

## Flash News

**PTMF has become member of APFPM ( Asia Pacific Federation of Project Management)**

Other Member Associations of APFPM include: HKIPM (Hong Kong), PMAI (India), PMRC (China), PMAN (Nepal), PMAJ (Japan), AMIP (Mexico), IAMPI (Indonesia), ASAPM (United States of America), APDP (Peru), PMAC (Canada), SPM (Singapore), CCDP (Chile), AIPM (Australia), CMAK (Korea) and PROMAP (Philippines).

## Advisory Board

1. **Dr Jyoti Bhat, Joint Secretary and advisor, DSI Ministry of Science & Technology, Government of India**
2. **Mr B.P. Muktieh, CMD North Eastern Development Finance Corporation Ltd**
3. **Dr. U. Venkateswarlu, IAS, Joint Secretary, Ministry of Food Processing Industries, Government of India**
4. **Mr T.K. Ananth Kumar, Director (Finance) Oil India Ltd ( A Govt of India Enterprise )**

## Governing Council

1. **Prof. Rajat K. Baisya, Founder President;**
2. **Mr. Ramesh S. Tyagi, Former CMD, NIDC;**
3. **Prof. S.S. Yadav, DMS, IIT Delhi;**
4. **Prof. D.K. Banwet, DMS, IIT Delhi;**
5. **Dr. Sunil Abrol, Former Director General CDC;**
6. **Prof. N.C. Patnaik;**
7. **Dr. P.K. Chaudhuri, Chairman Public Sector Enterprises, Assam;**
8. **Mr. Mahesh Mahajan, Former VP, TCS;**
9. **Dr. R.B. Barman, Director Hudco, Former Executive Director RBI, Mumbai;**
10. **Mr. V.G. Rao, Director (Projects), Tecnimont ICB, Mumbai;**
11. **Mr. Amal Shankar Roy, Former Executive VP-SCM, Shreyas life Sciences, Mumbai;**
12. **Mrs. Sapna Subramani, Program Manager, Nokia Siemen Networks,**



PTMF E-News Letter September 2012 Volume 1 Issue 4

# PROJECT AND TECHNOLOGY MANAGEMENT FOUNDATION

(A non-profit organization)

**Member of Asia Pacific Federation of Project Management**

## Mission of PTMF

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

## Editor's Note

**Ramesh S. Tyagi**



We have great pleasure in announcing the Global Conference on "**Management Challenges in Large and Complex Infrastructure Projects**" on November 23 and 24 at India International Centre, New Delhi.

Management of infrastructure projects is a crucial area in view of its economic importance. However, infrastructure continues to be India's weakest link. Huge resources are deployed for construction of new roads and highways, power, coal, petroleum and gas, railways, airports, communication, irrigation systems. The total investment during twelfth plan is expected to be about one trillion US dollars. Delays in core projects completion have led to cost overrun of about ten billion US dollars as per the report of May 2012. The delayed projects

include: power (28), railways (36) and road transport and highways (84). These are the projects costing US dollar 30 million and above.

As the complexities of projects have grown, so has the need for more comprehensive approach to managing projects.

We have included a case study of **Turin Metro Line 1 by Maire Tecnimont Group** which completed a complex project ahead of schedule and within the budget estimates.

Inefficiencies in project planning and execution of infrastructure projects, impedes economic growth of the country. Corruption is another serious issue which hampers progress of the project. The global conference is expected to be attended by the representatives from the Government, public sectors, corporate world, academics, practicing project managers, consultants and others from India and overseas. Critical issues related to management of infrastructure projects will be deliberated.

You are welcome to share your views and experiences, contribute articles and actively participate in the deliberations of the conference.

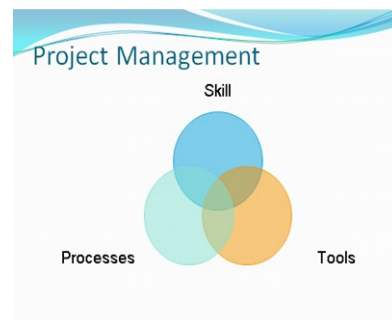


## Inside the News Letter

- Tentative schedule of the Global Conference; page 2
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- Case study : **Turin Metro Line 1 By Mr Piero Sartore of Maire Tecnimont Group )** page 4-6

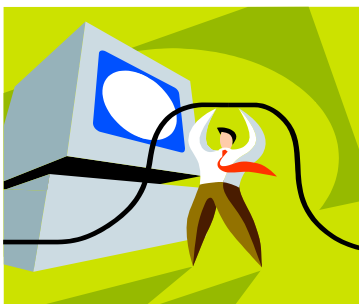




"After all is said and done, usually more is said than done." **Aesop**

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

Knowledge is of no value unless you put it into practice."  
**(Heber J. Grant 1856 – 1945)**



## OBJECTIVES

The conference aims at bringing together Project Management practitioners to share Best Practices in project management for achieving sustainable competitive advantage. The conference will provide opportunity to participants to hear, interact with and learn evolving trends in project and program management. The forum would facilitate sharing of recent trends in Stakeholders Analysis, Resource and People Management, Advanced Tools Techniques, Processes, Methodologies, Risk management and Performance Measurement in large complex infrastructural projects.

The conference also intends to provide a forum for sharing of innovations in project management practices including Managing Diversity in Work Force, Managing Virtual Teams in cross cultural projects, Talent Management, Public-Private-Partnership in large infrastructure projects.

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

## CONFERENCE PROGRAMME

### Day I ( 23rd November 2012 )

9.00 a.m - 9.30 a.m	<b>Registration</b>
9.30 a.m – 11.00 a.m	<b>Inaugural Session</b>
11.00 a.m – 11.30 a.m	<b>Networking Tea</b>
11.30 a.m - 1.00 p.m	Technical Session I ( <b>Power –Thermal, Hydro, Nuclear and Solar power</b> )
1.00 p.m – 2.00 p.m	<b>LUNCH</b>
2.00 p.m - 3.30 p.m	Technical Session II ( <b>Oil &amp; Gas, Coal</b> )
3.30 p.m – 4.00 p.m	<b>Networking Tea</b>
4.00 p.m - 5.00 p.m	Technical Session III ( <b>Airports, Roadways ,Ports, Rail</b> )

**7.30 p.m onwards Cocktail & Dinner**

### DAY II ( 24 November 2012 )

9.30 a.m – 11.00 a.m	Technical Session IV <b>Construction (Housing/ Commercial/Institutional)</b>
11.00 a.m – 11.30 a.m	<b>Networking Tea</b>
11.30 a.m - 1.00 p.m	Technical Session V <b>IT &amp; Telecom (Manufacturing, Services Technology)</b>
1.00 p.m – 2.00 p.m	<b>LUNCH</b>
2.00 p.m - 3.30 p.m	Technical Session VI <b>Highways, Roads and Bridges</b>
3.30 p.m – 4.00 p.m	<b>Networking Tea</b>
4.00 p.m - 5.00 p.m	Technical Session VII <b>CEO'S Panel( PPP projects – Challenges &amp; Opportunities)</b>
5.00 p.m - 5.15 p.m	<b>Summing up</b>

## Upcoming Event

### Global Conference On



Venue: India International  
Centre New Delhi  
Date: 23rd & 24th November  
2012

In association with  
**Delhi Management  
Association (DMA),  
Consulting Engineers Association of India (CEAI)**

And  
**LENS LIVING LABORATORY (Slovenia) & NET-LIPSE (Netherland)**  
(Overseas Collaborators of PTMF)

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**DMA**

E-mail: info@dmadelhi.org or  
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Roads and Highways



## Membership Forum

PTMF welcomes the new members:

### Life Members

1. Dr Ganesh Das  
Head of Customer Service and Strategy cell at NDPL ( NewDelhi )

1. Mr Gajinder Jain

### Individual Members

1. Mr R.P Srivastava

## Membership Categories

### Fellow Members

Eminent professionals in the field of management ;

### Corporate Members

Corporate bodies in the public and private sector ;

### Institutional Members

Institutions dealing in education or application of project management ;

### Individual Member:

Those who have been engaged in project management practice for at least three years, or as faculty for at least one year

### Associate Member

those who are over 21 years of age and a research associate of a management institute/ engineering college

“Do what you can, with what you have, where you are.” **Theodore Roosevelt**

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

“To allow people to take effective action, we must make sure they understand what they are to achieve and why.” **Hrebiniak Laurence G.**

“Planning without action is futile, action without planning is fatal.” **Unknown**

“Where no plan is laid, where disposal of time is surrendered merely to the chance of incidents, chaos will soon reign.”- **Victor Hugo, French writer**

## Suggestions from our readers

“I am happy to see the e-news letter .

**You have kept it short and to the point and the layout makes it very easy to read . ———**

I think one of the biggest problems in Infrastructure development is Corruption. If we can find ways and means , through systems and usage of IT, to reduce the opportunity for corruption , that will be very rewarding for all , most of all , for the country . This could be covered as a recurring theme in future issues .

**-Walter Vieira**

“Thanks a lot for sharing the newsletter. The newsletter appears professional and impressive.”

**Yogesh Misra ,  
Head Thomas Assessment Pvt Ltd**

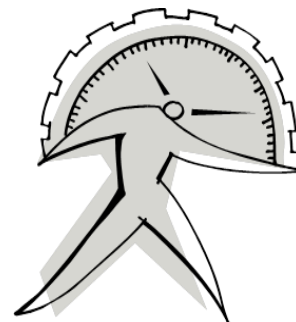
“Articles in latest newsletter are very relevant to my job and thought provoking. Thanks to writers for great articles.

**Vaibhav Pisal**

### QUOTES

*“Time is the scarcest resource and unless it is managed, nothing else can be managed.”*

*-Peter Drucker*



“Luck is what happens when preparation meets opportunity.” **Seneca, Roman Philosopher and Statesman, 4BC-65 AD**

“The secret of success in life is for a man to be ready for his opportunity when it comes.” -**Benjamin Disraeli**

“No idleness, no laziness, no procrastination: never put off till tomorrow what you can do today.”

**-Earl of Chesterfie**

## Project and Technology Management Foundation (PTMF)

**(A non-profit organization)**

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**Website: <http://www.ptmfonline.com>**



Goal



Target

**Case Study: Turin Metro Line 1**

**PROJECT MANAGEMENT TECHNIQUES  
FOR THE ADVANCED MANAGEMENT OF  
INFRASTRUCTURE AND CIVIL ENGINEERING  
PROJECTS**

**Mr PIERO SARTORE**

Head of project management and construction

Tenimont Civil Construction S.P.A.

(Maire Tecnimont Group)

Abstracts from the presentation made at MetroRail 2011 Asia

New Delhi, India 08 - 10 November 2011)

**Project's initiation - Turin Metro – Line 1 –Marconi-Lingotto section**

Civil Works construction line 1 extension of Turin Automatic Underground:

Coordination of utilities agencies for the deviation of the interfering facilities

N. 6 stations; Double track tunnel excavated using Tunnel Boring Machine (TBM) technology  
EPB, 3.000 m length, Ø 7,48 m; N. 5 inspection wells Ø 5,00 m and service tunnels

Protection works for the existing buildings nearby the stations and the tunnel

Environmental monitoring: noise, dust, vibrations

Structural monitoring of existing buildings, tunnel and station under construction

**Criteria Project Key Data**

<b>Start Date</b>	07.JAN.2007
<b>End Date</b>	02.Feb.2010
<b>Total Duration in months–</b>	(37)
<b>Budget (in 1000 €)</b>	98.100,0 k€
<b>Internal man hours</b>	More than 800.000
<b>Number of Total Internal/external Employees Involved</b>	About 360

**Main achievements**

- Work completed three months in advance of the scheduled date of completion;
- Executive tender design mistakes solved with no impact on project schedule;
- High level of Client satisfaction and People satisfaction;



## Project Objectives

- ·To build an underground metro line in the centre of the City with high standards of quality, reliability and safety;
- ·To comply with the highest environmental standards;
- ·To ensure full client satisfaction;
- ·To ensure compliance with contractual deadlines of project completion and milestones;
- ·To make sure that there are no cost overrun ;
- ·To take care of the stakeholders' fears such as damages to the buildings and traffic disruption.

## How the project objectives were achieved

### 1. Project plans and the resources:

- ·Plans, WBS (work breakdown structure), Project Schedules
- ·Financial resources , procedures for Invoicing and cost control were set;
- ·Information systems, IT Plan, SMART team;
- ·Qualifications, communication and feed-back systems for Vendors and Construction Sub contractors ;
- ·E-tendering and Confidentiality procedures;

### 2. Project Organisation and working environment

- · Duties and responsibilities of each team position and clear channels of communication;
- · Defining team organization and ensuring information in real time (with IT platform);
- · Implementing a system of appreciation ;
- · Encouraging exchange of experience (positive or not).
- · Project team members' motivation and professional growth;
- · Good working atmosphere and relationship with all other parties
- · **"One team one Goal"** with stakeholders;
- · Safety performance better than international benchmarks;
- · Time :the project was finished three months before the GTT's expectations;
- · Cost: the project was completed within the budget;
- · Quality: the quality audits performed and procedures were successfully implemented;
- · Care for environment;
- · Professional growth of the team, good working atmosphere, welfare of workers;
- · Improvement of local economy and welfare of residents.

### 3. Process for achieving project objectives:

- · Regular Meetings with client, partners, contractors, subcontractors and project team;
- · Early involvement of construction subcontractors on the issues o project procedures;
- · Selection of construction, subcontractors are based on effective knowledge and experience;
- · Assigning incentives (MBO) to Project key personnel;
- · Providing innovative ideas to TCC Best Practice Office;
- · Creating a smooth working atmosphere;
- · Carefully organizing the flow of information to the team;
- · Involving the team in the decision-making process;
- · Allowing easy communication between team members and Project Manager/Project; Director (open-door approach);
- · listening to team problems and assist them to take decisions;
- · Encouraging team to admit mistakes and learn from them;.
- · Care for Client, suppliers and other agencies;
- · Assuring Customer Satisfaction;
- · Organizing Team Building activities with Client and other Parties;
- · Involving Vendors and Subcontractors in TCC quality commitment;
- · Analysing Clients comments and critiques in order to identify possible improvements
- · Team members were involved, empowered and authorized to take independent actions.

