aspects regarding project execution.

The project also faced some core construction-related challenges. The upper bowl of the stadium is supported by two asymmetrical

“Since the stadium is not a circle but elliptical or oval-shaped, it threw up several engineering challenges. The design and construction phases needed to take into account several other independent or semi-independent construction elements. We erected at a rate of 500-600 elements every month. We had to be ever careful about the orientation, alignment, angle of deflection, and other such aspects while erecting these elements.”

Subrata Dutta, Project Director



columns of reinforced cement concrete, one of which is shaped like the letters H and Y. It is 36-meter tall, 15-meter wide and 2.7-meter deep, weighing around 285 tonnes. The traditional method of using in-situ casting for the columns, where formwork is made on the site and liquid concrete is poured into the formwork and then cured, posed a major risk to those working at that height. Besides, in the case of in-situ casting, the material needs to be closely checked to ensure quality. It was not only a laborious but also a time-consuming process.

The other difficult task was the construction of steel roof structures with its unique design at 52-meter height and 30-meter cantilever. Workers with the right skills were hard to come by. The team also had to look for different tools, techniques, and technical resources to carry out the project smoothly.

BEST PRACTICES AND INNOVATIVE APPROACHES TO COUNTER CHALLENGES

Technological Solutions

L&T came up with advanced technology solutions and deployed them seamlessly to bring more efficiency in project execution.

- Building Information Modeling (BIM) technology was used for better communication between the design and execution teams. It enabled erection sequencing of the precast elements which were in various sizes and appearances. It helped in understanding the possible risks, and mitigating them before occurrence.
- The Critical Path Methodology (CPM) tool in Oracle's Primavera software was used to effectively optimize resources, track project activities, and improve collaboration.

- L&T's own safety app was used to monitor daily work activities, work permits, operational risk analysis, and material tracking. It also helped in meeting its sustainability goal by reducing paperwork and completing the project faster. The app clocked in around 21 million human hours for the project.
- ProCube is another app created by L&T that tracks daily work progress and client co-ordination. Besides, the quality app was used for monitoring client requirements and quality checks/audits.

“Regular brainstorming sessions were held among team members, including those from the Construction Methods and Planning Cell, and the Plant and Machinery department, which contributed in generating innovative ideas for executing the project across various phases. Some of those ideas were the erection of colossal precast columns in a single lift and the erection of steel roof structures amidst the constricted areas with a high-tension electric line in proximity.” **Mr. Dutta**





- The presence of a large podium gives a 360° view with an uninterrupted line of sight for all 110,000 spectators.
- The drainage system removes rainwater within 30 minutes after the rain stops. It avoids a long waiting period before a game can resume after rain.
- The stadium was originally planned for a seating capacity of 110,000 spectators, but it can accommodate up to 132,000 spectators.
- The stadium created lifetime job opportunities for 100-150 local workers for stadium's operation and maintenance and for ground preparation.

Construction-related Solutions

- Precast elements of 36-meter length, weighing 285 metric tonnes, were used for the upper bowl of the stadium, that has intricate, different geometrically-shaped columns. By erecting large columns, the team reduced the number of joints to a great extent and thus saved the erection cycle time by 40 percent.
- L&T incorporated a lightweight cable-supported tensile membrane roof, supported by V-shaped steel columns. It helps in resisting strong winds and earthquakes. A wind tunnel test was conducted to optimize the roof design.
- The compound walls and drains were all pre-cast and erected on site. This practice helped in tackling time constraints and avoiding conventional formworks for small drains.
- L&T installed green-rated faucet and taps in toilets, bathrooms, and urinals to control the wastage of water.

Stakeholder Management

One of the key factors was the effective communication and collaboration between the stakeholders and the L&T team. Since it was a high-profile project, it needed close supervision by the L&T team and regular communication with the stakeholders.

The team received advice and support from Union Home Minister Amit Shah and Parimal Nathwani, Member of Parliament and vice-president of Gujarat Cricket Association (GCA), the project sponsor. Weekly and monthly review meetings were conducted throughout the project by GCA officials.

STRIKING DIFFERENTIATORS

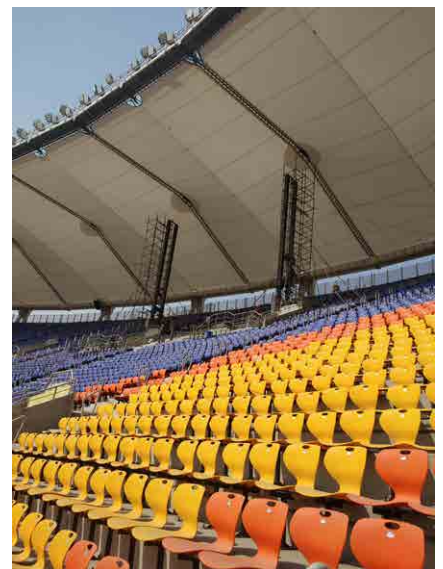
- It is currently the only cricket stadium in the world to have four dressing rooms with associated facilities to accommodate four teams at a time. It makes it possible for teams to play back-to-back games on the same day.

- It is the only stadium in the world with 11 center pitches on the main ground.

HIGH ON SUSTAINABILITY, USER EXPERIENCE

Innovative construction methods and the use of digital tools during the execution phase made it possible for L&T to meet a tight timeline and complete the project in 38 months.

L&T frequently monitored the air ambient quality during construction, that provided environmental impact data related to construction activities. By controlling the amount of pollutants in the ambient air, it significantly contributed to environmental sustainability, in line with the Indian Green Building Council (IGBC) guidelines.



The stadium, that has been awarded the Gold Green Building Rating by IGBC, promises to provide a great viewing experience for cricket lovers. It is the first cricket stadium in India to have LED light fixtures mounted on top of the roof edges for better visibility. It does away with the need for conventional light mast structures that form shadows on the ground, and thus affect viewing quality.

The project was also awarded the "Sword of Honour" in 2018 by the British Safety Council after having clocked in 21million safe human-hours with zero 'loss of time' injury.

India's First and One-of-a-kind Prefabricated COVID-19 Hospital

Project: Construction of 551-Bed COVID-19 Hospital, Kerala

Key Highlights

Project Start Date: 15 May 2020

Project End Date: 31 August 2020

Cost: US\$ 6 million (approx.)

Project Execution: Tata Projects Ltd.



A 551-bed healthcare facility developed in Kasaragod, Kerala as an immediate response to the COVID-19 pandemic during a nationwide lockdown won the PMI South Asia Contribution to Community Award in 2021.

It took only three months to complete the construction of the hospital dedicated to COVID-19 patients. The construction that was carried out at a challenging time of movement restrictions was delivered 16 days ahead of the project's committed completion date.

The Government of Kerala actively worked with Tata Projects, the implementation company, to facilitate the construction in record time. It was the first hospital in Kerala to be dedicated to COVID-19 patients and India's first hospital built from scratch exclusively for COVID patients.

The facility houses 80 quarantine rooms with 400 beds, 24 isolation rooms with 96 beds, two observation rooms with 10 beds, and one resuscitation room with five beds.

Additionally, there are 10 rooms with 40 beds for nurses and doctors to rest, besides a waiting room, canteen, pharmacy, and a radiology section. Around 20 of the units have been made with fiber-reinforced

polymer composite sandwich panels. This advanced technology makes the structure lightweight and high on strength.

BOTTLENECKS DUE TO THE LOCKDOWN

A major stumbling block for the project was the uncertainties posed by the lockdown. The project team was not certain which activities would be allowed since the rules were changing frequently. Another concern was creating a safe work environment within the project site by minimizing the risk of infection from COVID-19. The team found it difficult to convince people to join the project because of a perceived high risk of getting infected at work.

Besides, the availability and mobilization of resources became a challenge due to the movement restrictions. Many suppliers had halted production, which led to shortages and delays in material supply.

“Safe and timely project execution was a big concern for us. We had to keep the project site safe while also motivating the entire team. Our team had to also ensure that there was minimal disruption during the execution phase.”
Ravishankar Chandrasekaran, executive vice president and Strategic Business Unit (SBU) head - Urban Built Form, Tata Projects Ltd.



The objective of the project was clear – to create a 551-bed medical facility for COVID patients. However, the master plan and project requirements lacked clarity at the initiation phase. Since it was the first time that such a facility was being built, it was difficult to get inputs from the customer or domain experts.

The manufacturing facilities were in remote and it was not possible to visit those locations during the lockdown. Trust played a critical role in procuring material without physical verification. It fell on the project team to convince the customer about the suppliers' quality standards.



TECHNOLOGY TOOLS SAVE THE DAY

To ensure safety and precautions during operations, Tata Projects developed a new set of standard operating procedures (SOP) for the COVID task force. This empowered decision-making and procurement through an exclusive channel independent of regular operations. The project was designed to rely heavily on prefabricated systems and collaborative tools and technologies that reduced infection risks to the workforce.

The whole project was conceptualized as a modular, prefabricated building. Foundations were precast and structures prefabricated at manufacturing facilities, and then transported to the project site, along with accessories as readymade plug-and-play components. These prefabricated units were then assembled onsite with the help of a small team of workers.

Stakeholder management was key to project success to enable faster decision-making and planning of key activities and interferences. The company adopted video conferencing to remotely select materials and communicate with contractors, suppliers, and fabricators. It utilized Building Information Modeling (BIM) Docs to make the process of remote information storing, sharing, and managing easy. The cloud-enabled BIM platform allowed engineers, designers, and project managers to collaborate remotely, and thus save time and effort.

Additionally, the company used an in-house video call-based inspection tool to assess the quality of the vendors' fabrication units remotely. This facilitated field quality inspections even during the lockdown and helped to meet the aggressive timelines. Navis Works software made coordination, clash detection, and construction simulation simple for better project outcomes.

Some standout features of this project:

- A prefabricated facility that is environment-friendly as it reduces construction waste and minimizes emissions
- A concept that can be replicated to create emergency facilities in future
- The complete design of the facility was completed in 30 days

- All 128 rooms were developed in 80 days, including finishing touches
- The complete facility was commissioned in 100 days
- Facility planned in such a way that it can be re-purposed for other inpatient treatment facilities as the need arises

FACTORS CONTRIBUTING TO PROJECT SUCCESS

Timely approvals and support from the Government of Kerala helped Tata Projects to complete the project ahead of time. The government provided land for the project, which helped the company escape the hassle of land acquisition, one of the biggest challenges that construction projects face. Besides, the government helped in getting permits to operate and transport material during the lockdown.



Tata Projects got workforce from a nearby project and mobilized the project team even before the handover of the construction site. As soon as the project took off, the company came up with a COVID risk mitigation plan to create a safe work environment and execute the project efficiently. It included conducting regular RT-PCR tests for the staff and a dedicated isolation facility for infected staff.

To avoid the risk of infection, the company identified seven manufacturing locations across the country from where it could source material safely. With that, it kept the risk of disruption low and the supply lines going to meet the tight project timelines.

Tata Projects engaged with these vendors on a daily basis with micro-planning to ensure that they have sufficient resources to perform their assigned functions. This level of monitoring enabled the company to quickly identify gaps and leverage its large vendor base to manage shortfalls from certain manufacturers. This approach created confidence and responsibility in vendors to drive on-time delivery.

SETTING AN EXAMPLE

The adoption of modern technology in every phase of project execution in terms of design, project management, and construction made it feasible for Tata Projects to complete this critical healthcare facility in the shortest timeframe during a highly challenging time. The project received appreciation from Kerala Chief Minister Pinarayi Vijayan, who said, "It is an excellent example of how public-private partnerships can be put to good use."



Opportunity to Upskill Project Managers in the Construction Industry with New PMI Offering

PMI's new construction-focused certification and micro-credentials aim to equip project managers from the sector meet the new market demands and address the current skills gap crippling the industry.



BEN BREEN

Managing Director, Asia Pacific, and
Global Head of Construction

But the demand for project managers far outstrips the supply of skilled talent across sectors. A PMI report states that the talent gap in project management is likely to impact every region, resulting in a potential loss of up to US\$ 345.5 billion in global GDP by 2030.⁴

Inadequately trained project managers are a major reason behind a poor project success rate, resulting in project delays, cost overruns, and failure to meet stakeholder expectations.

A McKinsey report states that construction projects typically take 20 percent longer to finish than scheduled and are up to 80 percent over budget.⁵ These findings resonate with PMI's 2020 survey among more than 40,000 global Project Management Professional (PMP)[®] certification holders in the construction industry. As many as 72 percent of them said they experience project delays always or often, and 73 percent said projects went beyond the budget.⁶

The construction industry plays a significant role in a country's economic growth and contributes to around 10 percent of the global gross domestic product (GDP). In spite of being slowed down by the pandemic, the industry has shown signs of recovery.

According to the *Future of Construction* by Oxford Economics, the global construction output is set to grow by 42 percent between 2020 and 2030 to reach US\$15.2 trillion.¹ The demand for infrastructure projects is expected to be higher in developing economies as they seek higher economic growth and cater to a swelling urban population. South Asia will be among the best performers in terms of output in 2022 as compared to pre-COVID-19 levels. India, like other global markets, suffered a sharp contraction in 2020 but rebounded in 2021, and in 2022 output across South Asia will be 9.5 percent higher than in 2019 in real terms.²

To capture these opportunities, construction companies need project managers who are equipped with the right skills to manage large, complex projects effectively. PMI's 2021 Talent Gap report indicates that more than 61 million project management positions will be needed in manufacturing and construction by 2030, a 13 percent increase over 2019.³

Hence, there is an urgent need to equip project managers with the right skills so as to enable them to complete projects successfully.

It is also important to note that a lot has changed in terms of how things are done in the industry today. The use of technology and the preference for sustainable construction methods have emerged as important trends. As per the 2019 World Green Building Council's report, construction is responsible for 39 percent of the world's carbon emissions.⁷ Both governments and the private sector are now looking for ways to reduce the burden construction projects put on the environment. Therefore, project managers from this sector must be aware of the latest technologies that can help them innovate and add value to infrastructure projects.

PMI, in collaboration with leading construction organizations and professionals around the globe, recently launched an offering that includes short courses, micro-credentials, and a soon-to-be-added certification in Construction Professional in Built Environment Projects (CPBEP)[™]. The offering is designed to equip project management professionals with the right skills and knowledge to manage the requirements of today's construction projects.

¹ <https://www.oxfordeconomics.com/resource/future-of-construction/>

² <https://www.designbuild-network.com/comment/global-growth-momentum-geopolitical-risk/>

³ <https://www.pmi.org/-/media/pmi/documents/public/pdf/learning/career-central/talent-gap-report-2021-finalfinal.pdf>

⁴ <https://www.pmi.org/-/media/pmi/documents/public/pdf/learning/career-central/talent-gap-report-2021-finalfinal.pdf>

⁵ <https://www.mckinsey.com/business-functions/operations/our-insights/imagining-constructions-digital-future>

⁶ <https://www.businesswire.com/news/home/20211115006171/en/PMI-Releases-New-Construction-Offering-to-Address-Industry-Challenges-and-Rapid-Industrialization-Efforts>

⁷ https://www.worldgbc.org/sites/default/files/WorldGBC%20ANZ%20Status%20Report%202019_FINAL%20RELEASE_0.pdf

The offering includes seven e-learning courses, three micro-credentials, and a capstone exam to earn the CPBEP certification.

The following are the courses currently available:

Project Communication Pro: Designed to enhance the power of effective communication across stakeholder groups in a construction environment.

Interface Management: Empowers effective management of communications, relationships, and deliverables among two or more interface stakeholders.

Scope and Change Order Management: Learn to take control of scope creep and effectively manage change orders in large engineering and construction projects and reduce waste, disputes, and financial loss.

Performance and Materials Management Pro: Covers the implementation of metrics-oriented performance management processes to increase transparency, reduce waste, and proactively address global supply chain challenges.

Technology and Innovation Pro: Focuses on the latest technology and innovative practices to drive the productivity and profitability of construction projects.

Contract and Risk Management: Offers effective risk management strategies to ensure successful delivery of construction projects. It also covers the Integrated Project Risk Assessment (IPRA) tool to improve risk management in built environment projects.

Execution Planning: Focuses on how to proactively manage project execution challenges and also features three complementary project planning and execution approaches that incorporate improved collaboration, communication, alignment, and team culture.

New components will be added to this offering in the near future.

Each course can be completed in 150 to 180 minutes.

[Know more](#)



Creating a Roadmap for New Goals

The 2022 South Asia Chapter Presidents Meet, hosted by PMI Pune-Deccan India Chapter, was held on 6 May in Pune. It returned safely to an in-person event for the first time after two long years.

The one-day event brought together chapter presidents, PMI staff, and members from PMI Region 11, and saw enthusiastic networking.

The event began with a welcome address by Prasanna Sampathkumar, region mentor, PMI South Asia. Dr. Srinivisan, managing director of PMI South Asia, provided an overview of the region's key objectives and priorities in 2022. He spoke about the importance of chapter and community collaboration, this year's strategic aspirations and themes, and the path forward to achieve it.

The event provided a platform to discuss a new approach on how to build a more conducive, inclusive, and collaborative strategic plan by picking two initiatives. A combined team of PMI staff and chapter leaders was formed,

which will be running the initiatives for the next two quarters and report the progress to Mr. Sampathkumar and Dr. Srinivasan.

In the addresses by chapter presidents, they highlighted the unique activities the chapters conducted during 2021-2022, the best practices, and plans for the coming year.



Celebrating Milestones



After more than two years of remote meetings and conferences, PMI Pune-Deccan India hosted its first face-to-face PMI Region 11 meeting on 7 and 8 June in Pune.

Prasanna Sampathkumar, region mentor, PMI South Asia, kicked off the first day with a welcome address. Dr. Srinivasan, managing director of PMI South Asia, set the tone for a productive day with an opening address.

Abhishek Sharma, chapter partner, PMI South Asia, presented the outlines of the PMI Chapter Empowerment program to encourage more volunteering and improve community-building exercises. Mr. Sampathkumar shared the results of South Asia Chapters' satisfaction survey and overall membership figures. Nisha Nanda Kumar, chapter administrator, PMI South Asia, spoke about the annual planning and charter renewal exercise.

Visukumar Gopal, region advisor, PMI South Asia, and Leena Gupte, program administrator, PMI South Asia, deliberated on the Youth and Social Impact team's activities and its contribution to United Nations Sustainable Development Goals.

Mr. Sharma and Mr. Sampathkumar explained PMI's Culture Journey and its adaptive approach, and its partnership with Kin&Co, a culture and purpose-led change management consultancy. This was followed by portfolio-based group discussions and presentations by chapter leaders.

A major highlight of the event was the awards and recognition ceremony to acknowledge the contributions made by chapters and leaders. West Bengal

Chapter was honored with Chapter Milestone Achiever-10 years, Chennai Chapter with Chapter Milestone Achiever-20 years, and Naga Saujanya Yelisetty from PMI Pearl City Chapter for the Outstanding Chapter Leader-2022.

The second day was a half-day event that started with an opening address by Mr. Sampathkumar.

Soon after, an informative session on the "Board Culture" was conducted by Tejas Sura, member, PMI Board of Directors, and Girish Kadam, past region mentor. It shed light on the board culture status, typical challenges, factors that determine a good board culture, and guiding principles for PMI chapters.

This was followed by an ethics workshop by Dr. Deepa Bhide, chair, PMI Ethics Insight Team, and Karthik Ramamurthy, member, PMI Ethics Insight Team. They talked about how proactive ethical leadership is critical for chapter success, ethics tools for chapters, volunteers and practitioners, and Chapter Board ethics assessment.

The event also highlighted PMI Cross Regional Collaboration programs initiated by various chapters, such as PMI Chapter Xchange, PMI Kerala Academic Outreach, PMI Kerala Whiz Talks, and PMI West Bengal Chapter Outreach-NGO Connect.

In between, some great talents from chapters peppered the evening with fun elements - from a comedy skit by Mr. Saujanya to a musical delight by Dr. Oscar D'Souza from the PMI Mumbai Chapter.

PMI BANGLADESH CHAPTER

WEBINARS AND DISCUSSIONS

PMI Bangladesh Chapter organized a webinar on 'Collaborative Performance' on 26 February. Yasmina Khelifi, PMP, PMI-ACP, PMI-PBA, senior project manager - MEA Manager for SIM Cards, Orange, was the speaker. Ms. Khelifi talked about the importance of teamwork in delivering global projects. The webinar was moderated by K.M. Refaul Ehsan, director, Professional Development, PMI Bangladesh Chapter.

The chapter's research team, present and past board of directors, and long-term members presented an initiative for focus group discussion on 11 March. The chapter aims to organize a series, titled 'Coffee and Conversation,' with such focus groups to encourage more interaction and brainstorming in the project management community.

PMI Bangladesh Chapter and Development Design Consultants Ltd. (DDCL) jointly organized a webinar



Project Management Institute, Bangladesh

Collaborative Performance

Register Now

Virtual Event via Zoom
26th February, 2022
Saturday
BST 6:30PM - 8:00PM

Speaker:
Yasmina Khelifi
PMP, PMI-ACP, PMI-PBA
Senior Project Manager - MEA Delivery
Active Volunteer at PMI

Moderator:
K.M. Refaul Ehsan
Director, Professional Development

What will be discussed (Learning Objectives):

1. Identify the main ingredients of a successful recipe
 - ✓ Defining team ground rules
 - ✓ Developing emotional intelligence
 - ✓ Communicating and providing feedback
 - ✓ Elevating intercultural agility
2. Identify challenges and some tips to overcome them
3. PDU - 1.5

Who can be benefitted:

- ✓ All C level executives
- ✓ Management executives
- ✓ Project Managers
- ✓ Accountants
- ✓ Engineers
- ✓ ICT professionals/ consultants
- ✓ Programmers, any level of executives with interest in technology and its application



on 'Project Management-Professional Development and Growth Opportunities' on 28 March. Annesha Ahmed, president, PMI Bangladesh Chapter, discussed the initiatives undertaken by PMI, PMI Educational Foundation (PMIEF), and PMI Bangladesh Chapter. She encouraged the participants to learn more about what these organizations can offer for professional development.

Aharap Shahriar Anik, a chapter volunteer for youth and social impact, shared detailed insights about PMI's Project Management Practitioner (PMP)[®] certification examination. Mahmood Taseen Chowdhury, director, Outreach Program and Youth, and social impact coordinator of PMI Bangladesh Chapter, highlighted how the PMP certification contributes to the professional development of project practitioners. He concluded the session with the announcement of the A.K.M. Rafiquddin Memorial Scholarship Program 2022, which will sponsor the successful PMP certificate aspirants of DDCL.

PACT WITH UNITED INTERNATIONAL UNIVERSITY

PMI Bangladesh Chapter signed a memorandum of understanding (MoU) with United International University (UIU), Bangladesh on 30 March. Annesha Ahmed and Chowdhury Mofizur Rahman, vice-chancellor of UIU, signed the MoU on behalf of their respective organizations.

Pro Vice Chancellor Md. Abul Kashem Mia, deans, heads, and senior faculty members of the university were present on the occasion, and explained the benefits of the MoU for the students. The MoU will create an opportunity for the university's students and chapter members to leverage their knowledge, skills, and experience to design and deliver skill-based initiatives to improve their project management competencies.





VIRTUAL MEET FOR MEMBERS

The chapter conducted an exclusive online event for its members on 1 April. The session was launched by Dr. Srinivasan, regional managing director, PMI South Asia. Region 11 Mentor (South Asia) Prasanna Sampathkumar and former Region 11 Mentor Girish R. Kadam delivered special addresses. Besides gathering insights, members got an opportunity to network with fellow members.

PMI KERALA CHAPTER

NEW CHAPTER BOARD

PMI Kerala Chapter completed the chapter board election process by February-end. All the positions were filled with candidates running unopposed. The leaders officially took charge on 9 April at the annual general meeting held at Travancore Court Hotel, Kochi. The meeting was conducted in a hybrid mode, with members attending either in person or remotely. Members appreciated the chapter's activities held during the past year, and vouched their support for the plans proposed for the upcoming year.

The current board has four women leaders for the second time. The leaders expressed their commitment towards continuing to deliver the best services and taking the chapter to greater heights with new initiatives.


The new board members are Jayakishore S. R., president; Akhila Gowri Shankar, vice president-Operations; Harikuttan Kochukunju, vice president-Finance (Treasurer); Sindhya Sudheendran, vice president-Membership;




Hariprasad P. S., vice president-Education; Dileep Viswanathan, vice president-Professional Development; Rashmi Mohandas, vice president-Volunteers; Joji John, vice president-Marketing; Rasmi V. Nair, vice president-Branched; Sreejesh Varier, vice president-Governance; and Dr. Krishnakumar T. I., past president.


HYBRID AND IN-PERSON MEETINGS




Releasing
 PMI Kerala Chapter **White Paper**
 Agile Practices in Core Industries


 Join us to get insight on agile practices in core industries: Construction, Health care, Product development, and Banking, and effective ideas for your profession.

Released by
Srini Srinivasan
 Managing Director
 PMI South Asia


JOIN US
 6 FEB | 4 PM (IST) | 1 PDU
www.pmi-kerala.org

The chapter conducted a virtual get-together for its new members on 2 April. Chapter board members gave an overview of the chapter's activities. In a 30-minute session, chapter leaders discussed the benefits of membership, and the various volunteering and professional development opportunities available. The new members also interacted with older members.

The chapter also acknowledged a group of passionate volunteers who created a white paper on 'Agile Practices in Core Industries.' Dr. Srini Srinivasan had released the white paper on 6 February. It was an outcome of interactions, reviews, and discussions with industry experts. It captures

some of the agile practices being followed in construction, healthcare, product development, and the banking sectors.

The chapter conducted a full-day in-person volunteer meeting in Thiruvananthapuram on 20 March. It was a formal induction program for the extended board members and the volunteers' team.

The Kochi branch committee conducted a similar event on 23 April. The event saw discussions on improving volunteering efforts. Priyesh Gopalakrishnan, director - Project, Cognizant, presented a talk on 'Role of Emotional intelligence in Managing Stress.'

TOASTMASTERS CLUB



PMI KERALA CHAPTER TOOK THE HISTORIC STEP!!
Chartered the first PMI Toastmasters Club in PMI South Asia Region!!

 Project Management Institute, Kerala, India

Announcing EXCOM 2022-23
PMI KERALA CHAPTER TOASTMASTERS
 Club Number: 0798505, District 121, Area 01


Akhila Gowri Shankar
 President


Chiranjeev
 Secretary


Sridhar
 Treasurer


Sridhar
 VP - Int'l


Rajesh
 VP - Education


Prady
 VP - Professional Development


Rishi
 VP - Volunteerism

The PMI Kerala Chapter Toastmasters Club held its 'chartering ceremony' on 24 April virtually to enable global leaders of PMI and Toastmasters International

to be part of the occasion. Kerala holds the distinction of hosting the first Toastmasters Club in PMI South Asia, with membership open for only chapter members. The collaboration between the two organizations will enable chapter members to develop oratory and communication skills.

After the club's inauguration by Dr. Srini Srinivasan, the chapter extended its appreciation to the PMI Lakeshore, Ontario Chapter leaders for their support and guidance. The

initiative is the vision of PMI Kerala Chapter President Jayakishore S. R., who is also the president of Trivandrum Toastmasters Club.

ACADEMIC FORUM

PMI Kerala Chapter initiated its 8th Academic Forum at Government Engineering College, Barton Hill, Thiruvananthapuram on 5 April. The event was inaugurated by Rajeev Panicker, delivery manager at Infosys and senior mentor of PMI Kerala Chapter. This was followed by a session on 'Professional Networking' by Harikuttan K, vice president-finance, PMI Kerala Chapter, and India PMO Leader of the Year finalist.

As part of the chapter's collaboration initiative for academic outreach with Middle East and North Africa (MENA) region, volunteers from Tunisia and Kerala Chapter also participated, in addition to students and faculty members of Barton Hill College. PMI Tunisia Chapter President Mabrouk, PMP, delivered the felicitation address.



Inaugural Program
PMI KERALA ACADEMIC FORUM
 5 April 2022 | 1:30 PM to 3:30 PM (IST) - Webex
 Government Engineering College, Barton Hill
 Thiruvananthapuram

TPLC
 GOVT ENG'G COLLEGE, BARTON HILL
 transforming professionals to transform the nation

		
Chief Guest Rajeev Panicker Delivery Manager - Digital Experience, Infosys Ltd.	Keynote Harikuttan K VP-Finance, PMI Kerala PMO Lead, Strategic Initiatives Program, EY	Felicitations Mabrouk Mabrouk President PMI Tunisia Chapter

AN ACADEMIC OUTREACH PROGRAM OF PROJECT MANAGEMENT INSTITUTE KERALA CHAPTER



TALK SERIES

PMI Kerala Chapter, in collaboration with PMI Singapore Chapter, officially inaugurated the first 'Joint Whiz Talk' on 15 March. This collaboration gives an opportunity to members of both chapters to volunteer as speakers for this talk series. The first speaker was Karthik Ramamurthy, a Kerala Chapter member and a PMI volunteer, who spoke on 'Eight Effective Techniques towards Project Success.' Alicia Kocanda, vice president of PMI Singapore Chapter, presented the vote of thanks.

WOMEN'S DAY CELEBRATION

The chapter joined hands with PMI South Africa Chapter for International Women's Day celebrations and for a social media campaign on 8 March. Many women members shared their thoughts on how to overcome challenges faced by women project professionals. Special professional development sessions were designed for women in program and project management.

Also held were sessions on leadership and wellness that were packaged and delivered by Jessy Jacob, founder, Fit the Soul, a wellness initiative.

PMI BANGALORE CHAPTER

VIRTUAL TRAINING

PMI Bangalore Chapter conducted a virtual instructor-led training program for the development sector on 2 and 3 March. Seventeen participants from eight non-governmental organizations joined the training to learn the basics of project management and apply them to their social projects.

WORKSHOP ON NETWORKING

The chapter organized a virtual half-day workshop on 'Power of Networking' on 2 April. Charu Sabnavis, executive coach, diversity expert, and author, was the speaker at the event. She emphasized upon dividing the network into three buckets: accelerator network, operational network, and personal network.

HONORING ACADEMIC EXCELLENCE

PMI Bangalore Chapter joined the management and faculty of Acharya's Bangalore Business School for the graduation ceremony of the 2019-21 batch of MBA students. Chapter President Sachin Sood was the chief guest. He delivered the graduation address and honored the best student at the ceremony.



KNOWLEDGE BUILDING SESSIONS



The chapter has been organizing monthly knowledge-sharing webinars, 'PM Footprints.' The following sessions have been held so far:

On 12 March, Anil Kant Choudhary, advisor, consultant, mentor, and guide, conducted a session on 'Simplify to Amplify: Simple Steps for Complex Challenges.' He discussed how to handle complex problems at work by elucidating simple, actionable measures. He also drew

examples from his personal life to put across his points with multiple takeaways for the audience.

On 9 April, Mayank Jain from the Toastmasters Club spoke on 'World of Toastmasters.' He talked about the importance of communication skills to become good leaders and project managers.

The chapter's Engineering and Construction Forum conducted two sessions.

On 12 March, a lively session on 'Project Management for Retail Store Rollout' was conducted by Vaibhav Parab, vice president, Max and Easybuy Fashion in Lifestyle International.



On 9 April, Pradeep Sangal, PMP, PMI-RMP, spoke on 'Poetically Decoding Patterns in Projects.'

PMI PEARL CITY CHAPTER

EDUCATING UNDERPRIVILEGED CHILDREN

PMI Pearl City Chapter (PMIPCC) has embarked on a unique initiative, 'Helping Hands by PMIPCC.' As part of building a progressive society, the initiative imparts knowledge and skills to underprivileged children at orphanages. It focuses on diverse topics, such as values, ethics, time management, and leadership.

In continuation of the initiative, PMIPCC organized a session on 'Time Management - Planning, Importance and How to Overcome Stress' on 5 March for the children at Ashray and Spurti Homes. It was attended by 35 students of grades 6 to 10. The session was conducted by chapter volunteers Naga Soujanya Yellisetty, Sailaja Sunanda, Janaki Vani Ashray, and G. Rajeshwari.

PMI GUJARAT CHAPTER

NEW BOARD MEMBERS

PMI Gujarat Chapter concluded its annual general meeting on 20 March. Chapter President Dr. Sanjay Buch thanked the chapter's board members and volunteers for their committed support and service.

During the meeting, the chapter introduced a new board for 2022-2024 and facilitated its outgoing board members and star volunteers. Rajit Shah, vice president-finance, PMI Gujarat Chapter, gave an update about the chapter's audited balance sheet for the financial year 2021-2022. Board members presented their portfolio specific activities for the past year and plans for the upcoming year.

The new board members for the term 2022-2024 are:

Dr. Sanjay Buch – President
 Prerak Shah – Vice President, Administration
 Rajit Shah – Vice President, Finance
 Rajesh Panchal – Vice President, Membership
 Manan Patel – Vice President, Corporate Relations
 Sandip Karia – Vice President, Academics Affiliation
 Mahesh Panchal – Vice President, Training and Development
 Mehul Patel – Vice President, Marketing
 Bharat Thakkar – Vice President, Technology
 Aniket Chhaya – Vice President, Programs
 Hiral Vyas Dave – Vice President, Volunteering



Chapter news contributors: Rashmi Mohandas, DASSM; Akhila Gowri Shankar, PMP; Rakesh Kumar, PMP, PMI-RMP; Sundar Raghavan, PMP; BhaskarJaganathan, PMP; Sujata Kanchan, PMP; Sharat Rajan, PMP; Balaji Viswanath, PM; Jagadish Koodiyedath, PMP; Naga Soujanya Yellisetty, PMP

STAR VOLUNTEERS

In this column, we shine the spotlight on our star volunteers from PMI South Asia chapters who have made immense contributions through their dedication and passion. This is your opportunity to know a bit about these remarkable men and women from our practitioner community.



**MOHAN KUMAR CV,
PMP, DASSM**

Associate Director-IT Projects,
IQVIA

Volunteer, PMI Pearl City Chapter

Been a PMI member since: 2013

The biggest hurdles I face as a project manager: Scope, cost, schedule creep, and delays in deliverables

The top skills I have learned through PMI: New ways of working and communication

My new success mantra as a project manager: Evolve and follow a good ways of working for each project

The big takeaway for me from volunteering: Joy of giving, understanding risks, and expecting the unexpected

The future is...Applying project management techniques through right processes, and technologies and tools to accomplish any tasks.



SUDHEER S. INGALGI

Digital Process Expert,
John Deere India Pvt Ltd

Assistant Vice President
(AVP) -Volunteering, PMI
Pune-Deccan India Chapter

Been a PMI member since: 2021

The biggest hurdles I face as a project manager: Lack of team discipline to follow processes

The top skills I have learned through PMI: Enhance my writing skills

My new success mantra as a project manager: Keep things simple for others to understand and make convenient for them

The big takeaway for me from volunteering: It is important to show value in your objective

The future is... Collaboration to deliver better results



**UMANG SALOT,
PMP**

Project Manager, Encora Inc.

Volunteer, PMI Gujarat Chapter

Been a PMI member since: 2018

The biggest hurdles I face as a project manager: To ensure a project stays on schedule and meet stakeholder expectations

The top skills I have learned through PMI: Project management, team management, and risk management

My new success mantra as a project manager: Your job is not to solve the problem but to enable others to solve the problem

The big takeaway for me from volunteering: To learn from different projects and domains and establish connections with people

The future is... High demand for project management professionals

VOLUNTEER SPOTLIGHT



**DARSHIL MISTRY,
PMP**

Senior Manager, Bosch Rexroth India Pvt. Ltd.

Assistant Vice President (AVP),
PMI Gujarat Chapter

Been a PMI member since: 2016

The biggest hurdles I face as a project manager: Managing the VUCA (volatility, uncertainty, complexity, and ambiguity) scenarios

The top skills I have learned through PMI: Risk management

My new success mantra as a project manager: Deliver commitments and stay relevant

The big takeaway for me from volunteering: It gives a chance to try something new, achieve and contribute to the success

The future is...What we do today for a better tomorrow



ROHIT PANIKAR

Senior Principal Engineer
(Static Equipment Group),
Linde Engineering India Pvt. Ltd.

Volunteer (Membership Team),
PMI Gujarat Chapter

Been PMI member since: 2020

The biggest hurdles I face as a project manager: To concentrate for a few hours to grasp the subject matter and implement it in daily activities

The top skills I have learned through PMI: Decision making, one of the key skills, to be successful in my role

My New Success mantra as a project manager: Patience, good communication, and most importantly, avoiding assumptions

The big takeaway from volunteering: Networking and approaching people with a goal

The future is...To get a PMP certification and move up the ranks



**A. M. AL-AMIN,
PMP**

Public Private Partnership (PPP)
Specialist at PPP Authority, Prime
Minister's Office, Bangladesh

Volunteer, PMI Bangladesh
Chapter

Been a PMI member since: 2020

The biggest hurdles I face as a project manager: Lack of understanding of the project objectives among the stakeholders

The top skills I have learned through PMI: Coordination and communication

My new success mantra as a project manager: Sharing knowledge with others, which is critical for career growth

The big takeaway for me from volunteering: There is no end to begin learning

The future is ...Full of opportunities and we need to start preparing ourselves to be future-ready



**AHARAP SHAHRIAR ANIK,
PMP**

Associate Manager, Infrastructure
Management, The City Bank Ltd.

Volunteer, PMI Bangladesh
Chapter

Been a PMI member since: 2021

The biggest hurdles I face as a project manager: Managing the stakeholders of the project where communication and interpersonal skills play a vital role

The top skills I have learned through PMI: Sharing knowledge and experiences with others

My new success mantra as a project manager: Motivating my connections and creating an impact

The big takeaway for me from volunteering: The opportunities to interact with the project professionals

The future is... For those who possess appropriate skill sets and professional qualifications

Adopting Holistic Approaches



SELVAKUMAR M. PILLAI, PMP

MANAGER-PLANNING, AFCONS INFRASTRUCTURE LTD.
PMI SOUTH ASIA CHAMPION

HOW IS THE ROLE OF THE PROJECT MANAGER IN CONSTRUCTION PROJECTS EVOLVING?

The rapid technological advancements, high expectations of interested stakeholders, tighter budget and schedule constraints, change in management, and scarcity of skilled workforce have made it necessary for construction project managers to evolve their approaches in achieving project success. Project managers need to effectively plan, coordinate, integrate, and control various project management processes. They need to holistically manage dynamic project constraints, such as scope, schedule, cost, quality, resources, and risks, by taking inputs from all the concerned stakeholders. They also need to build trust among team members from various technical, regional, and cultural backdrops. Lastly, they must develop a team by ascertaining skill gaps and organizing essential training to address those gaps.

WHAT SKILLS DO CONSTRUCTION PROJECT MANAGERS NEED TO POSSESS?

The role of project managers in construction is evolving, which calls for a different skillset. Decision-making is a key skill needed to develop holistic solutions involving concerned stakeholders. Advanced analytical skills are essential for ensuring resource sufficiency and efficiency. Leadership and communication skills play a big role in creating an effective team support system by

managing people effectively and empathetically. In order to stay relevant, project managers must make room for continuous process improvement by following best project management practices and lean construction techniques. Other important skills that are required are technical skills for a background in construction processes, and risk management skills to effectively identify and manage risks and opportunities. And ultimately, it is about achieving successful project outcome and customer satisfaction, while being aware of the overall organizational strategic goals.

WHAT ROLE ARE YOU PLAYING AS A PROJECT MANAGEMENT CHAMPION IN YOUR INDUSTRY AND ORGANIZATION?

The project management champion program has given me a clear way to take forward my passion for project management. It has given a new outlook to me to continuously explore various ways to advocate to a larger audience the importance of project management in every aspect. I am creating and conducting a series of podcasts on project management in my organization. It has helped in disseminating valuable knowledge with practical examples specific to the construction industry and my organization. This will definitely help my colleagues and the team to understand project management concepts in a simpler way. They can apply these concepts to their daily activities to constantly improve their ways of working and deliver quality outcomes for their projects.

Keeping Pace with Technology Changes



ABHISHEK KUMAR SINGH

SENIOR MANAGER-PROJECT DEVELOPMENT,
SHAPOORJI PALLONJI INFRASTRUCTURE CAPITAL
COMPANY PVT. LTD.
PMI SOUTH ASIA CHAMPION

HOW IS THE ROLE OF THE PROJECT MANAGER IN CONSTRUCTION PROJECTS EVOLVING?

Construction projects comprise a wide range of projects, including those based on engineering, procurement, and construction contracts and capital projects, like real estate projects, roads, dams, ports, power, and plants. The latter are based on a build-own-operate model as well as solely for divestment post capital appreciation. Based on the type and risks associated with a construction project, project managers are expected to be on their toes and always deliver all-weather solutions to accomplish the goals. Since construction projects mostly require heavy capital infusion during the project phase, project managers need to quickly address the needs of all the stakeholders. Unlike past practices that solely depended on the personal expertise of the project managers and the team, today there is technology to depend on. Data analytics, enterprise resource planning software for continuous assessment of project progress, and outsourcing non-critical project activities are some tech-enabled capabilities that project managers have access to today.

WHAT SKILLS DO CONSTRUCTION PROJECT MANAGERS NEED TO POSSESS?

Apart from having all the basic skills that any project manager must have, construction project managers must focus on the following skills:

Industry Knowledge: To align with and best utilize the resources, construction project managers must have the necessary domain knowledge. It helps them in the efficient planning and negotiation aspects of a project.

Technology Skills: To meet the project schedules and leverage project cash flows, having knowledge of related technology trends is not enough. They also need to learn how to use these technologies.

Financial Management: Since construction projects involve the infusion of heavy capital through various sources like customer payments, debt from lenders or equity through promoters, project managers must know how to manage negative cash flows. How to control non-critical costs at the sub-activity level is an important skill to master, while ensuring that there are sufficient funds for activities on the critical path of the project.

WHAT ROLE ARE YOU PLAYING AS A PROJECT MANAGEMENT CHAMPION IN YOUR INDUSTRY AND ORGANIZATION?

As a project management champion, I am actively involved in spreading awareness among construction project stakeholders about the evolving technologies in the industry. Being in the network has helped me connect with project managers and experts in different domains. Besides, I am working on learning various ways of handling projects and the associated risks.



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