

Stay Ahead
Stay Relevant
Stay Connected



**L&T Institute of
Project Management**

A Decade of Distinction in
Project Management Education



L&T INSTITUTE OF PROJECT MANAGEMENT



By bringing into the classroom, globally accepted best practices in project management, IPM renders yeoman service to the projects community of L&T, and has become a centre of excellence in an area so vital to our organisation's growth.

A. M. Naik

Group Chairman, Larsen & Toubro Limited



Vision

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

Mission

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

Charter

- To provide high-quality and relevant education in project management to all L&T employees and prepare them to be proficient as contributing members of project teams and excellent project managers
- Collate and document a unique body of knowledge, L&T BOK as practiced in L&T, and disseminate it through structured courses in project management
- To develop and deliver project management cases from projects undertaken by L&T
- To benchmark global project management practices and incorporate these practices in the curriculum, thereby creating a centre of excellence in project management
- To collaborate with leading institutions of global repute in project management research to enhance the competencies of project personnel
- Create a unique body of knowledge L&T BOK and document in archival publication and textbooks
- To develop and nurture a talent pool of project management trainers from among practicing managers as a resource for the organization

Terminal 2, Mumbai International Airport. L&T has built several airports in India and the Middle East.



Mumbai High North Complex of ONGC – the largest offshore project in Indian waters – built by L&T.



Message from the Directors and Board Members



S. N. Subrahmanyam

CEO & Managing Director
Larsen & Toubro Limited

Hearty congratulations to L&T Institute of Project Management for completing 10 years of providing high quality project management education!

Being a project-based organization, our continued growth depends largely on how good and efficient we are in project execution and I am happy that IPM has been playing a significant role in enhancing our inherent capabilities.

As the competitive world evolves and demands of our customers increase, the onus is on us to be more agile, flexible, and smarter in our delivery of projects to match parameters of quality and time. Only then will we be able to continue successfully executing the biggest, largest, tallest, smartest and most complex of projects, which is our key differentiator.

The world as we knew it is rapidly evolving with multiple disruptions and one that is changing the face of our industry is digitalization. Today, we are in possession of the means to track productivity, optimize costs, enhance efficiencies, reduce execution time; in essence introduce intelligence into our construction methods. Geospatial technologies like drones, LiDAR, photogrammetry, remote satellite sensing are rewriting the rules of the game. Building Information Modelling (BIM), Virtual Reality, Augmented Reality and Mixed Reality are taking engineering and design to the next level. Digitalization has already made project monitoring 'real-time' and precise. We are not far away from having the truly 'connected' project site. With analytics, we are able to mine all this rich information and convert them into meaningful data to suggest trends, arrive at inferences and take informed decisions.

At L&T, digitalization is a serious commitment that we have made in recent times to transform ourselves using technology, and make a significant impact to the way we do our business. We plan to take digitalization into every key activity to engineer the desired change. IPM can definitely play a vital role in this area.

Strengthened by your international collaborations with SDA Bocconi, Cranfield University and University of Texas and the upgraded contents for long-term flagship programs, we look forward to seeing IPM lead L&T to greater heights of expertise in project management in the years to come.

All the best!



Shailendra Roy

Whole-Time Director &
Sr. Executive Vice President
(Power, Heavy Engg. & Nuclear)

On the occasion of 10th Anniversary of IPM, I wish to congratulate IPM and all the stakeholders who have contributed in making IPM a successful institute in meeting our business need to groom project management professionals.

Project management is an ever-evolving discipline and each project throws its own sets of risks and challenges for which there are no ready answers available. Project management requires a continuous effort to think out-of-the-box and meticulous planning to tackle the issues and be successful.

IPM has done decent job by designing and creating various programs at different levels in association with foreign institutes to meet the business needs. I am sure that these courses will hone the skills of our employees in project management. IPM will have to keep a constant eye on the changing business needs and modify its programs accordingly.

I once again wish Prof. V.T.C.S. Rao and his team all the very best and wish IPM continued success.



Subramanian Sarma

CEO & Managing Director
- L&T Hydrocarbon Engineering

I congratulate IPM for successfully completing 10 years of creating exceptional project professionals for L&T.

The institute had also played a crucial role in the transformative journey of LTHE, as a knowledge partner and co-creator of our bespoke and case-study based Capability Building program focussed on key aspects of International Project Execution. I believe such a collaborative approach has been the DNA of IPM from its inception and has been tremendously helpful in tailoring program content to meet our particular requirements.

I wish the faculty and the Dean all the very best for future endeavours. May you continue with the same zeal and persistent efforts in creating professionals with a focus on Execution Excellence

Message from the Directors and Board Members



D.K.Sen

Whole-Time Director &
Sr. Executive Vice President
(Infrastructure)

With immense pleasure, I congratulate IPM for completing 10 glorious years of committed service in the field of Project Management in L&T.

I must acknowledge and appreciate the notable contribution, which the Institute has made in building Project Management skills of our employees. IPM has played a vital role in L&T's growth by developing and conducting specialized courses in the field of Business & Project Management, Quantity Surveying, Infrastructure & Construction Management, Claims Management & Cost Engineering. The Institute has truly embraced its role as a catalyst for growth by collaborating with various world-class institutes to impart quality learning to our employees.

Today, like never before, the magnitude of work has increased manifold and focus is on executing mega projects, which are characterized by many complexities and challenges of varied nature. The need for a highly-skilled workforce can never be overemphasized to execute projects of scale. After a decade of steady progress, IPM now has to contribute even more effectively in developing the Project Management skills of our workforce.

I extend my best wishes to IPM to accomplish much more in the next decade and continue playing a significant role in making our organization more productive and competitive.



M.V. Satish

Whole-Time Director &
Sr. Executive Vice President
(Buildings, Minerals & Metals)

For an organization which emphasizes on continuous learning, it is imperative to have in-house establishments offering relevant academics of the highest order. As a project-based organization with 80 years of history, L&T has a sea of knowledge and experience in the field of project management. L&T IPM has the potential to develop world-class project management professionals in the country by capitalizing on this vast 'Body of Knowledge'.

We wish that the Institute succeeds in all its endeavours and takes L&T to even greater heights in project management.



S. Rajavel

Senior Vice President & Head Water, Smart World & Communication

L&T-IPM has been our trusted learning partner for developing project management capabilities of identified personnel in the Water & Effluent Treatment business. In association with IPM, we have launched customized Project Management Training for our staff and also been nominating our staff for other relevant IPM offerings. IPM's programmes are designed in a manner which is relevant to our business and delivered by highly competent faculty. Its collaboration with reputed international project management training institutes in providing world-class training gives our staff critical exposure to international best practices in the project management domain.

I wish L&T IPM the very best on this occasion and look forward to our continued association.



Yogi Sriram

Senior Vice President
- Corporate HR &
Member, E-Com

May 2018 is an important milestone for all of us at L&T, as the Company is now 80 years old. There are very few companies of this vintage, that have grown, shown such resilience and have flourished, in spite of difficult periods.

Over the years, L&T has reinvented itself. From a manufacturing and engineering company, it has transformed itself into a quintessential project management juggernaut. An engine that delivers. Never fails. Over the last two decades, particularly, the Company has gained the reputation of being a consistent top performer, a favourite on the Street, never missing a year of dividend to the shareholders.

L&T is a barometer of the Indian economy. New benchmarks set by the Company in the execution of marquee projects are pictures in its album, covering almost every part of the infrastructure sector. The world's tallest statue, the first nuclear-powered submarine, international airports, metro railways, freight corridors, refineries, oil platforms, power stations, flyovers, roads, substations, water projects, and the list goes on. The diversified offerings of the Company encompass a bouquet of dependable solutions in the complex world of mega project management. This capability has become the signature of the Company. Of reliability, credibility, integrity and professionalism.

Few companies can claim to have an order book like L&T. But the challenges of execution are immense. The challenges are now very different. Customers want more, paying less. Demands of delivery, cost, design and quality have reached exacting standards. Risks have increased. However, project management has a great opportunity of improving its execution efficiency exponentially because of digitalization. L&T has already taken several steps in this direction. Construction sites using LiDAR, procurement using data analytics to create powerful tools such as ConstZON, IoT, Virtual Reality and other initiatives in digitalisation bring L&T into the club of the best performing project management companies in the world. L&T is leveraging digitalization on a platform of patient accumulation of successes in project execution.

The new programmes brought to the employees of L&T in collaboration with international schools such as Bocconi and Cranfield by IPM aim to strengthen the body of knowledge offered to develop high performing international project managers. With more than a third of the revenues of the Group arising from international business, project execution capability and technology are becoming the most important differentiators for L&T in winning new jobs. We resolve therefore to offer high quality project management training to meet the ambitious Lakshya plans of the Company. We shall endeavour to improve the pedagogy to focus more on learner led learning, blended learning with a mix of classroom, practical and online delivery, for increasing effectiveness of programmes. And we shall continue to focus on business imperatives such as making risk management frameworks more predictable. We shall design the learning inputs for strategic imperatives such as achieving better working management turns. We shall further enhance the development of a project management culture that will foster team behaviours and customer intimacy.



V T Chandra Sekhar Rao

Dean, L&T Institute of
Project Management

While the projects are becoming more complex and schedules are becoming tighter, there are simultaneous expectations from businesses to protect margins and assure predictable outcomes. Winning and execution of the projects in a highly competitive market is driving the need for improved cost efficiencies in execution. Such a business environment demands highly skilled professionals to play the roles of project managers, project directors and project leaders. Over the last decade, L&T IPM has evolved into a well-equipped institute to deliver programmes to enhance the competencies required to manage large, complex projects. Today, this institute has a rich tapestry of programs and specific competency development modules to provide the required deep knowledge, tools and techniques to the project professionals through a well-structured andragogy.

We adopted the motto of 'Stay Ahead, Stay Relevant and Stay Connected'. Stay Ahead for IPM means we review modules often and offer knowledge of global best practices and research that can apply to business. Additionally, we also incorporate forward looking initiatives such as digitalization as a part of the curriculum. Stay Relevant means that we tailor programmes specific to each business, make the business's content aligned to its IC Lakshya targets, go beyond teaching traditional project management courses and deliver content that helps the business. Stay Connected means we engage with businesses and their project Managers/ Directors to understand the growing needs of the business and add value by improving the project delivery.

IPM designs the curriculum and content of the programs based on international best practices, academic research and strong execution experience within L&T. Our digital efforts include delivering new concepts through Webinars, online education modules through ATL and in collaboration with Construction Industry Institute, USA. Our institute is also a global Registered Education Provider (R.E.P.) for Project Management Institute (PMI) USA. We also bring in global and international project management and business management perspectives through our new collaborative relationships with internationally reputed Universities and Schools of Management like SDA Bocconi, Cranfield School of Management and University of Texas. With all the initiatives taken so far, IPM has grown from a modest beginning to a reputed institute, providing the highest standards of project management education.

According to 'Vasishtha Yoga', an eagle flying towards its destination uses two wings – one is Knowledge and the other is Action. At L&T IPM, we strive to strengthen the wing of actionable knowledge for each of the participants, while they reinforce the other wing through their own knowledge-enriched actions. Please come and explore L&T IPM – your partner on your flight to a pre-eminent position in project execution.



181 MLD Water Treatment Plant for Vellore Water Supply Scheme. L&T has extensive experience in the design and construction of structures for water, industrial and waste water treatment, transmission and distribution.

THE VISION OF IPM IS DIRECTLY LINKED TO THE VISION OF L&T TO BE A GLOBAL MAJOR IN THE AREA OF PROJECTS.

A.M. Naik, Group Chairman, Larsen & Toubro

The Beginning:

The year 2008, marking 70 years of L&T, was also a milestone year for L&T's knowledge-building initiative and its vision to groom project managers for the years to come. The need for a Project Management Institute was realised as the organization aspired to grow by taking up bigger challenges through empowering its people with the required knowledge and skills to execute complex Indian as well as International projects successfully. L&T Institute of Project Management also known as 'L&T IPM' was established in the year 2008 to enable

the project management capability building efforts of L&T, under the visionary leadership of Mr. A.M. Naik, then Group Executive Chairman.

With more than 75% of L&T's revenue arising from the project business, the demand for Project Management professionals is significant. Even businesses that are focused on products have realized the need for a constant injection of 'New Product Development' projects, which have all the ingredients of a typical project. With the growing size and complexity of projects, the need for enhancing project management capability gained importance. Project Management education in L&T has gained further significance with the company aspiring to explore new geographies.

L&T has created an abundant wealth of knowledge in conceiving, planning and executing mega-scale projects. Being a major player in EPC projects in India, the leadership team felt that there is a significant need and a great opportunity to create a body of knowledge for project management within L&T. L&T IPM's knowledge-building initiative also received great support from its senior leaders like Mr. K. Venkataramanan, Mr. S.N. Subrahmanyam, Mr. S.N. Roy and Mr. Yogi Sriram, since its inception. While successive Deans of L&T IPM have successfully and passionately contributed to the growth of the Institute, Mr. Yogi Sriram has always been a key source of inspiration and guidance for the IPM team.

The L&T IPM Journey So Far

L&T IPM has so far trained about 10,000 project personnel and continues to add value to businesses. It strives to remain ahead, remain relevant and remain connected to take project management education to the next level in the L&T ecosystem.

Year	Milestone Crossed
June 2008	Establishment of L&T Institute of Project Management at Vadodara by Group Chairman, Mr. A.M. Naik
18 th August, 2008	Launch of IPM's inaugural programme on Basics of Project Management for Executives at L&T Training Centre, Vadodara
2009	Launch of IPM's flagship programmes Level-1, Level-2 and Level-3
2010	Launch of upgraded Level-1 (Post Graduate Diploma in Project Management) in collaboration with IIM - Indore
2010	IPM becomes R.E.P. (Registered Education Provider) of PMI, USA
2011	L&T IPM, Chennai Campus established at L&T's Manapakkam premises in Chennai
2011	Launch of upgraded Level-3 (Strategic Project & Program Management) in collaboration with the George Washington University, USA
2012	Launch of business-specific programmes for L&T Construction, Buildings & Factories and L&T Technology Services (LTTS)
2013	Launch of upgraded Level-2 (Senior Management Programme on Project Management) in collaboration with IIM - Ahmedabad
2015	Launch of 1 st role-based programme, Adaptation Programme in Quantity Surveying (APQS) in collaboration with Royal Institute of Chartered Surveyors (RICS), UK
26 th October, 2015	Inauguration of L&T Institute of Project Management Campus at its sprawling new premises at Vadodara by Group Chairman, Mr. A.M. Naik in the presence of the Chief Minister of Gujarat, Smt. Anandiben Patel and Cabinet Minister, Shri Saurabhbhai Patel
2016	Launch of role-based programme on Cost Engineering to enhance skills and knowledge of cost engineering and groom cost engineers for L&T
2016	Launch of Executive Post Graduate Programme (E-PGP) on Essentials of Infrastructure & Construction Management (EICM) & Quantity Surveying & Services (QSS) in collaboration with NICMAR, Pune
2016	Launch of E-learning programs with a 35-hour intensive PMP supplement for LTTS onsite project professionals from across the world
2016	Launch of site-based programmes for L&T Construction, Heavy Civil Infrastructure business
2017	Launch of Post Graduate Certificate of Master's Program in Business and Project Management (PGC-MPBPM) in collaboration with SDA Bocconi, Italy
2017	Launch of Webinars on '3Ps-Problems-Principles-Practices' for various facets/knowledge areas of Project Management
2017	Launch of Specific Competency Development Modules (SCDMs) on various aspects of Project Management to address pain-points/challenges faced by L&T projects
2017	Launch of Self-Paced e- Learning course on Microsoft Project
2018	Launch of 22 hours of CII online courses
2018	Launch of upgraded Level-2 Programme – Advanced Programme for Excellence in Project Execution in collaboration with the Cranfield School of Management, UK
2018	Launch of upgraded Level-3 Programme on International Program and Project Management in collaboration with the University of Texas, Austin.

L&T IPM Faculty

The faculty at L&T IPM have a critical role to play, not only in terms of course delivery, but also in terms of site visits, interactions with L&T's business heads, functional heads and a cross-section of prospective participants as part of understanding the competencies, before designing the curriculum. L&T IPM has six (growing to nine in 2018-19) full-time faculty members including the Dean, specialised in various domains of Project Management. They have also been consistently involved in research. L&T IPM faculty have published their work in peer-reviewed journals and presented at International conferences and Project Management symposiums.

L&T IPM Campuses – Temples of Knowledge

L&T IPM is located in KC Residency which is part of a sprawling 115 acre L&T Knowledge City, Vadodara and second campus at L&T Construction, Manapakkam, Chennai. L&T IPM's lecture halls are smart classrooms equipped with all modern equipment such as short throw projectors, smart screen, visual presenters to make the learning experience at par with international standards.



World Class Library Facility

With more than 2500 books on project management, L&T IPM has the one of the finest libraries for Project Management literature in India. L&T IPM's digital video library has a collection of 63 mega projects across the world. The IPM library also subscribes to a number of e-journals and has a huge collection of project videos that provide participants an enriching classroom experience. The subscription covers Emerald Insight Journals on Business and Management subject, IJPM- International Journal of Project Management from Science Direct and EBESCO Research Database.



IPM -> Staying Ahead

L&T is a global major and is constantly endeavouring to be ahead of the competition in all areas of operation. Encouraged by the Company's senior leadership's vision and mission, L&T IPM embarked on a mission to work collaboratively with International Universities of high global ranking in executive education in the areas of business management and project management. All the courses mentioned on this page are delivered with equal participation from the L&T IPM faculty and our global partner's faculty.

1. Postgraduate Certificate Program with SDA Bocconi in Business and Project Management. SDA Bocconi is ranked number 4 in customized executive programmes by Financial Times. The programme focuses on young professionals (Executives and Tier 1) to be developed as future leaders in business operations and project execution. Programme consists of 8 contact modules spread over two years. The first batch of this programme Commenced in September 2017.
2. New Level 2 Programme – Advanced Programme for Excellence in Project Execution with the Cranfield School of Management, UK, targeted at Tier 2 employees has been started from April 2018. It is well known for its superior offering to the Engineering and Construction Industry and has been ranked consistently 1st or 2nd in the UK and Top 10 in Europe in the Financial Times Executive Education – Customized Programme rankings over the last 5 years. The Cranfield School of Management is a triple accredited management school and is associated with ECITB.
3. New Level 3 Programme – International Project and Program Management with the University of Texas, Austin will be started from June 2018 which will cater to Tier 3 competencies. The University of Texas, Austin is best known for its Construction Industry Institute and for publishing industry Best Practices that are put to use by companies like Fluor and Jacobs. Their business programs are ranked 5th by US News rankings.



Batch 1 of Postgraduate Certificate of Master's Program in Business and Project Management with SDA Bocconi, Milan, Italy



Batch 1 of Advanced Programme for Excellence in Project Execution with Cranfield School of Management, UK

IPM → Staying Relevant

Staying Relevant is a key principle for the content development and delivery of any competency development program. IPM has been constantly designing, upgrading and optimizing various program offerings based on this principle. The outcome of these efforts are:

- All flagship programmes now include aspects of digital initiatives taken in the Company and how they could impact projects.
- Specific Competency Development Modules (SCDMs) of 2 to 3 days' duration are designed and launched, addressing the needs of project professionals to enhance the competencies in a particular domain of project management
 - Addition of new tools in the curriculum like TILOS (especially applicable for linear project such as roads, pipeline projects, metros, etc.)
- The addition of experiential learning to project management using TOPSIM, ALBSIM and other business simulation tools in the program delivery for Tier 1 employees.
- Upgraded skill-based training/certification modules such as:
 - Adaptation Program in Quantity Surveying (APQS) with RICS, UK (for MRICS Certification)
 - Quantity Survey & Services (QSS) program with NICMAR
 - Cost Engineering Program (developed in line with CCP (Certified Cost Professional) certification requirements of AACE (Association for Advancement of Cost Engineering), USA
 - Excellence in Infrastructure and Construction Management (EICM) with NICMAR
- PMP Mentor program for Project Management Professional (PMP) certification from PMI USA.

It is necessary that we keep ourselves updated and upgraded on the current standards in project management through structured interventions at periodic intervals

S.N. Subrahmanyam, CEO and Managing Director, Larsen & Toubro Limited



IPM → Staying Connected

Connected Internally

Each business vertical at L&T faces unique project execution challenges, ranging from mega-project execution to multiple, complex projects, linear projects over a large geographical area, to tight offshore projects with challenging space constraints, and multi-year projects to short duration projects. This required development of customized programmes with deeper discussions with each of the businesses. L&T IPM is staying connected with Project Managers and Project Directors in designing the programmes and developing the content delivery. Business-specific programmes are developed and delivered for the following businesses:

- L&T Power
- Heavy Engineering
- L&T Defence & Aerospace
- L&T Shipbuilding
- L&T Realty
- L&T Technology Services (LTTs)
- L&T Hydrocarbon Engineering (LTHE)
- L&T Metro Rail Limited
- L&T Construction
 - Smart World & Communications
 - Transportation Infrastructure
 - Buildings & Factories
 - Water & Effluent Treatment (WET)
 - Power Transmission & Distribution
 - Heavy Civil Infrastructure
 - Metallurgical and Material Handling (MMH)

The core strength of L&T IPM is its ability to integrate seamlessly with the project management community in conceiving and disseminating project management knowledge across the organization. The lessons learned through our projects are captured and delivered through IPM programmes to ensure that the learning is current, relevant and consistent with global standards.

Connected Externally

- The L&T Institute of Project Management is also recognized as the Global REP of Project Management Institute PMI®, USA.
- Connected with Construction Industry Institute, IPM offers 22 hours of online courses related to the Engineering and Construction Industry.

We have conceived the L&T Institute of Project Management, an academic body that seamlessly integrates itself with the practicing project manager in creating and disseminating project management learning for future project managers.

A.M. Naik, Group Chairman, Larsen & Toubro Limited

Lucknow Metro, one of the fastest-completed metro rail projects in India. L&T is building several major metro systems in India and overseas including the Doha and Riyadh metros.



IPM Programmes

Flagship Programmes

Programme Name	Basket of Excellence	Target Audience	Programme Objectives
Level-1 Advanced Certification in Project Management	Individual	M1A to M1C	To understand the complexities of project execution; develop insights into legal and commercial aspects of projects
Postgraduate Certificate of Master's Program in Business & Project Management	Business Process/Operational	E2 to M1C	To prepare future business and project leaders
Level 2: Advanced Programme in Excellence in Project Execution - Cranfield University	Business Process/Operational	M2A to M3A	To develop a deeper PM competencies in capital project execution.
Level 3: International Project and Program Management -University of Texas	Strategic	M3A to M4A	To enhance mega-project competencies to assure superior project delivery, consistent with global standards
Level 4 Project Portfolio and Business Leadership Program	Strategic	M4 & above	To develop Tier 4 leaders in managing mega projects/multi project execution at unit / cluster level, including strategic planning and effective implementation
Level 0: Principles of Project Management	Individual	GET/PGET/Executives	To impart knowledge, skill and abilities across the entire spectrum of the theory and practice of project management.
Essentials of Infrastructure and Construction Management	Individual	Executives, Tier 1 and Tier 2	To gain proficiency in tools, techniques and practices required for supervising and managing projects and business functions specifically in Infrastructure and Construction Management.

Role Based Programmes

Programme Name	Basket of Excellence	Target Audience	Programme Objectives
Cost Engineering Programmes	Individual Excellence	Executive & Tier 1	To understand the area of Total Cost Management (TCM) through planning and controlling resources, costs, profitability and risk and prepare participants for the CCP (Certified Cost Professional) exam conducted by AACE
Adaptation Programme for Quantity Surveying (leading to MRICS Certification)	Individual Excellence	Tier 1	Acquire knowledge, skills and competencies in the area of Quantity Surveying and prepare for the certification MRICS.

Specific Competency Development Modules (SCDMs)

Programme Name	Basket of Excellence	Target Audience	Programme Objectives
BPPS: Best Practices in Project Scheduling	Business Process/	Tier 1 & Tier 2	To strengthen project supply chain management competencies covering all aspects of procurement and material management – from home office to site execution

CCPM: Critical Chain Project Management	Business Process/	Open for all	To strengthen planning and scheduling skills of project managers, engineering managers, planning managers and construction managers
LCTP: Legal and Commercial Terms in Project Execution	Individual	Open to all	Develop a deeper understanding of legal and commercial terms and use them in contract drafting
MAPD: Managing Agile and Product Development projects	Team	Open to all	Understand the challenges related to progressive elaborations in product development and first product out
PSM: Project Site Management	Individual	Executives and Tier 1	Develop skills and knowledge to manage medium to large project sites.
CPS: Construction Planning and Scheduling	Individual	Executives and Tier 1	Develop advanced skills in planning and scheduling of constructions projects or constructions of EPC projects
CQM: Construction Quality Management	Individual	Executives and Tier 1	Develop assurance and control skills to manage quality at medium to large construction sites
PSCM: Project Supply Chain Management	Business Process/ Operational	Tier 1 & Tier 2	To strengthen projects supply chain management competencies covering all aspects of procurement and material management from home office to site execution
CC: Cost Control - Planning and budgeting, monitoring and control and forecasting	Business Process/ Operational	Tier 1 & Tier 2	Develop a deeper understanding and skills for managing costs in medium to large projects
PSCM: Project Supply Chain Management	Business Process/ Operational	Tier 1 & Tier 2	To strengthen projects supply chain management competencies covering all aspects of procurement and material management from home office to site wexecution
LPCE: Lean Principles in Construction Execution	Team	Tier 1 & Tier 2	To understand and apply Lean construction principles in construction projects and to foster a culture of continuous improvement in the engineering and construction industry
CPMP: Commercial and Profit Management in Projects	Strategic	Tier 2 & Tier 3	To understand and apply principles concepts and strategies that protect or improve as-sold position on large projects
CCM: Contract Changes and Claim Management	Business Process/ Operational	Tier 2 & Tier 3	Provide in-depth knowledge of managing the prime contract including the changes and claims
SM: Subcontract Management - Strategy, Administration, Monitoring and Control	Business Process/ Operational	Tier 2 & Tier 3	Identify, assess and manage sub-contract risks and Ability to make future, error free project in planning sub contract and execution free project in planning sub contract and execution
IPRAM: International Projects Risk Analysis and Management	Strategic	Tier 2 & Tier 3	Create a robust Risk Management Plan and continually monitor risks during the entire project life-cycle. Identify, prioritize and mitigate risks in medium to large EPC projects
CRM: Client Relationship Management in Projects	Strategic	Tier 2 & Tier 3	Develop and maintain effective client relationships in positioning, performing and post-project account management
CCM: Conflicts and Crisis Management	Team	Tier 2 & Tier 3	Handling crisis and conflict management in construction projects / EPC projects

Programme Name	Basket of Excellence	Target Audience	Programme Objectives
PIIM: Project Interface and Integration Management in complex projects	Business Process/ Operational	Tier 2 & Tier 3	Successful application of tools, tactics and techniques of interface and integration in large complex projects
MCPB: Managing and Controlling changes to the project baseline (internal and external)	Business Process/ Operational	Tier 2 & Tier 3	Managing and controlling project changes in scope, content and influences
PEMP: Planning and Executing Mega Projects (IPM and International Faculty)	Strategic	Tier 2 & Tier 3	Understand and apply strategies, executions, plans and critical success factor of mega projects
SNP: Skilful negotiation in projects – pre-award pricing and post award changes	Business Process/ Operational	Tier 2 & Tier 3	To equip project personnel involved in proposals and bidding and post award executing with tools and tactics for a skilful negotiation
SRMMP: Strategizing, Resourcing and Monitoring of Multiple Projects	Strategic	Tier 3	Managing a portfolio of multiple projects at cluster level / business level units.
BBAWP: Behavioural and Business Aspects of Working with Partners (JVs and Consortium)	Strategic	Tier 3	Understand business, commercial and executions strategies related to working with JV Partners / consortium partners
PFM: Project Finance Management in EPC Projects	Business Process/ Operational	Tier 1 to Tier 3	Understand what project finance is, its necessary elements, why it is used, how it is used, its advantages and disadvantages.
FCCF: Financial Concepts and Cash Flow for Project Management	Business Process Operational/	Tier 1 to Tier 3	Develop a deeper understanding of cash, cash flow and its effect on project margins. Understand what is taken care of at the Company level, business level and what needs to be handled at the project level
HP: Hedging in Projects	Strategic	Tier 1 to Tier 3	Enhanced understanding about the application and effective use of the hedging tool to tackle wild price variation in commodities and Forex markets.
DAEC: Delay Analysis and EOT Claims in EPC projects	Business Process/ Operational	Tier 1 to Tier 3	Develop a deeper understanding and application of strategies related to construction extensions of time and prolongation claims
EIPM: Emotional Intelligence for Project Managers	Individual	Tier 1 to Tier 3	Understanding and applying emotional intelligence in the project context
MCIP: Managing Communications and Information flow in Projects	Business Process/ Operational	Tier 1 to Tier 3	Managing internal and external communication in projects. Managing information flow and accountability in large projects
IPD: Understanding and implementing Integrated Project Delivery model for industrial and building projects	Strategic	Tier 1 to Tier 3	To prepare the project teams for new contracting and project delivery models viz. Integrated Project Delivery (IPD) model adopted by the global accounts like Procter and Gamble (P&G)

Tool based SCDMs

Programme Name	Basket of Excellence	Target Audience	Programme Objectives
Advanced Primavera	Individual	Tier 1 & Tier 2	Develop a deeper understanding of Primavera and apply the tool effectively for various project objectives like planning and scheduling, EOT claims and resourcing the project.

Tool-based - TILOS (Linear Construction Scheduling Software)	Individual	Executives & Tier 1	Understand linear scheduling concept and Exploiting TILOS for effective productivity in Linear Projects
Introduction to Primavera	Individual	Executives & Tier 1	Provides detailed exposure to various features and aspects of Primavera that can help project managers to handle the complexities of managing single and multiple projects.
Introduction to MS Project	Individual	Executives & Tier 1	Provides detailed exposure to various features and aspects of Microsoft Project to define projects, tasks and resources, plan the utilization of resources, resolve resource over-allocation, use various views to analyse the project information in different ways, and plan and track resources across multiple projects
PVPC: Primavera for Project Controls	Individual	Executives, Tier 1 & Tier 2	To get familiar with the concepts of EVM for project control using Primavera.
MSPC: Microsoft Project and Project Controls	Individual	Executives, Tier 1 & Tier 2	To get familiar with the concepts of EVM for project control using MS Projects.
EPSC: Excel/ Open-Proj for Project Scheduling and Control	Individual	Executives & Tier 1	To get familiar with the concepts of EVM for project control using Excel.

Simulation Based SCDMs

Programme Name	Basket of Excellence	Target Audience	Programme Objectives
Mastering Project Management - Simulation Based Approach (using TOPSIM Simulation)	Team	Executives and Tier 1	To develop comprehensive knowledge of planning and executing projects using a simulated project environment online
PMEL: Project Management through experiential learning (ALBASIM Simulation)	Team	Executives and Tier 1	To develop comprehensive knowledge of planning and executing projects using a simulated project environment online using ALBASIM.

Certification Course

Programme Name	Basket of Excellence	Target Audience	Programme Objectives
PMP Preparatory Course	Individual	Tier 1 and above	This programme provides an overview of basic concepts of Project Management in light of PMBOK Guide and prepare for PMP certification

Future Programmes/ Certification Courses

- A Level - 4 Programme for Tier 4 project professionals is under development. This will be a 2-week programme with International Faculty and keynote addresses by the Company's top leadership
- PMI-RMP: Project Risk Management Professional Certification from PMI, USA for risk managers in projects
- AACE – Certified Cost Professional (CCP) for project control engineers/ planning engineers
- AACE – Planning and Scheduling Professional (PSP) for Planning Engineers

IPM Andragogy

L&T IPM has been at the forefront of exploring new methods of providing talent development resources that enhance the learning experience. In addition to conventional classroom lectures, IPM sessions include case studies, role plays and simulation based andragogy. The simulation-based games are referred as serious games that provide participants with experiential learning. Some of the simulation games used by L&T IPM in the past received great appreciation from the participants. With hand-picked tools like ALBASIM, Project Team Builder and TOPSIM as enablers, IPM has been conducting experiential learning sessions in its flagship programmes and in separate dedicated modules.

E-learning

L&T IPM has taken initiatives to make some of the modules available online to participants. The Institute started its E-learning programmes with a 35-hour intensive PMP supplement in July 2016. This was well received, and more than 100 employees used the course to prepare for the international certification called Project Management Professional (PMP) of Project Management Institute, USA. Post this, L&T IPM started developing modules which can be used as blended delivery, reducing the number of days a participant is away from work. These modules are highly interactive and engage participants with simulation demos and practice sessions that are built into the course curriculum.

Webinars

A new initiative to connect remote participants, L&T IPM has introduced 3Ps series to the whole organization. Webinars on '3Ps-Problems-Principles-Practices' in Project Management have been receiving very good response from the participants and feedback has been extremely positive. Through these live webinars, L&T IPM is able to reach various project locations across the globe and share emerging concepts in Project Management.

Case-study Books

Each project brings with it challenges and learnings that are unique. Aligning with the charter that our cases for discussion in the classroom are also drawn from the experiences of past projects and lessons learned from L&T Projects, case studies with factual data are used to create the knowledge base for future managers. From this perspective, case studies are an excellent source of reference in the area of project management. L&T IPM encourages senior participants to write case studies as part of their long duration programmes. More than 18 cases have been written in in the past. The published compendium covers cases across L&T businesses like L&T Construction: Infrastructure Roadways, Heavy Civil Infrastructure, Buildings & Factories, Water & Effluent Treatment (irrigation) as well as Power and Ship Building projects, recently executed.

FCC Reactor regenerator section (INDMAX) for IOCL at Paradip Refinery (Capacity: 4.17 MMTPA)



L&T IPM Snapshot in Numbers

1st of its kind corporate institute exclusively for Project Management talent development

2 Campuses: Vadodara and Chennai

3 Delivery Methods: Classroom, Online, Webinars

4 Program Categories: Flagship, Role-based, Business-specific, SCDMs

5 Certifications: MRICS, CCP, PMP, PMI-RMP, PMI-ACP

6 Global Associations : CII-USA , Cranfield-UK, RICS-UK, UT-Austin, PMI –USA, SDA Bocconi-Italy

7 Andragogy: Lectures, Case Study, Role play, Simulation, Hands-on, Coaching/ Mentoring, Capstone Project

8 Long-duration programs: L1, L2, L3, APQS, Cost Engineering, QSS, EICM, PGC-MPBPM

9 Domains : Pre-project Planning, Project Acquisition, Planning & Scheduling, Engineering Management, Supply Chain Management, Subcontract Management, Construction Management, Contract & Claims Management, Risk Management

10 Years of Excellence in Project Management Education

20+ international faculty members

30+ MRICS

40+ Specific Competency Development Modules (SCDMs)

100+ Locations reached through site programmes and webinars

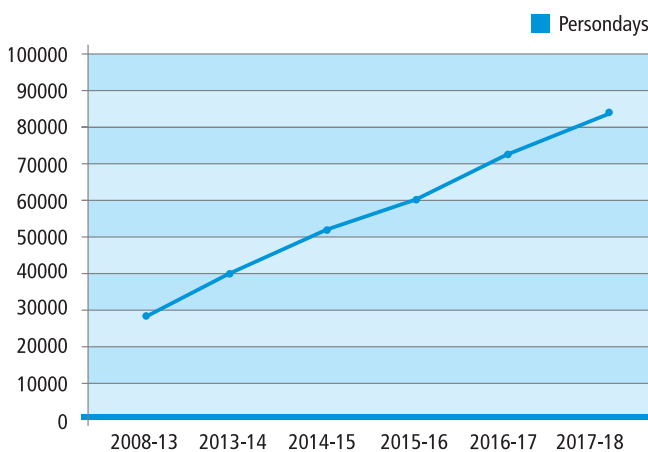
200+ Personyears of Faculty Experience

2500+ Books on projects for reference.

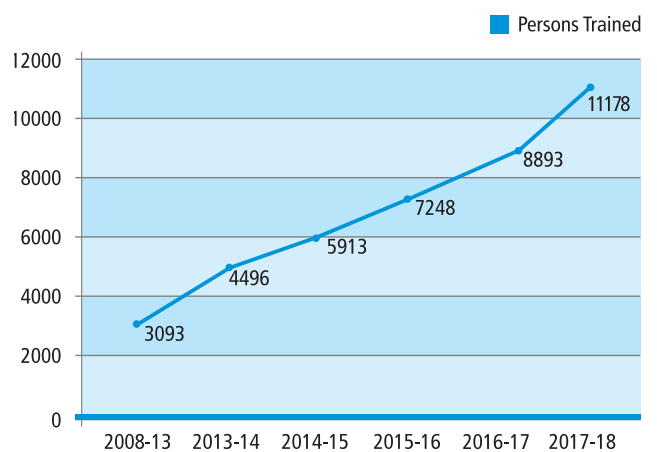
4000+ Employees trained in PM software tools

10,000+ Alumni base

Persondays (Cumulative)
2008 to 2018



Persons Trained (Cumulative)
2008 to 2018





L&T INSTITUTE OF PROJECT MANAGEMENT

L&T Institute of Project Management
 L&T Knowledge City, N H 8, Waghodia Road,
 Vadodara – 390 019 Phone: 0265 245 3109
 Email: program@Lntipm.org / Dean@Lntipm.org
 Website: www.Lntipm.org

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