

PMN # 584

## PMA Mumbai Chapter Inauguration



*Opening of PMA Chapter at Greater Mumbai. Sudhir Vasudeva, CMD, ONGC giving the Inaugural Address.*



*Seating on the dais (L to R) K Venkataramanan, S Rajgopal, Sudhir Vasudeva, Adesh Jain, S K Bajpai*

**Project Management Associates (PMA)**, established in 1993 is a not for profit registered professional body with the sole aim of strengthening Project Management culture in India. PMA is the Indian - Member Association (MA) of the prestigious 'International Project Management Association' (IPMA), Switzerland. It comprises of National representative bodies from over 50 countries spread across all continents - Europe, Africa, Asia, Australia and America. The 11<sup>th</sup> Chapter of PMA was opened in Mumbai on Sept. 30, 2011 and was attended by more than 100 professionals. Sudhir Vasudeva, CMD, ONGC (wef 3.10.2011) inaugurated the Chapter. In his Inaugural Address Sudhir Vasudeva said that Project Management is a discipline in itself in which planning, organizing, securing and managing are the necessary steps. He emphasized that every project should have a defined beginning and end that cost and time overruns are avoided. "Projects should be beneficial and add value to the people they affect", added Mr. Vasudeva. He reckoned that the real challenge of project management lay in managing uncertainties, adapting to shortage of skills and utilization of the resources.

He said that equal significance should be attached to both 'doing the right projects' as well as 'doing the projects right'. Speakers from various industries assembled on the occasion. The dignitaries on the dais included, apart from Sudhir Vasudeva, S Rajgopal, Honorary Fellow, PMA, Adesh Jain, National Founding President, PMA, G Sathiamoorthy, Vice President, PMA-Mumbai, S K Bajpai, Honorary Treasurer, PMA, K Venkataramanan, Member of the Board & President (O), L&T and Arvind Agarwal, Managing Director, Institute of Project Management Certification (IPMC) the National Certification Body of PMA, India.

S Rajgopal, former Cabinet Secretary, Government of India and now Member of L&T Board emphasized the need for certification and creating a sustainable project management culture. It is important that we recognize project management as a discipline and not as an add on.

K Venkataramanan, Member of the Board & President (O), L&T, emphasized once again that L&T is committed to building India through Project Management and developing into an industrial power house of the 21<sup>st</sup> Century.

Adesh Jain, National President of PMA, India, gave the Presidential Address. He said that an emerging economy like India cannot afford any time and cost overruns and our working culture should encourage risk taking. Risk is inherent from conceptualizing to closeout phases of a project and should be taken cognizance of, on a continuous basis. Without Risk, you cannot gain access to 'Future'. He then gave the comparison between India and China in terms of the project management movement and practices. China today is leading the project management movement globally. This is a phenomena of the last 7 to 8 years.

### Office Bearers of PMA Greater Mumbai Chapter



**Honorary President**  
S Roy Choudhury  
Chairman and MD,  
HPCL



**Honorary Vice President**  
G Sathiamoorthy  
Managing Director  
Technimont ICB



**Honorary Treasurer**  
Prof. S Suryanarayanan  
Dy – Director  
ITM Business School

**PMN # 585**

**PMA Bengaluru Chapter Inauguration**

PMA Bengaluru Chapter which is the 9<sup>th</sup> Chapter of PMA, was inaugurated on 16-Apr-2011. Dr. R C Panda, Member, CAT and a committed proponent of the PM movement in the country gave the Inaugural Address, R Sri Kumar, Vigilance Commissioner, Central Vigilance Commission, gave the Distinguished Guest Address, Dr. U D Choubey, DG, SCOPE gave the Special Address, G K Pillai, CMD, HEC Ltd, Prof. R K Mishra, Director, IPE gave the Invited Address and Adesh Jain, National President of PMA, gave the Presidential Address. 56 Founding Members were behind the opening of Bengaluru Chapter. Office Bearers of Bengaluru Chapter are:

- V. RS. Natarajan, Chairman & MD, BEML : Hon. President
- Laxman K Badiga, Former CIO, Wipro Technologies : Hon. Vice President
- V Namasivayam, Sr. Director, Deloitte Touche Tohmatsu : Hon. Treasurer



(L to R) Laxman Badiga, Wipro, Dr. UD Choubey, SCOPE, Adesh Jain, PMA, Dr. RC Panda, CAT, R Sri Kumar, CVC, G K Pillai, and Prof. RK Mishra, IPE.

**PMN # 586**

**PMA Paradip Chapter Inauguration**

The 10<sup>th</sup> Chapter of PMA, India at Paradip was inaugurated on 15-Jun-2011. Dr. R C Panda, Member, CAT and a devout supporter of the PM movement in the country gave the Inaugural Address. In his Presidential Address, Adesh Jain laid heavy emphasis in strengthening the National Project Management Association, PMA. He said that in all the matured economies, there is a relationship between the economy and the positive role played by National Associations in management of projects scientifically.

- M Vijaywargiya, ED (Projects), Paradip Refinery Project, IOCL, : Hon. President
- P K Gupta, Project Director (Orissa), Essar Projects : Vice President
- A K Srivastava, DGM (Projects), Paradip Refinery Project, IOCL : Treasurer.



Adesh Jain, National President, PMA, India lighting the lamp



Dr. R C Panda, Member, Central Administrative Tribunal (CAT) giving the Inaugural Address

**PMN # 587**

**First Int'l Conference on 'Project Management For Results'**

For the first time, Project Management Association of Nepal (PMAN) in association with IPMA, organized an international conference on 'Project Management For Results' on May 27 - 28, 2011, at Kathmandu, Nepal.

PMA, Nepal invited the legendary project management guru - Adesh Jain to inaugurate the Conference. The title of Adesh's Keynote was '*Awakening project consciousness*'. The essence of his presentation was that as human beings endeavor to discover 'consciousnesses' projects managed by 'people' needed to discover its own consciousness. This could be achieved if only we take the stakeholders interest as primary in every act of ours.

Adesh Jain contributed immensely in the formation of PMA, Nepal and it's joining the IPMA Fraternity. In view of his contribution, he was given Honorary Fellowship in Kathmandu. Well known Film Actress Manisha Koirala presented the Fellowship to Adesh Jain.



Adesh Jain (Centre) was introduced by Saroj Pradhan (Left) Well known Actress Manisha Koirala (Right) presented the Honorary Membership of PMA, Nepal to Adesh. He is the first person to receive this honor.

PMN # 588

## University of Kashmir Business School Launched Project Management Certificate Programme (CIPM) with IPMC



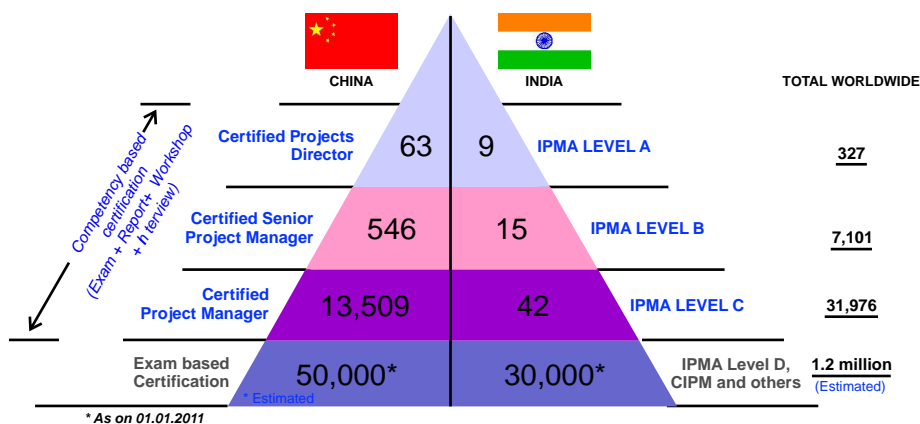
(L to R) Adesh Jain, National President, PMA, India; Prof. Talat Ahmad, VC, Kashmir University; Janab Abdul Gani Malik, Hon'ble Minister for Higher Education, J&K State; Prof. Syed Fayaz Ahmad, Registrar, Kashmir University and Prof. Bhat, Dean, The Business School, Kashmir University



Over 200 Students, Faculty and Invited Guests attended the Programme

The Business School at the University of Kashmir (KU) has signed a Memorandum of Understanding (MoU) with PMA of India to launch Certificate In Project Management (CIPM), a job oriented programme. The announcement was made in Srinagar on 18th June following a workshop on the "Role of Education in Creating Project Mindset." **Janab Abdul Gani Malik**, Hon'ble Minister for Higher Education, State of J&K was the Chief Guest and inaugurated the historic signing of MOU in introducing CIPM Credentials. In his address, Janab Malik said that launching of the programme in the area of project management by the Business School of Kashmir University was a major step in the right direction in making J&K State as project oriented in the coming years and they were privileged to be associated with PMA, India which is doing a great service to the nation in building project management competency. He thanked Adesh Jain, whom he addressed as the 'Father' of the Project Management movement in India, for coming to J&K State to move forward with the MOU. Vice Chancellor of Kashmir University **Prof. Talat Ahmad** presided over the function and was very keen to see the success of the MOU in times to come. **Adesh Jain**, Honorary President, Project Management Associates (PMA-India) was the Guest of Honor of the function. He said that J&K State was the first state to have the MOU at the University level. J&K State must become the trend setter in imparting project management education to Business School / final year Engineering students. He made a comparison between China and India. India is far behind in the total number of certified project professionals as compared to China. At IPMA level B and C, being the 2<sup>nd</sup> and the 3<sup>rd</sup> higher certification programme, India is 3% and .3% of the total number of certified project professionals respectively. He said that once a nation embraces project management as a distinct discipline (and not mixed with general management), we can catch up with China. **Prof. Bhat**, Dean of the Business School stressed the need to collaborate with globally renowned institutions like PMA, India and CEPM to explore the introduction of project management for their MBA Students. He said that as project and program management are the key disciplines in managing change, the field of project management was experiencing a phenomenal growth in recent times.

Comparison of certified project professionals at different levels



PMN # 589

## Launch of the unique program in advancing Project and Program Management Maturity amongst Indian Companies.



*Prof. (Dr.) A K Jain of IIM - Lucknow giving the presentation of Transformational Corporate Strategy to the IEDPM participants (Aug.12-14, 2011).*

International Institute of projects and Program Management (I2P2M) was established in 2010 with the sole aim of ushering a new era in project management education in India. I2P2M has a distinguished Academic Industry Council (AIC) under the Chairmanship of Dr. Nitish Sengupta. Some of the AIC Members are: Prof. Pankaj Chandra, Director, IIM, Bangalore, Prof. Shekhar Chaudhuri, Director, IIM, Calcutta, Prof. V K Gupta, Director, MDI, Gurgaon, Dr. Rajiv Kumar, Secretary General, FICCI, Dr. Santrupt B Misra, Director (HR), Aditya Birla Management, D S Rawat, Secretary General, ASSOCHAM, Dr. Dalip Singh, Joint Secretary, Ministry of Steel, Ravi Uppal, Member of the Board & President (Power), L&T, K Venkataramanan, Member of the Board & President (O), L&T, C S Verma, Chairman, SAIL. Adesh Jain is Member Secretary of AIC.

**International Executive Diploma in Project Management (IEDPM)** was launched on July 15, 2011 in New Delhi. It is unique program where the participants after going through 4 Modules on the advanced topics of project management are required to write 4

Project Management Reports highlighting the transformation processes required in their respective organizations to translate classroom knowledge acquisition to its application. After 12 days of training spread across 4 months (3 days per month), IEDPM participants will go through the three days six advanced topics in Project and Program Management at George Washington University, at Washington D.C. The 4<sup>th</sup> day in USA will be to Interact with the Senior Scientists and administrators in NASA to learn about the best practices. 5<sup>th</sup> day will be spent in interacting with the Government Accountability Office (GAO) officials in Washington D.C. in understanding the 'Best practices for developing and managing capital program costs'.

Those participants who would not able to go to USA for the training and industry visit would get Executive Diploma in Project Management (EDPM) by attending 12 days training program in Delhi.

There are about 30 persons who have opted to go to USA for the 5 day program directly. They are seasoned project professionals at the level of Managing Director or CEO. Some of them are: R S Sharma, Former CMD, NTPC and now MD, Jindal Power, V R Sharma, Dy. MD and CEO of Jindal Steel, Vineet Jain, CEO of Adani Group, Y R Nagaraja, MD, Ramky and Ram Kishore Iruvanti, MD, Technip.

For IEDPM/EDPM Program, we have enrolled 42 participants with average experience of 20+ years. Given above are the logos of some of the participating companies / organizations who have taken full advantage of this unique opportunity to enhance level of maturity in project management.



*Dr. DV Kapur, Founder Chairman of NTPC Ltd. addressed the delegates of IEDPM program. Seen in the picture (centre) with the NTPC Employees (current or past) and Adesh Jain (2nd from left)*

PMN # 590

## Institute of Project Management Certification (IPMC), the National Certification Body of PMA, India launches Certificate in Project Risk Management (CePRM) Senior professionals from following companies received CePRM



“Projects are undertaken to build Future. Future is uncertain hence inherently Risky. Uncertainty is Lack of Certainty. It is uncertainty that causes Risk. It is Risk that causes hindrances in achieving what we want to achieve. Lack of achieving what we want is failing in projects. 50% of project management is managing risks on a continuous basis.”

The above quote from Adesh Jain's opening remarks at the beginning of the three day module on risk management motivated IPMC the Certification Institute in the field of project management, to introduce a new certification in Risk Management. IPMC worked hard with various International experts in Risk management to evolve a comprehensive 2 hour Test to confer Certificate in Project Risk Management (CePRM). The CePRM Exam was conducted by IPMC on Sep. 11. 37 project professionals have passed the CePRM Exam.

CePRM in the Indian context will boost the formal knowledge and methodology in Risk management. Risk is inherent in defining scope, estimating, cost, scheduling time, maintaining quality, procuring services, communicating plans and goals and managing people. All professionals should be formally trained in continuous risk management. CePRM is a good start and could be acquired by any one from any discipline.

**PMN # 591**

## 2<sup>nd</sup> Historic PMA Council Meeting held on August 27, 2011 in New Delhi



PMA Council comprises of eminent professionals from Business Associations, Academic Institutions, R&D Centres, Key Public & Private Sector companies & Government. Over 80 professionals attended the 2<sup>nd</sup> historic PMA Council meet. Project Management Associates (PMA), a not for profit registered society was established in 1993. It has 47 Corporate Life Members and over 650 Individual Life Members. Ministry of Statistics and Programme Implementation (MOSPI) is also a Corporate Life Member of PMA. PMA is a National Association of project professionals and has established 11 Chapters in various parts of India. It has plans to establish 6 new chapters in the year 2012 at Delhi / NCR, Kolkata, Trivandrum, Lucknow and Jaipur. Talks are in progress to establish a Chapter in the industrial belt of Jamshedpur. There are over 65 recommendations made in the PMA Council meet for the year 2012. The 2<sup>nd</sup> PMA Council meet was followed by Lunch hosted by Dr. A.S Pillai, MD and CEO of BrahMos Aerospace Pvt. Ltd., and Vice President & Member of the Board of IPMA.

**PMN # 592**

## FIIB - Address by Adesh jain



*Adesh Jain addressing FIIB Students on  
September 14, 2011*

**Adesh Jain** was invited to address the students of Fortune Institute of International Business and he spoke on the topic "Re-defining Project Management". The talk was attended by more than 200 students who got a deep insight in the field of project management and how it was playing such a vital role in business and industry.

FIIB is one of the 28 Academic Institutes in India who have signed the MOU with Institute of Project Management Certification (IPMC) for CIPM. CIPM Syllabus is well structured and covers almost the entire gamut of project management 36 Knowledge Areas and 110 PM concepts spread across 8 Project Life Cycle phases.

**PMN # 593**

## Contemporary Project Management Books - now available in India



**Centre for Excellence in Project Management (CEPM)** was established in 1992. CEPM is at the center stage of helping clients to efficiently and effectively manage projects and programs through Education, Training, Consulting and Certification.

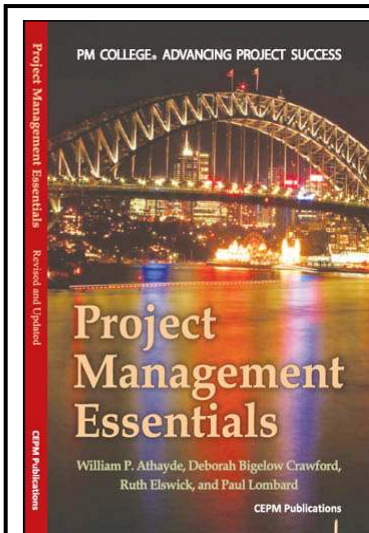
CEPM Publications is a step forward to disseminate knowledge and provide a platform in the spirit of sharing and learning.

PM College, a world class organization providing project management training and competency development programs for clients world over, and CEPM have joined hands for publication of world class books especially for the Indian community of professionals. These books can be sold in India only.

CEPM has published six books and details are given on the next page.

PMN # 594

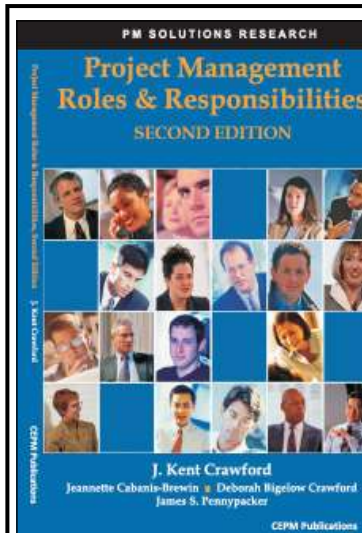
Project Management Books - to keep you up to date



For Sale in India only MRP Rs. 995

The concepts of project management presented in this book are not rocket science. They are all common sense. Yet, they require discipline and knowledge – a framework to do projects right, and the will to adhere to it. Those who internalize the precepts of project management and model them in their organizations have the potential to do great things with those simple tools.

Project Management Essentials is a must for every practicing project professionals and those associated in teaching. 11 Chapters cover the entire gamut of Project Selection to Lessons Learned.. and Used.

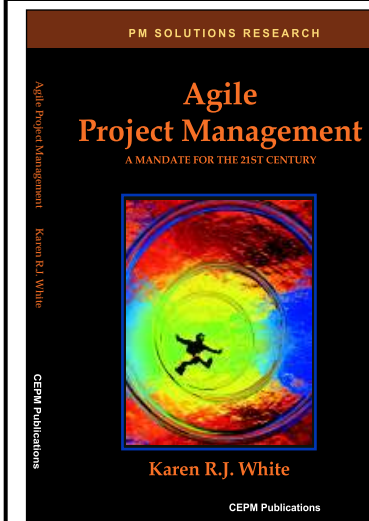


For Sale in India only MRP Rs. 695

People are at the 'core' of a project. Performing teams execute projects with savings in time and cost and with no compromise in quality. Ordinary cohesive teams can yield Extraordinary results whereas Extraordinary fragmented teams cannot even provide Ordinary results.

Project Management Roles & Responsibilities provide comprehensive descriptions of the responsibilities, skills, and desired backgrounds for project personnel.

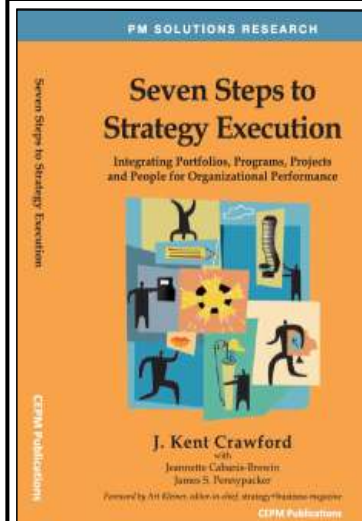
To guide you in crafting job descriptions that are appropriate for your organization or to think the ways in which you have assigned responsibilities to existing positions.



For Sale in India only MRP Rs. 995

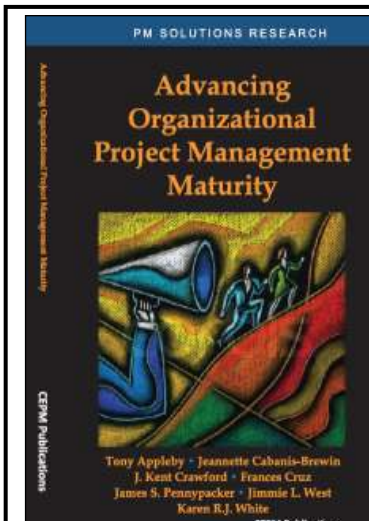
Much has been written recently about the need for agility in business, especially when corporations seek to differentiate themselves from the competition through new products, programs or projects. Yet it's questionable whether there is a true understanding or appreciation for what is meant by "agility".

The mission of this book is to connect the dots between agile practices, project management practices, and those drivers in the business world that make it likely that all projects of all types are going to need the benefits that agile project managers can bring.



For Sale in India only MRP Rs. 1295

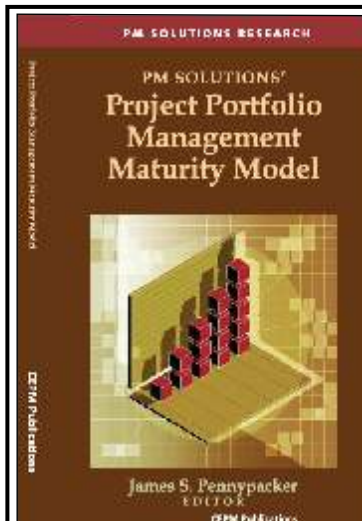
The inability of organizations to effectively execute their corporate strategies is one of the major factors limiting their success. While strategy execution can be difficult, it is not impossible to achieve. A carefully planned approach to execution is needed to attain organizational strategic goals and objectives. Seven Steps to Strategy Execution describes such a planned approach and offers organizations a framework against which to map their progress in creating what we call Strategy Performance Management.



For Sale in India only MRP Rs. 695

- Best practices on how to apply a project management maturity model in the real world
- Research on the benefits that companies experience from advancing their project management maturity
- Best practices in using a strategic project office as a catalyst for organizational change
- Best practices in building project manager competency
- Best practices in aligning projects and corporate strategy

It is a must for all those organizations that would be keen to enhance their own maturity index to compete globally.



For Sale in India only MRP Rs. 695

The ultimate goal of this book is to help you improve the capability of your organization's project portfolio management processes. To help you achieve this goal, PM Solutions has built its Project Portfolio Management Maturity Model from the proven framework of its Project Management Maturity Model.

In this book, the Authors have come out with a unique Project Portfolio Management Maturity Model based around six essential components of portfolio management.

The six components are: Portfolio Governance; project Opportunity Assessment; Project Prioritization and Selection; Portfolio and Project Communication Management; Portfolio Performance and Portfolio resource Management.

## PMN # 595



Seen in the Centre are V K Batra and Adesh Jain

### TEVA API India Ltd.

Adesh Jain, National President, Project Management Associates (PMA) was invited by V K Batra, Head-Asia BU, TEVA API Division, a global pharmaceutical company, to give a talk on '*Contemporary Trends in Managing Projects*', at their Executive Committee meeting on Friday, 8th April, 2011.

Adesh Jain laid heavy emphasis in creating a project culture and mind set. Though operational mindset was prevalent during the Industrial age, the project mindset is the backbone in managing business in 21<sup>st</sup> Century. Project mindset is not averse to taking calculated risks. Risk is almost 50% of the project management.

## PMN # 596

### SUSCET, Tangori (Mohali)

Adesh Jain was invited by Dr. (Mrs.) Geetika Thapar, Dean Academic Affairs, SUSCET, to address their students and Adesh spoke on the topic '*Breaking boundaries - key to innovation*'. The institute signed a MOU with PMA & CEPM for conducting CIPM course for their students. This being the 25<sup>th</sup> MOU signed by PMA & CEPM with prestigious Institutes/Universities (like IGNOU, FORE School, IIM, IMT, CRRI, UPES, ITM etc) for providing CIPM training and certification to their candidates.

## PMN # 597

### CMA, Chandigarh



Dr. Gulshan Sharma, ED, ITFT Education & President, CMA (left) handing over memento to Adesh Jain (right)

Chandigarh Management Association (CMA), a registered society, is affiliated to All India Management Association (AIMA). CMA invited Adesh Jain to address the industry stalwarts in Chandigarh on 29-Apr-2011. Adesh spoke on the topic '*Contemporary Trends in Managing Projects*'. His interaction with over 40 Senior Executives of industries from varied sectors was extremely meaningful as the complexities in managing projects are increasing due to socio-economic changes. We need to formulize the project management processes to ensure the rapid decline of uncertainties with time.

## PMN # 598

### Vel Tech Dr.RR & Dr.SR Technical University, Chennai



Students who have passed CIPM exam

Vel Tech Dr.RR & Dr.SR Technical University, Chennai, organized the 2<sup>nd</sup> five day workshop on 'Certificate In Project Management' (CIPM) at their campus in Chennai. The 1<sup>st</sup> workshop was held in Dec-2010. Total number of candidates certified with the CIPM credential during the workshops was 66.

Vel Tech is one of the twenty eight Institutes having standardized on CIPM. CIPM is a world class product in the field of certification keeping an integrated view of quality and cost.

## PMN # 599

### Leading Indian Companies going for Training Programs in a big way

In the last six months (from 1<sup>st</sup> April to September 30, 2011), the following companies have trained over 800 professionals at all levels of management including the senior most. The main aim of training the professionals was to equip them with the globally recognized PM certification credentials. CIPM, IPMA Level D, Level C and Level A are some of the well known certification credentials given by IPMC.

Name of the companies are: Lanco Infratech, NHPC, HPCL, Indian Oil, Punj Lloyds, BrahMos Aerospace, New Holland, Jindal Steel & Power, NALCO, Adani Infra, GMR EMCO Energy, Vel-Tech, Afcons and many others,

PMN # 600



## 19th Global Symposium Festival of Thinkers and Doers

December 5-6-7, 2011 Hotel Le Meridien, New Delhi, India

### Some of the invited eminent Keynote Speakers at the Global Symposium 2011

We have invited some of the most eminent project management gurus for the Keynote Address on varied aspects of program management (from **Thinking to Doing**). Some of them are:



**Christopher J. Scolese** currently serves as the **Associate Administrator of the National Aeronautics and Space Administration (NASA)** since July 31, 2007, **the agency's highest-ranking civil servant position**. As Associate Administrator, Scolese is responsible for the oversight and integration of NASA's programmatic and technical efforts to ensure the successful accomplishment of the Agency's overall mission.



**Dr. Edward Hoffman** serves as the **Director of the NASA Academy for Program/Project and Engineering Leadership (APPEL)**. In this role he is responsible for the development of program/project leaders and engineers within NASA. Under his leadership, the Academy provides the agency's comprehensive career development curriculum, consulting services for technical and mission teams, knowledge sharing activities and publications that disseminate lessons learned, and special studies on program/project management and engineering.



**Gregory L. Robinson, NASA Deputy Chief Engineer** has 28 years of engineering experience (22 yrs at NASA and 6 yrs in private industry). He was appointed NASA Deputy Chief Engineer in November 2005; and is responsible for developing and implementing Engineering Excellence, Engineering Technical Authority, and improving program and project management and systems engineering.



**Dr. Koji Ota**, Visiting Senior Advisor, Japan International Cooperation Agency (JICA) and Visiting Professor, Nippon Institute of Technology (Graduate School for Management of Technology), Japan. He is a visionary.

*His presentation is titled "Some appraisal of pragmatic management in Japanese Construction"*



**Dr. Nitish Sengupta** is Chairman of the Board for Reconstruction of Public Sector Enterprises with the Status of Union Minister of State. Is the Chairman of the Academic Industry Council of I2P2M. He is a Management Guru, Seasoned Administrator & former MP. He is a CEPM-PMA Fellow & is considered to be one of the foremost advocate of strengthening project management in India.

*He will speak on "Metamorphosis: turnaround stories of Central Public Sector Enterprises (CPSEs)".*

Note: Final confirmation of Speakers from NASA is awaited

### Some of the Speakers at the Global Symposium 2011 (Names are in alphabetical order)



Dr. A K Balyan  
M D & CEO  
Petronet LNG



N M Borah  
Chairman & MD  
Oil India



Bhaskar Chatterjee  
Former Secretary  
D/o Public Enterprises



Arup Roy Choudhury  
Chairman & MD  
NTPC



Adesh Jain  
Hon. President  
PMA, India



Pankaj Jain  
Addl. Secretary  
MOSPI



Dr. R C Panda  
Member, Central  
Administrative  
Tribunal (CAT)



Dr. A S Pillai  
MD & CEO  
BrahMos



Rakesh Sarin  
MD  
Wartsila India



Sven Schmedes  
MD, German Project  
Management India



R S Sharma  
MD  
Jindal Power



Satnam Singh  
CMD  
PFC



Sudhir Vasudeva  
Chairman & MD  
ONGC



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



Dr. Bill Young  
President, Asia Pacific  
Federation for Project  
Management (APFPM)

PMN # 601

### Case Studies (from Thinking to Doing)

We have invited short and crisp case study presentations covering the entire gamut of project / program management. The organizations are:



### Lessons learnt from the Best Practices Worldwide

Starting from July 2011, a unique program was launched to give world class exposure to Senior Management of Indian enterprises. **In this program, 40 senior professionals from 25 top-notch companies with average experience of 25 + years were enrolled in the International Executive Diploma in Project Management (IEDPM/EDPM). This is a major initiative in enhancing PM Maturity amongst Indian Companies. 2nd Batch will commence from July 2012.** This required 12 days of classroom training followed by 5 days training at George Washington University and Industry Visit to NASA & Government Accountability Office (GAO) in Washington D.C. Participants are required to write 10 Reports on each of the topic covered in the syllabus and the Composite Final Report (CFR) suggesting changes in their Companies. The highlights of this program shall be presented by selected participants, from Companies such as:

