

PMN # 468

Report on PMKQ™ Assessment of NTPC



On Nov. 28, RS Sharma, Chairman and Managing Director of NTPC Ltd. (left) receiving the breakthrough first of its kind Report on 'PMKQ™ Assessment of NTPC Ltd.' from Adesh Jain, President, PMA, India and the author of the report.

Executives and managers especially in projects sometime believe that they have adequate knowledge on the various contemporary concepts of project management and thus there is no need to upgrade their knowledge base. This attitude could be disastrous but at the same time, often difficult to prove otherwise. Project Management Knowledge Quotient (PMKQ™) in conjunction with Project Management Knowledge Scan (PMKS™) software, is a tool to help companies extensively measure and analyze employees' knowledge and understanding of latest PM related skills and knowledge across various levels and groups.

Mr. Sharma, CMD, NTPC, while accepting the idea of measuring PMKQ™ across NTPC covering over 1000 employees said: "We should know where we are in the knowledge domain of understanding project management concepts before we undertake strategic steps to fill up the identified knowledge gaps. NTPC is always open to new ideas and has a major challenge to ensure best possible project management practices in place to meet the tremendous responsibilities in strengthening the power map of India. **PMKQ™ is a new concept and we are ready to deploy it for our own advantage**".

As per Mr. Shrivastav, Director (HR), NTPC, "The measurement of our own knowledge in the vital discipline of project management would provide HR Directorate, the gap analysis to understand the strengths and weaknesses at regions/projects/functions/individuals level. **This would help HR Directorate to evolve specific programmes to fill up gaps identified as the weak areas.**"

A total number of 1188 employees were asked to take PMKQ™ assessment test covering 48 questions. Employees selected covered 4 Regions, 20 Projects, 46 Functional Areas and spanned across 10 Grades from E1 to E8. Of the 1188 employees, there were 54 who had successfully obtained the Certificate In Project Management (CIPM) credential. Analysis of results showed that CIPM holders did much better. On average, CIPM holders have done almost 100% better in overall PM maturity level across the 8 Project Life Cycle phases, 21 Knowledge areas and 30 PM concepts. This confirms the International findings that certification enhances the overall Knowledge of employees increasing their chances of managing projects well. This is why there has been an exponential growth in the total number of certified project professionals in last 15 years or so.



RC Shrivastav, Director, HR of NTPC Ltd. (left) receiving the breakthrough first of its kind Report on 'PMKQ Assessment of NTPC Ltd.' from Adesh Jain, President, PMA, India and the author of the report.

PMKQ™ Assessment of a prestigious company like NTPC Ltd. has opened up a new direction to the Indian professional community to assess their own PMKQ™ at the levels of Company/Regions/Projects/Functions/Grades/Employees in terms of strong and weak knowledge elements in 30 PM concepts. The PMKQ™ assessment is like any medical test like Blood chemistry, EEG, ECG etc. required before prescribing the medicine. Similarly we must know where we are and understand the gaps before attempting to remove them. PMKQ™ concept is a breakthrough approach to organization development. Even when taking interviews, we should assess the candidates PMKQ™ performance across 8 Project Life Cycle phases, 21 Knowledge Areas and 30 PM Concepts as one of the selection criteria.

Various comparative statements show that CIPM credential holders improved their performance considerably over those without CIPM credential, from 87% to 640%. It is clear beyond doubt that the CIPM credential provides a very cost effective solution to enterprises to certify their employees thereby enhancing their knowledge and their probability of success in managing projects better. NTPC Ltd. has decided to go ahead with an additional 1001 employees to get the CIPM credential. NTPC already has 778 CIPM credential holders as on date.

NTPC Ltd. (a US\$ 10 Billion Company) has created a new direction for professional companies Worldwide in the field of Assessment of Project Management Knowledge Quotient (PMKQ™) in conjunction with PMKS™. In the times to come, companies will deploy PMKQ™/PMKS™ for improving their capabilities in managing projects and programs by filling up the knowledge gaps.



(Left) His Excellency Shri Surjit Singh Barnala, Governor, Tamil Nadu, discussing the global trends in project management with Adesh Jain, Honorary President of PMA

On October 10, 2009, H.E. Shri Surjit Singh Barnala, Governor, Tamil Nadu, met Adesh Jain, Deputy Chairman of Council of Delegates (CoD), IPMA, Switzerland. Adesh gave His Excellency a brief on IPMA as a fraternal association of 47 National Associations from all over the World. IPMA certifies project professionals at 4 levels of Certification. PMA, India, the Indian member of IPMA has introduced the Certificate In Project Management (CIPM) credential which is becoming extremely relevant for India.

Shri Jain briefed the Governor about the strategic directions PMA is committed to take by opening Chapters in major Metropolitan cities of India. PMA, India, a not for profit registered society currently has 4 Chapters, at Pune, Hyderabad, Ranchi and Bhuvneshwar. PMA intends to start a chapter soon in Chennai and requested His Excellency to inaugurate the opening of the Chennai chapter.

The good news is that PMA Chapter at Chennai will be Inaugurated by H.E. Shri. S. S. Barnala, Governor of Tamil Nadu, on December 10, 2009.

PMN # 470

TERI University, MBA (Infrastructure)

On November 4, 2009, Adesh Jain addressed the MBA Students of TERI University. Quite a few students are pursuing their MBA degree in Infrastructure, Business Sustainability, Environmental Studies, Natural Resources Management and Water Resources Management

Adesh Jain while describing the imperatives of modern project management methodology pointed out that there are over 120 Universities in China giving a BS level degree in the discipline of project management. He further elaborated the emphasis in China in the field of project management. There are over 85 Universities in China awarding a MS Level degree in project management.

In India, we hardly have any colleges or universities giving BS/ MS level degrees in PM. We need to examine the possibilities of making some courses in project management as compulsory. Many business schools offer some project management related courses on optional basis. We need to evolve our society as a Project Oriented Society (POS), emphasizing the need for effective deliveries.



Adesh Jain addressing the 2nd Year students of TERI University, New Delhi

PMN # 471

Preparation for Certification through Classroom Training

Mrs. Ruchira Jain, Director, Centre for Excellence in Project Management (P) Ltd. is a renowned PM trainer who trains for both the CIPM and IPMA Level D Certification schemes. She is the first woman to get an IPMA Level B certification in India in 2007. IPMA Level B is the second highest PM certification. Level A is highest. A highly rated much in demand trainer, Mrs. Jain has trained over 3000 employees from 50 companies in last 7 years and has been regularly getting 3.5+ grading on a scale of 4 from her participants - a rare symbol of consistency. During October and November 2009, she has given training to the following organizations:



Participants of the Level D training workshop held at MTI, Sail, Ranchi with the Faculty Mrs. Ruchira Jain in front row, 3rd from right



Participants of the CIPM training workshop conducted by Mrs. Ruchira Jain at Jindal Steel & Power Ltd., Angul



PMN # 472

One day Project Management Programme for PDIL



Participants of PDIL with the Faculty sitting in the centre.

Centre for Excellence in Project Management conducted a one day program on November 9, 2009 for the executives and managers of Project and Development of India Limited (PDIL). The topics covered were: Project & Program Management, Planning Management, Scope Management, Time Management, Cost Management, Risk Management and Communication Management.



Adesh Jain, Director, Centre for Excellence in PM giving the Keynote presentation on Oct 26 in Tehran



The audience at Adesh Jain's 1/2 a day Workshop in Tehran on October 26

Adesh Jain was invited as the Keynote Speaker by the organizers of the Fifth Project Management Conference in Tehran, Iran from October 26 to 27, 2009. His Keynote title presentation was: 'Breaking boundaries: The key to innovation'. In his 40 minute speech, he laid emphasis on thinking of and smashing our existing neural networks which make us live within set boundaries. There are no boundaries except those created by our own virtual imagination. He gave a new approach of creating a mind set with child like curiosity of asking 'Why' and 'Why Not'. Like in Algebra, X and Not X is 1 or represents totality. Similarly, Why + Why Not = the totality of innovative frame of mind. He laid emphasis on balancing

the 'as usual' robotic approach to our own life in which we are slaves to our habits to a Why and Why Not frame of mind. He suggested that the Ratio of 2 between 'as usual' to 'why+' in terms of deployment of time could be aimed at.

Later in the afternoon of October 26, Adesh Jain conducted a 1/2 day workshop on 'Organizational Project Management Maturity Model'. He outlined 6 levels of maturity model for an organization starting at the bottom with Ad-hoc, Ritual, Compulsive, Leadership, Visionary and Passion, the 6th level being 'passion driven' deliveries and is the highest level of project management maturity.

PMN # 474

Member of the Certification Board of Iran

In the evening of October 26, there was a dinner with the distinguished members of the Certification Board of Iran PM association to explore the possibilities of working with India in the area of exchanging notes in the assessment processes. Adesh Jain outlined the Certificate In Project Management (CIPM) credential launched by PMA India which has received wide industry support. CIPM is extremely relevant to the PM community as it deals with the entire project through eight Project Life Cycle phases. Iran PM Association showed interest in launching CIPM in Iran.



Adesh Jain with the distinguished members of the Certification Board of Iran Project Management Association, a Member Association of IPMA

PMN # 475

University of Petroleum & Energy Studies (UPES) launches CIPM credential



Dr. SJ Chopra, Chancellor, University of Petroleum and Energy Studies exchanging MOU with Adesh Jain. Others present were the Senior members of PMA, CEPM and UPES.

A historic MOU was signed on October 5, 2009 in the office of the Chancellor of University of Petroleum and Energy Studies. This MOU is a tripartite agreement between University of Petroleum (UPES), Project Management Associates (PMA) and Centre for Excellence in Project Management (P) Ltd (CEPM). CEPM will provide the Training program for 35 hours to the Engineering and MBA students of UPES through Internet or CD while PMA, India will conduct the CIPM Examination. UPES under the leadership of Dr. Chopra is always looking for value addition to their existing syllabus. Dr. Chopra said: "UPES believes in producing the best quality students so that they can straight away be employed effectively in the industry. Going through CIPM certification of PMA will strengthen their foundation to integrate the efforts to measurable deliveries."

PMN # 476

CIPM Certification on a Growth Path

CIPM credential clubbed with IPMA 4LC provides a complete career path. In India, since the launch of CIPM Certification 18 months back, over 2300 have been already certified. CIPM credential holders have shown dramatic improvement in their PMKQ™ Assessment. It can be mentioned here that CIPM improves knowledge and demonstrates the capabilities of project professionals in managing projects well.

CIPM Certification accepted by Ministry of Statistic and Programme Implementation(MoSPI) as a part of the report submitted to MoSPI in 2008. There are over 140 companies who have their employees with CIPM credential. Some of the leading companies are:



On October 11, 2009, Jamia Millia Islamia University organized a 2 hour presentation on 'Contemporary Trends in Project Management' for over 150 students who are enrolled with the University to do their part time MBA degree. The major highlight of the presentation given by Adesh Jain, Honorary President, PMA, was that in matured economies, project management is the backbone of the society. Projects are undertaken to build the future and future cannot be sustainable if there is time and cost overruns. He stated that if the projects are well executed, the growth of the economy can certainly take a boost of 1 to 2 %. The reason for such a statement is based on the fact that infrastructure projects have tremendous bearing in improving the productivity of the nation as a whole and with the multiplier effect, it can improve the growth of economy. He further emphasized the fact that project management is redefined where project implies projection of a dream, vision or strategies and management ensures awakening of dreams, or realizing the vision or delivering the strategies. Only DELIVERY counts. He further laid emphasis on the imperatives of getting professionals certified in the field of project management. China has the 3rd largest number of certified project professionals after USA and UK. India needs to catch up with this trend.



From (L to R), Prof. Abid Haleem, Jamia Millia, Adesh Jain, Honorary President, PMA and Arvind Agarwal, Director, PMA



Adesh Jain in the midst of students during the tea break

PMN # 478

Contemporary Trends in Project Management - Gangtok, Nov 6 - 7, 2009

Power Finance Corporation (PFC) organized a get together of their customers from various States of India in Gangtok, on Nov 6 - 7, 2009. They were from different segments of Power Sector i.e. Generation, Transmission and Distribution and Regulatory Authorities. PFC invited Adesh Jain to give a one hour presentation on the latest developments in the field of project management to over 50 delegates. He emphasised that acquiring project management skills and qualifications is a must to practice project management. It is not good enough to have experience alone to handle complicated situations but our hard working executives and managers must be given opportunities to acquire latest project management related extensive training leading to Certification. Mr. Jain mentioned that the report submitted to Ministry of Statistics and Programme Implementation (MoSPI) outlining seven levels of certification has been accepted by the Ministry. In the report, he mentioned that depending upon the complexity of a project and the capital outlay, recommendations have been made as to the composition of the team including project manager with different levels of certification. There was a lot of interest displayed by the participants.

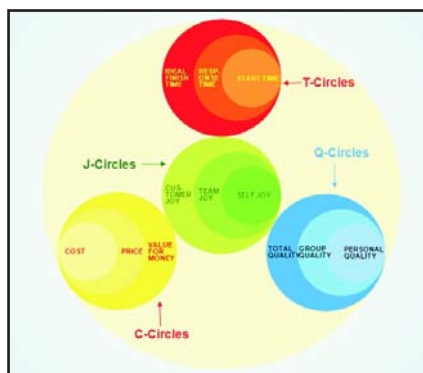


From (L to R): Rajeesh Sharma, Director; Projects, Satnam Singh, CMD, PFC and Adesh Jain, President, PMA

PMN # 479

Health Conclave 2009

Adesh Jain was invited to give a Keynote Address by the organizers of the Health Enclave 2009 on the vital subject of project management. Adesh Jain gave a lucid presentation on the concept of 'Nucleus of a Task' evolved by him. A task is broken into 4 major circles of Time, Cost, Quality and Joy. In Time Circles, the eccentric circles move from Start Time to Response Time to Ideal Finish Time. The movement is from Start to Finish and he calls it as In to Out (IO). In case of Cost Circles, eccentric circles are Cost, Price and Value for Money. Movement again is from In to Out (IO). For Quality Circles, eccentric circles are Personal Quality, Group Quality and Total Quality. Movement is again from In to Out. He mentioned that the total quality is entirely depended on personal quality. Movement in these circles is again from In to out (IO).



The Nucleus of a Task

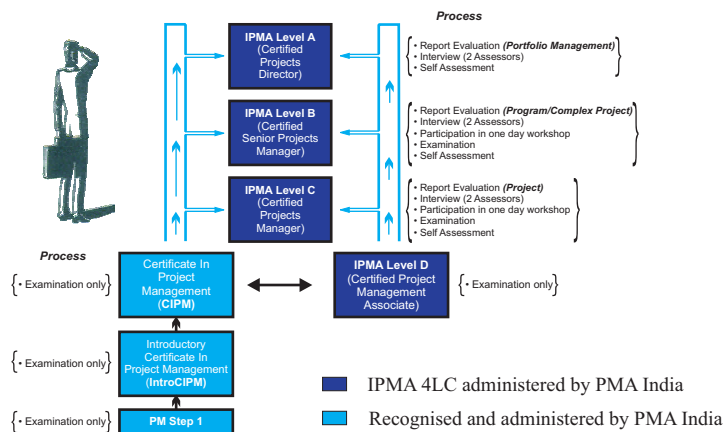


Adesh Jain giving the Keynote Address on 'Nucleus of a Task' in the Health Enclave 2009, New Delhi

The balancing factor for the Nucleus of a Task is Joy Circles. For Joy Circles, eccentric circles are Customer Joy, followed by Team Joy and then only Self Joy. The movement in the Joy Circle is from Out to In. This balances the Nucleus of a Task. Adesh received a big applause for his simple but very effective theory in the field of project management.

PMA, India carried out the 3rd Batch of IPMA Levels B and C certification for seven candidates who are from NHPC Ltd. (2 for Level B), Qatar Gas (1 for Level C), ITC Ltd.(1 for Level C), NEEPCO (1 for Level C), Lanco (1 for Level B)and NTPC Ltd.(1 for Level C).

The schematic diagram for the IPMA 4 Level Certification (4LC) and CIPM certification from PMA, India, is shown below.



Participants presenting the case study at the one day certification qualifying workshop covering both Behavioral and Technical planes. (L - R) Sunil Sarmah, Ajay Shukla, Deepak Bhai Mistry, Mathrubootham L S and C K Thakur

PMN # 481

IPMA[®] Level D certification on a Growth Path
international project management association

Recently, on 8th November, 2009, the 26th IPMA Level D Examination was held at six major centres throughout India at New Delhi, Baroda, Mumbai, Chennai, Pune and Ranchi. 201 candidates appeared in the Level D examination and 178 cleared the examination. This exam is held quarterly i.e. on 2nd Sunday of February/May/August/November every year. The candidates represented seven major organizations namely: Areva, HPCL, Idea, L&T Group, SAIL, Satluj, Thermax.



The first IPMA Level D examination was held in December, 2000, in association with APM, UK – the UK Member of IPMA. As on date, in India there are 2478 IPMA level D certified professionals. They can write either 'IPMA Level D' or 'CPMA' (Certified Project Management Associate) as a suffix.

IPMA Level D examination is quite rigorous and has the stamp of highest possible quality. IPMA has 47 Member Associations with majority Member Associations from Europe. Level D exam has 2 papers and it is necessary to pass in both the papers. Paper 1 of IPMA Level D has 150 questions with maximum marks of 175. Candidate must get a minimum 105 marks to qualify in Paper 1. Paper 1 has 140 multiple choice having 4 options with 1 selection and 10 questions have 8-10 options with 2-4 selections. Paper 2 comprises of eight questions out of which 5 questions are to be answered. They test both - logical capabilities and numerical understanding of key issues like earned value and project network diagrams. The maximum marks for Paper 2 are 125 and candidates must obtain 75 marks to qualify. A person is required to pass both Paper 1 and Paper 2 independently. European system of Certification is very rigorous and quality based.

The result is declared as pass or fail. However in India we have taken the view of also declaring the top three positions. We do not declare their marks but rank them as First, Second and Third. Since last many years, PMA gives the three position holders a Merit Certificate. The top three position holders in each Examination are given the '*Adesh Jain Award for Excellence in IPMA Level D Examination*' mentioning their rank. This award was instituted in February, 2007 by the PMA Managing Committee in view of its Founding President, Adesh Jain's role in promoting project management in India since 1993. The top position holder gets a Certificate, a Cash Award of Rs. 2100 and Complimentary participation in the annual Global Symposium. For the examination held on November 8, 2009, **Shri Jagdish Arora**, AGM (Utility Services), **SAIL (CET)**, Ranchi got the **first position** scoring the highest marks amongst all the candidates. Shri Somak Dasgupta, (CET Sub-centre) Durgapur from SAIL was the second position holder. The third position holder was Shri Nikhil Kulkarni, L&T E&C Division, Powai, Mumbai. Our heartiest congratulations to all three of them. *Keep the flag of excellence always flying.*

PMN # 482

One Day program for BGR Energy Systems Limited, Chennai

On November 13, Adesh Jain addressed 56 Senior Executives and Managers on the varied facets of managing projects with excellence. The Senior Management of BGR Energy Systems Limited and other associated companies like Cuddalore PowerGen Corporation Limited were present to evolve effective strategies in implementing projects with perfection. The topics covered were: Changing Landscape of Project Management, Challenges in Construction Management, Project Scope, Time and Risk Management, Earned Value Management System and Overview of Worldwide Certification Systems – US/Europe/Australia/Japan. The Managing Director of the Company, Shri T Sankaralingam also spoke to the participants.



Faculty with the participants

Day 1 : (Monday) December 14, 2009

0930 - 1050 *Inaugural Function*
Inaugural Address by

Montek Singh Ahluwalia
Hon'ble Dy. Chairman, Planning Commission

1120 - 1315 *Challenges in speedy execution*

Chairman : **B K Chaturvedi, Member, Planning Commission**
Panelists : Rakesh Nath, Chairman, Central Electricity Authority
: S K Roongta, Chairman & MD, SAIL
: B C Tripathi, Chairman & MD, GAIL (India)

1415 - 1500 *Earned Value Management - the ultimate answer in arresting time & cost overruns*
Speaker : Wayne Abba, President, Abba Consulting, USA

1500 - 1540 *Why certification of project professionals is growing exponentially*
Speaker : Adesh Jain, Director, Centre for Excellence in PM

1610 - 1650 *Institutionalising project excellence in management of large portfolios*
Speaker : K Venkataramanan, Member of the Board & President (O), L&T

1650 - 1730 *Challenges in managing financial closure for power projects*
Speaker : Satnam Singh, Chairman & MD, PFC

Day 2 : (Tuesday) December 15, 2009

0930 - 1010 *Global product leadership through effective program management*
Speaker : Dr. A S Pillai, CEO & Managing Director, Brahmos

1010 - 1050 *Breaking boundaries : The key to innovation*
Speaker : Adesh Jain, Honorary President, PMA
(Based on Keynote presentations made in Dubrovnik, Croatia on 29.09.09 and in Tehran, Iran on 26.10.09)

1120 - 1315 *Speeding the decision making processes - few possibilities*
Chairman : **T K A Nair, Principal Secretary, Prime Minister's Office**

Keynote Speaker : **Pratyush Sinha, Central Vigilance Commissioner**
Speakers : Dr. S N Dash, Secretary, M/o Heavy Industries & PE
Wayne Abba, President, Abba Consulting, USA

1400 - 1440 *Achieving project excellence in undertaking massive projects and programs in Indian Oil - a success story*
Speaker : S Behuria, Chairman & MD, Indian Oil Corporation

1440 - 1520 *Imperatives of project and program management for development and growth*
Speaker : Dr. R C Panda, Member, Central Administrative Tribunal

1550 - 1720 *Transformation of companies (Case Studies)*
Chairman : **Dr. Nitish Sengupta, Chairman, BRPSE and former Member, Planning Commission & MP**
Panelists : A K Jain, Chairman & MD, Bharat Pumps & Compressors Ltd
: G K Pillai, Chairman & MD, HEC

1720 - 1800 *Tata Steel - an example of managing projects & programs*
Speaker : R P Singh, Adviser to MD, TISCO & Vice Chairman, TCE

Day 3 : (Wednesday) December 16, 2009

0930 - 1010 *Imperative of optimally managing portfolios -Part 1*
Speaker : Rakesh Chopra, Member (Engg), Railway Board

1010 - 1050 *Instituting National Project Excellence Award - a new initiative*
Speaker : Ruchira Jain, IPMA Level B, Director, CEPM

1120 - 1200 *Managing corporate social responsibilities effectively*
Speaker : Arun Balakrishnan, Chairman & MD, HPCL

1200 - 1240 *Fifth generation of project and program management*
Speaker : David Pells, President, PM Forum Inc., USA

1240 - 1315 *Lessons learnt from two successful EVM based case studies*
Speaker : Matthew Morris, President, PPMS Int'l, USA

1400 - 1440 *ONGC - an example of program excellence*
Speaker : R S Sharma, Chairman & Managing Director, ONGC

1440 - 1520 *Coal India at the centre of 'India Growth Story'*
Speaker : P S Bhattacharyya, Chairman & MD, Coal India

1550 - 1630 *Challenges and few possible strategic interventions in power projects management*
Speaker : R S Sharma, Chairman & MD, NTPC

1630 - 1730 *Valedictory Function*
Valedictory Address by



G K Vasani
Hon'ble Minister, Ministry of Shipping

Who Should Attend

Decision makers at all levels and from all disciplines such as Agriculture, Construction, Finance, Engineering, HRD, Infrastructure, IT, Manufacturing, Marketing, Planning, Projects, R&D, Operations, Software, Services, NGO's, etc. who wish to make their companies locally & globally competitive.

Earned Value Management Workshop**Workshop Faculty :**

Wayne Abba
USA



Matthew Morris
USA

Learn
how to simplify project monitoring

For more details: info@cepm.com
This workshop is in parallel to GS 2009.
Separate registration is required for this workshop.

Special Workshop on :
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How to avoid the first law of project management
— too early to tell, too late to stop
15 - 16 December 2009, New Delhi



बी. के. चतुर्वेदी

B.K. CHATURVEDI

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Global Symposium 2009

Dear Friends,

October 23, 2009

The 17th Global Symposium on project management shows the commitment of the organizers namely, Project Management Associates (PMA) and Centre for Excellence in Project Management (CEPM), in strengthening the project management movement in India. The first global symposium was held in 1992 in association with UNDP. Since then, largely due to the efforts of PMA and CEPM, India as a country has matured in understanding the issues in managing projects and in evolving effective strategies to implement projects faster, better, cheaper.

The theme of the 17th Global Symposium is extremely relevant and addresses the issues related to projects, programs and portfolios. For the first time, this global symposium is also addressing the issues in managing projects in Social Sector.

I hope that with participation of experts and stakeholders, both from government and industry, this Symposium will further strengthen excellence in project management.

With best wishes.

B. K. Chaturvedi

B. K. Chaturvedi
Chairman, IAC 2009



Chairman, IAC '09
B K Chaturvedi
Member, Planning Commission
Government of India



Programme Director, IAC '09
Adesh Jain
Honorary President
Project Management Associates

National Members, IAC '09



Arun Balakrishnan
CMD
HPCL



R Bandyopadhyay
Secretary
Ministry of Corporate Affairs



Chandrajit Banerjee
Director General
CII



S Behuria
Chairman
Indian Oil Corporation



P S Bhattacharyya
CMD
Coal India



H S Brahma
Secretary
Ministry of Power



Arup Roy Choudhury
Chairman
SCOPE



Dr. S N Dash
Secretary
Dept of Heavy Industries



Naresh Dayal
Former Secretary
Ministry of Health & FW



Dr. Amit Mitra
Secretary General
FICCI



B Muthuraman
Managing Director
Tata Steel



Rakesh Nath
Chairman
CEA



R S Pandey
Secretary
Ministry of Petroleum &
Natural Gas



D S Rawat
Secretary General
ASSOCHAM



S K Roongta
Chairman
SAIL



Dr. Pronab Sen
Secretary
MOSPI



R S Sharma
CMD
NTPC



R S Sharma
CMD
ONGC



Dr. Rita Sharma
Secretary
Dept of Rural Deve.



Ashok Sinha
CMD
BPCL

*Names in alphabetical order

*Designations as on 1st Oct. 2009



Prof. Sukhadeo Thorat
Chairman
University Grants Commission



K Venkataramanan
Member of the Board &
President (O), L&T

International Members, IAC '09



Wayne Abba
EVMS Guru
USA



Dr. Martin Barnes
Legendary PM
Guru, UK



Ed Naughton
Chairman
IPM, Ireland



Klaus Pannenbacker
Germany



David Pells
President
PM Forum, USA



Dr. Daniel Scheifele
Switzerland



Dr. Hiroshi Tanaka
President
PMA, Japan



Prof. V Voropayev
President
PMA, Russia



Dr. Bill Young
President
AIPM, Australia



Veikko Valila
Secy. General
IPMA, Finland



17th Global Symposium 2009
MANAGING PROJECTS, PROGRAMS & PORTFOLIOS
14-15-16 December 2009,
Hotel Hyatt Regency, New Delhi



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 Indian member of IPMA

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- Ministry of Petroleum & Natural Gas
- Ministry of Statistics & Programme Implementation (MOSPI)
- Ministry of Steel
- Ministry of Urban Development

IPMA National Member Associations

Africa

- Egypt
- South Africa
- Zambia

Americas

- Brazil
- Canada
- USA

Asia

- Azerbaijan
- India
- Kazakhstan
- Lithuania
- Taiwan, China
- China
- Iran
- Kuwait
- Nepal

Australia

Europe

- Austria
- Croatia
- Denmark
- France
- Greece
- Iceland
- Italy
- Latvia
- Norway
- Portugal
- Russia
- Slovakia
- Spain
- Switzerland
- Ukraine
- Bulgaria
- Czech Rep.
- Finland
- Germany
- Hungary
- Ireland
- Kosovo
- Netherlands
- Poland
- Romania
- Serbia
- Slovenia
- Sweden
- Turkey
- UK

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Best Neural Network. Be a part of it. Participate in the GS 2009

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