

# i2P2M

international Institute of  
Projects & Program Management  
*(a not for profit company)*

setting a new benchmark in executive diplomas globally &  
project management certifications worldwide

in association with



## Discover New Horizons

### International/ Executive Diploma in Project Management I / EDPM

an experience never experienced before

17 days part time diploma program across June to October 2020

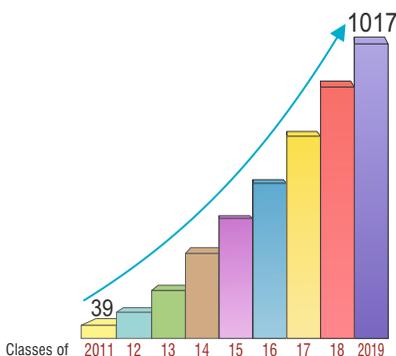
## Enrollment open for Class of 2020

Classes at three locations

New Delhi

Mumbai

Bengaluru



- i2P2M in association with The George Washington University School of Business, Washington D.C., USA has set a new benchmark in executive education. With its 16 uniqueness, the International / Executive Diploma in Project Management (I/EDPM) program has created a world record with 62% growth in the enrolment in 2018.
- As on November 2019, we have 1017 top-notch professionals from 114 organisations who have undergone the International / Executive Diploma in Project Management (I/EDPM) program in India and USA. These professionals have **developed competencies and applied the same at their workplace to yield substantial benefits and documented the best practices.**

i2P2M is

Revolutionising  
Management

Transforming  
Learning to  
Competency Development

Application at Workplace  
Measuring Benefits  
Documenting Best Practices

Niti Aayog in its recently released report, has endorsed the methodology of diploma program. To quote NITI Aayog report:

“Diploma / degree in Project Management which combines learning to the application at the workplace followed by measuring the benefits and documenting the best practices should be encouraged”

**i2P2M** - International Institute of Projects and Program Management, a non-profit company was incorporated in 2008 as a Section 8 company with the vision to equip project leaders, managers and professionals across central / state government, public & private sector companies and research institutions to handle the complexity of tomorrow. It's aim is to build their Knowledge, Competency and Leadership through comprehensive learning with it's application at the workplace, exposure to best practices, relevant case studies, real time computer based simulation of complex project and leadership scenarios and sharing of experience and success stories with industry stalwarts from India and abroad.

**i2P2M has two major streams.** One stream is in providing the International / Executive Diploma in Project Management (I/EDPM®) in association with the School of Business of The George Washington University, Washington D.C., USA which is a leading university in the field of project management.

The **second stream** relates to administering of nine project management certifications for individuals. The training for these certifications is provided by separate training organisations.

i2P2M has realised it's Vision with astounding success. It has set a new

benchmark globally in I/EDPM® it's diploma programs. The 16 Uniqueness of I/EDPM program is at the core of this accomplishment. i2P2M has revolutionised project management by transforming Learning to Competency Development and thereafter its application at workplace resulting in measurable benefits and documentation of the best practices. Till class of 2017 as on Nov. 2019, 1017 professionals from 114 organisations have gone through the I/EDPM program held in India and USA.

i2P2M deploys resources from IITs, IIMs, Stalwarts from India & USA and reputed training organisations for the I/EDPM program.

i2P2M is one of the four global certification bodies for project management. The syllabus for it's flagship credential, the Certificate In Project Management is very comprehensive covering 8 project life cycle phases. The certification methodology is very robust and is the only one globally with negative marking as well as 4 sections in the paper that must be passed independently.

i2P2M has an Academic Industry Council (AIC) which provides strategic direction and policy framework. The AIC has distinguished individuals from Academia, Industry, R&D organisation and Representatives of Ministry of Power, ISRO, Assocham, IITs and IIMs.

**Members of Academic Industry Council (AIC) of i2P2M \***



**T K A Nair**  
Adviser to Fmr. Prime Minister  
Chairman, AIC



**Dr. Rajiv Kumar**  
Vice Chairman  
NITI Aayog



**V. Ramgopal Rao**  
Director  
IIT, Delhi



**Dr. Sudhir Kumar Mishra**  
CEO & MD  
BrahMos Aerospace



**Deepak K Hota**  
Chairman & MD  
BEML Ltd



**E.S. Ranganathan**  
Managing Director  
IGL



**Dr. Shyam Giridharadas**  
Adjunct Professor  
The George Washington University, USA



**Prof. R T Krishnan**  
IIM, Bengaluru



**Prof. S Chattopadhyay**  
IIM, Calcutta



**Prof. Ashish Nanda**  
Fmr. Director  
IIM, Ahmedabad



**Prof. Pankaj Chandra**  
Vice Chancellor & Chairman  
Ahmedabad University



**Raj Pal**  
Economic Adviser  
Ministry of Power



**Dr. Dalip Singh**  
IAS (Retd.) State Election  
Commissioner, Haryana  
(Special Invitee)



**Muthukumar D**  
Fmr. Outstanding Scientist  
ISRO



**K Venkataramanan**  
Chairman, L&T  
Hydro Carbon Engg.



**Adesh Jain**  
Member Secretary

\*Designations are as on 08.01.2020



(2011) 39 senior professionals of IEDPM program from 17 companies at NASA Headquarters, Washington D.C.

2011 → 2019



(2019) 153 participants from 35 organisations - all ready to apply the acquired knowledge and competency at their workplace to demonstrate measurable benefits. (Indian Module)

An organization's ability to learn, and translate that learning into action rapidly, is the ultimate competitive advantage. **-Jack Welch, Former CEO GE**

**I / EDPM**

Program

of

**i2P2M**

in

association

with



GWU is known to prepare the next generation of leaders



(2011) Prof. Forman of The George Washington University School of Business (GWSB) speaking on Executive Decision Making.



(2015) Peter Easely, Dy. Chief, Corporate Procurement, The World Bank speaking on Procurement and Contracting.



(2016) Group photo of some participants in the Main Hall of The George Washington University, School of Business, USA.



(2017) Orlando Figueroa, former Project Director MARS Mission, NASA speaking on The Power of Social Context.



(2019) Some of the IEDPM participants of the 5 day advanced program on projects and program management at The School of Business, the George Washington University, Washington D.C.

The George Washington University School of Business (GW School of Business) is the Business School of GWU in Washington, D.C. A top-tier institution, GW School of Business (GWSB) has attracted some of the nation's most outstanding leaders from academia, government and the business world.

Recognized as one of the country's best business schools, GWSB provides scholarly research, teaching excellence, and innovative curricula focused on responsible management in the global environment.

GWSB is one of the most prominent schools globally in the field of project management. GWSB has a well known Master of Science in Project Management Degree Program.

**i2P2M's K-C-L Model for I/EDPM Program**



**2011**

Dr. DV Kapur, founder Chairman of NTPC shared his experience with the IEDPM participants in the first inaugural program. Seen with some of the NTPC participants.



**2011**

Group Photo of the First Batch, Class of 2011. There were 39 participants from 17 organizations.



**2012**

Group photo of the Second Batch that participated in the 5 day program at GWSB, USA.



**2013**

Participants in discussion with Professor Khamooshi of The George Washington University, USA in Module 4.



**2014**

Group photo of the Fourth Batch. There were 106 participants from 31 organizations.



**2014**

One of the participants of the well-known International Executive Diploma in Project Management receiving the certificate from Professor Khamooshi of The George Washington University.



**2015**

62 participants of IEDPM from 23 organisations intently listening to various speakers from NASA at the Goddard Space Flight Center, USA.



**2016**

Group Photo of the Class of 2016. There were 148 participants from 44 organizations.



**2016**

Adesh Jain, Peter Easley, Dy. Chief of Procurement, The World Bank and Dr. Shyam Giridharadas of GWSB, USA.



**2016**

Christopher A. Smith, Assistant Secretary, U.S. Department of Energy speaking on Shale & Tight Oil - a game changer.



**2017**

V P Mahawar, Director, ONGC with 19 ONGC participants after they presented the recommendations for acceptance by ONGC management.



**2017**

Adesh Jain, Chairman, i2P2M receiving Guru Dakshina from the participants.



**2018**

The enrollment grew 62% from 116 participants in 2017 to 188 participants in 2018.



**2018**

Coal India Team won the i2P2M Trophy for being the best performer out of 33 teams of 188 participants in the simulation programs. Gurdeep Singh, CMD, NTPC handling over the trophy to winning team.



**2019**

One of the 33 Teams that participated in the Project Management Simulation Programs (Module 2) comprising of professionals from ISRO, DRDO and ECIL lifted the trophy. ISRO participant seen with Ranjan Kumar Mahapatra, Director (HR), IOC, TKA Nair and Adesh Jain



**2019**

In Module 4, the last module in India, participants of all 3 locations - Delhi, Mumbai & Bengaluru together in Delhi For Class of 2019, there were historic number of 153 participants from 34 organisations.



1017 professionals from 114 organisations have gone through I/EDPM. Some of the organisations are :

Some of the companies that have participated in the I/EDPM program  
(Class of 2011 to 2019)

<b>Oil &amp; Gas</b>				
		<b>Infrastructure</b>		<b>Government</b>
			<b>Manufacturing</b>	
<b>Power &amp; Coal</b>				
				<b>Space</b>



The Fifteen uniqueness of EDPM Programme has lifted the bar of excellence globally to an unparalleled level in field of executive education. My hats off to Adesh Jain for his pioneering efforts.

- DC Patel



"The 5 month program could not have been better organized and delivered- it was Superb. Extremely knowledge intensive with its roadmap to developing Competencies. It is **an experience which must be experienced by everyone**. I was privileged to be a part of it and I wish this unique opportunity to be given to my colleagues."

- TVNB Shankar



"The training program was very well designed covering all the key aspects of advanced project management. Exposure to the program was **very enriching, memorable and once a life time experience**".

- D. Sai Baba



Simply superb and incomparable. The learning was seamless and course content was superbly well designed and delivered. No wonder, it is now globally no.1.

- Rakesh Prasad



"Was a mind boggling experience in getting exposure to the best possible inputs from GWSB faculty, NASA visit, Government Accountability Office, The World Bank and from Department of Energy. This opportunity comes once in a life time. 4 Modules in India made us well prepared to absorb all the inputs given here in USA".

- Dr. Abhijeet Tikkha



Overall the EDPM programme was an experience to be remembered throughout all my life.

- Sudhakar Prasad



"I am privileged to have gone through the entire IEDPM program. The IEDPM program is extremely well structured and delivered. **No wonder, it has become the best executive part time education program**. IEDPM should become a must for all senior executives/scientists".

- A K Agarwal



"Excited and privileged to have participated in a world class program – great experience to go through"  
- S. Chattopadhyay



Only one word - exceptional and unique programme. MUST for all.  
- Manish Aggarwal, Bharat Petroleum



IEDPM Programme was simply superb and privileged to be part of this world class program.  
- R V Shahane



MP Government

Unique and unforgettable experience.  
- Santiram Mandal

"I am privileged to have gone through the 4 modules of EDPM in India. For me, it was certainly an experience never experienced before. I strongly recommend that Senior level officers in State Governments should go through this unique and one of its kind program in project and program management ."  
- Dr. Rajendra Mishra



"Proud of be a 'Shishya' of i2P2M - **an unique experience & most memorable**".  
- J Phookan



EDPM program has helped in understanding the complete insights of the skills and methodologies required for an effective project management – an experience never experienced before.  
- Srikanth Kommu



I feel proud and privileged to come under the programme to enhance my skills to the level surpassing any international standard.  
- Ranjit Kumar



"Vow! Great Experience, New Learnings, Revolutionizing Project Management. This program gave me once in a life time experience."  
- Aman Ur Rehman



Feeling proud to become a 'Shiksha Nabish' – great experience remain throughout life.  
- Bablu Ghosh

**“an experience never experienced before by participants”**

We conduct a 30 minute Pre-test - Project Management Knowledge Quotient (PMKQ) comprising of 20 questions at the start of the 1<sup>st</sup> Module to assess each participants current knowledge and then compare this with their performance in the 2.5 hour CIPM certificate

exam after 3 days of extensive training on Totality of Project Management. The following results for the Class of 2016, 17, 18 and 2019 with 578 participants from 52 companies reflects an improvement by a factor of 2.5 times.

**The order of some of the 52 companies represented below is based on Improvement Factor from lowest to highest  
Generally low improvement factor is because of good marks scored in the Pre-test**

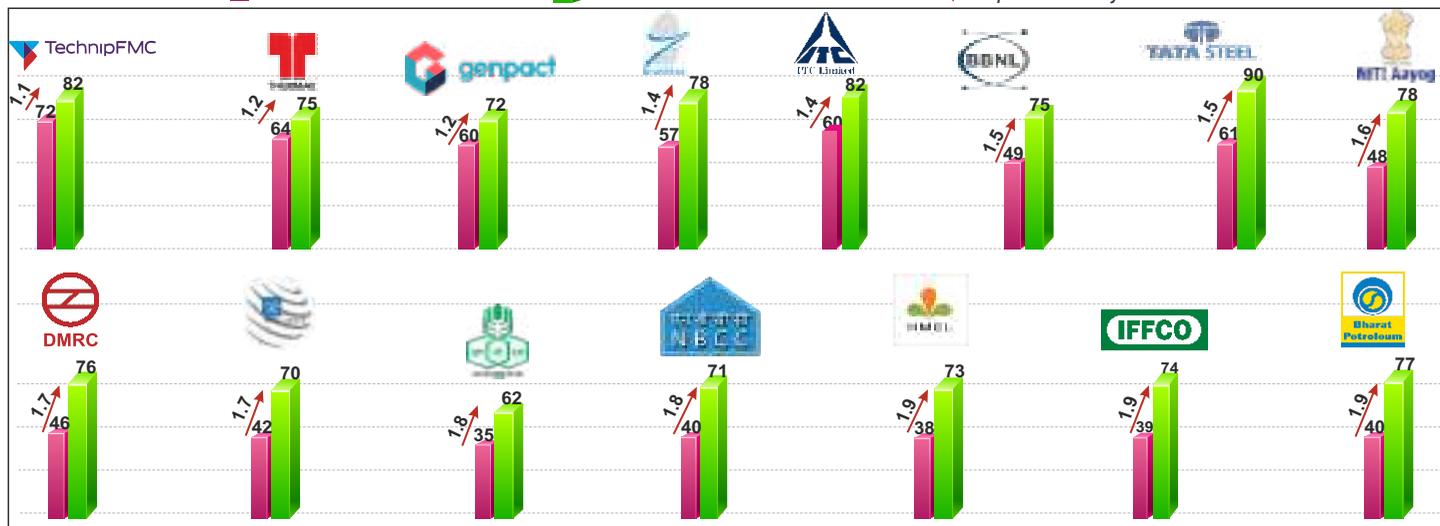
**Legend:**

 Pre Test (PMKQ™) Score

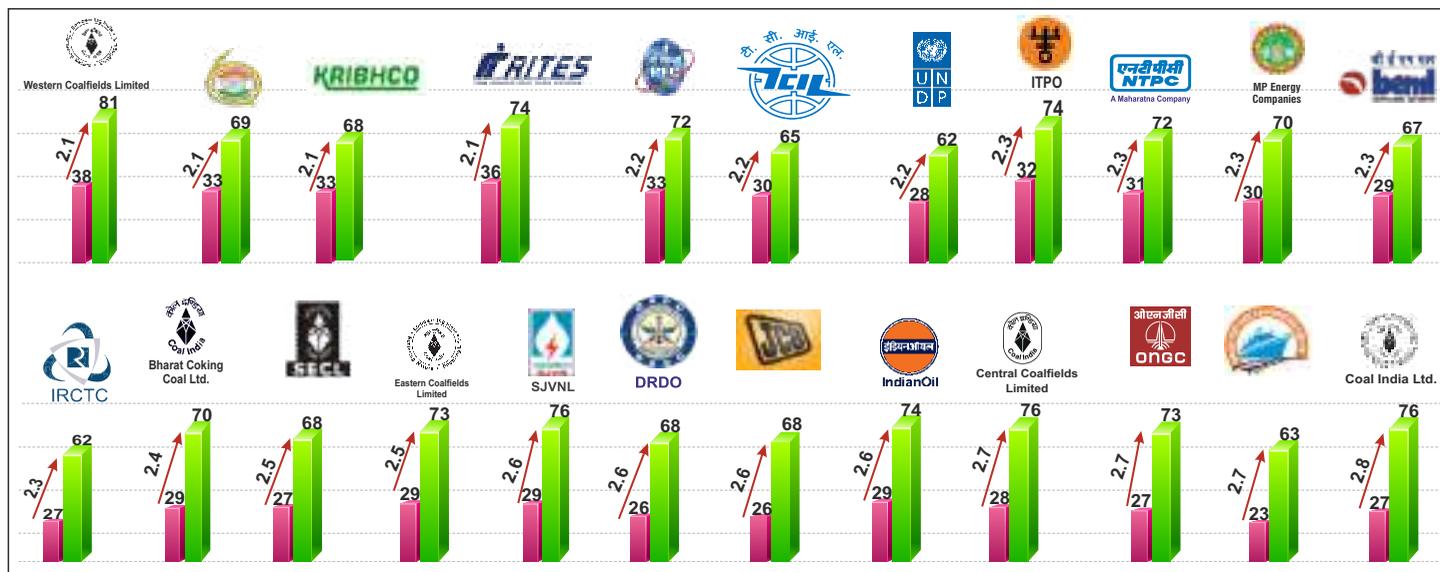
 CIPM Exam Assessment Score

  $x.x$  Improvement by the factor of  $x.x$  times

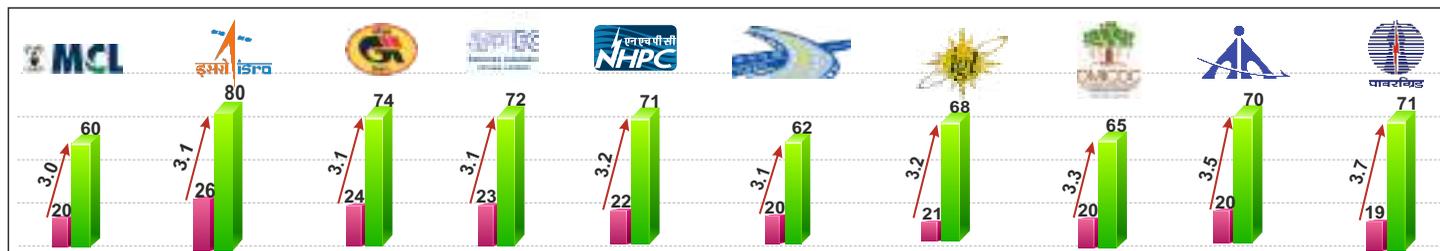
Improvement Factor from 1.1 to 1.9



Improvement Factor from 2.0 to 2.8

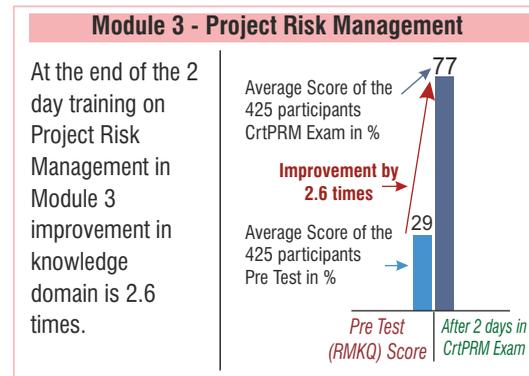
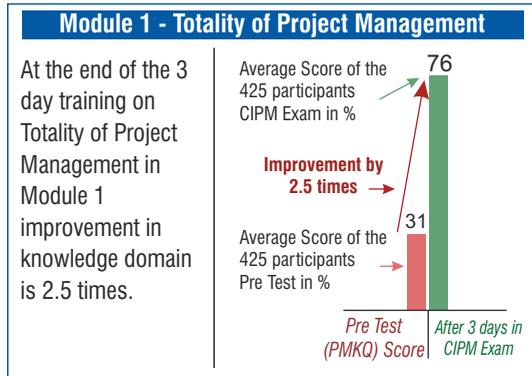


Improvement Factor from 3.1 to 5.0



Higher the Improvement Factor, more the knowledge enhancement

Based on the result of 578 participants from 52 companies of class of 2016, 17, 18 and 2019 there was a phenomenal improvement by a factor of 2.5 times in the first module on Totality of Project Management and by a factor of 2.6 in the third module on Advanced Project Risk Management.



I2P2M has a unique approach to learning and development. At the beginning of each module, a 30 minutes pre-test is carried out to assess the depth of understanding of the participants. At the end of the module, a rigorous certification exam of 2.5 hours is administered. The pre-test results are compared with the exam results. A phenomenal improvement factor of 2.5 to 2.6 is achieved. It reflects the seriousness of the participants to excel in learning. The effectiveness of learning provides maximum value for money to sponsoring organisations.

**Pre & Post assessment of Module 1 on Totality of Project Management.**

Improvement Factor varies from 1.1 to 5.0

		Module 1- Totality of PM		
S.N.	425 participants from 49 companies	Pre Test (PMKQ) out of 100	CIPM Exam Assessment out of 100	Improvement by a factor of
1	Airport Authority	20	70	3.5
2	BBNL	49	75	1.5
3	Bharat Coking Coal	29	70	2.4
4	BEML	29	67	2.3
5	Bharat Petroleum	40	77	1.9
6	Brahmos Aerospace	57	78	1.4
7	Central Coalfield	28	76	2.7
8	Coal India	27	76	2.8
9	DMICDC	20	65	3.3
10	DMRC	46	76	1.7
11	DRDO	26	68	2.6
12	ECIL	23	72	3.1
13	Eastern Coalfields	29	73	2.5
14	GAIL	24	74	3.1
15	Genpact	60	72	1.2
16	HFCL	42	70	1.7
17	HMEL	38	73	1.9
18	IFFCO	39	74	1.9
19	Indraprastha Gas	21	68	3.2
20	IRCTC	27	62	2.3
21	ISRO	26	80	3.1
22	Indian Oil	29	74	2.6
23	IPRCL	23	63	2.7
24	IREDA	15	75	5.0
25	ITPO	32	74	2.3

Improvement Factor varies from 1.1 to 5.0

		Module 1- Totality of PM		
S.N.	425 participants from 49 companies	Pre Test (PMKQ) out of 100	CIPM Exam Assessment out of 100	Improvement by a factor of
26	ITC	60	82	1.4
27	JCB	26	68	2.6
28	KRIBHCO	33	68	2.1
29	MCL	20	60	3.0
30	MP Energy Companies	30	70	2.3
31	NBBC	40	71	1.8
32	National Highway Authority	20	62	3.1
33	NHPC	22	71	3.2
34	NITI Aayog	48	78	1.6
35	NTPC	31	72	2.3
36	NTRO	33	69	2.1
37	ONGC	27	73	2.7
38	Power Finance	33	72	2.2
39	PGCIL	19	71	3.7
40	RCF	35	62	1.8
41	RITES	36	74	2.1
42	South Eastern Coalfields	27	68	2.5
43	Satluj Vidyut	29	76	2.6
44	Tata Steel	61	90	1.5
45	TCIL	30	65	2.2
46	Technip	72	82	1.1
47	Thermax	64	75	1.2
48	UNDP	28	62	2.2
49	Western Coalfields	38	81	2.1

 Wow! an awakening and enlightening program covering in totality the hard and soft sides of project management intertwined with philosophy and wisdom.  
- Yashpal Mehta



*Knowing is not enough; we must apply - Goethe*

i2P2M's Unique revolutionary approach with it's 16 uniqueness has set up a new standard at a global level in Learning and Development (L&D) Transforming Training from Expenditure to Investment with High ROI.

i2P2M provides effective knowledge acquisition, competency development to its application at workplace with measurable benefits

**i2P2M has Sixteen Unique Features**

**i2P2M's First Uniqueness - *Test Knowledge Acquired***



World Class Inputs



Exam  
(provides seriousness)



New Knowledge & Learnings

Ensures seriousness and acquisition of new knowledge

**i2P2M's Second Uniqueness - *Apply new knowledge***



New Knowledge & Learnings



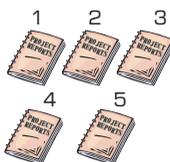
Think Innovatively



Participants identifying the areas of improvement based on new learnings

Writing a Report after every module showing how knowledge gained & competency developed which can be applied at the workplace

**i2P2M's Third Uniqueness - *Experience consulting process***



4/5 Module Reports  
(4 for EDPM &  
5 for IEDPM Program)



Think 'Holistically'



Write Composite  
Final Report (CFR)

Writing a (CFR) - outlining few recommendations for implementation in their organization

**i2P2M's Fourth Uniqueness - *Acceptance by management***



Composite  
Final Report (CFR)



Participants to present recommendations  
to their Senior Management



Recommendations  
Accepted

**i2P2M's Fifth Uniqueness - Competency development to its application at workplace**

This uniqueness launched in 2019 generated a lot of interest in India Inc. Out of 153 participants in the class of 2019, 136 came from the following 14 organisations.

**Organisations with 10 or more participants**

NTPC  
A Maharatna Company

Coal India Ltd.

JCB

benu  
NEW FRONTIERS, NEW DREAMS

**Organisations with 5 or more participants**

SJVNL

IFFCO

HREL

IndianOil



For implementing recommendations accepted by management, i2P2M provides complimentary consulting to individual organisations that nominated 5 or more participants. The implementation will be done by the internal champions who have built competencies during the EDPM program. i2P2M's top-notch experts will provide coaching and mentoring for this.

No. of Participants from a company	Complimentary consulting services from i2P2M
Less than 5	Nil
5 to 9	1 recommendation implemented
10 to 19	2 recommendations implemented
20 to 29	3 recommendations implemented
More than 30	4 recommendations implemented

At present, implementation of 23 recommendations covering 18 organisations who opted for this 5th uniqueness last year is under way with the help of i2P2M's complimentary consulting.

In the Class of 2020, we look forward to organisations to take full advantage of i2P2M's complimentary services in coaching to implement approved recommendations by management through internal champions who have gone through the I/EDPM program.

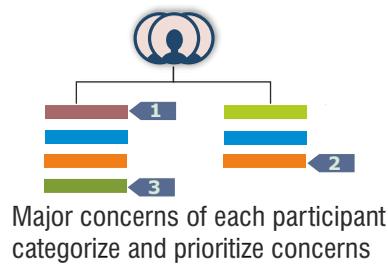
**i2P2M's Sixth Uniqueness - Learn from success stories of leaders**



**i2P2M's Seventh Uniqueness - Research & learning**



**i2P2M's Eighth Uniqueness - *Articulate your concerns in implementing projects***



Seek solutions together



Experts to facilitate to evolve guidelines

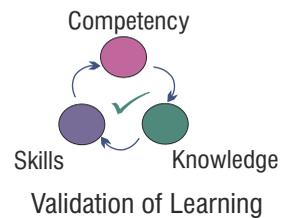
**i2P2M's Ninth Uniqueness - *Learning from success stories***



World Class Case Studies

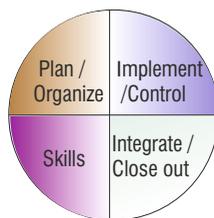


Group Discussion



Consolidate lessons learned in the diploma program

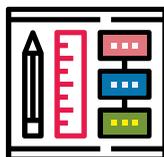
**i2P2M's Tenth Uniqueness - *Evolving best practices for their company***



Group yields best outcome

Participants from the same company get together to discuss the best practices for their company in any of the 4 groups mentioned on left

**i2P2M's Eleventh Uniqueness - *Make positive impact to organization working***



Be an internal consultant

Each participant makes a one page recommendation in Module 4 to bring change in their organization

**i2P2M's Twelfth Uniqueness - *Recognize excellence and award scholarship***



→  
Performance counts

i2P2M declares the 'Best Student of the Year' award based on their composite performance in the class including marks in various exams and reports. Winner gets i2P2M scholarship to attend the one week International Module at The George Washington University, USA in October

**i2P2M's Thirteenth Uniqueness - *Early buying in of the senior management***



→  
Be a change agent

Group based presentation to company's senior management and PM experts and arrive at some common consensus to bring changes

**i2P2M's Fourteenth Uniqueness - *Facilitating implementation (Optional)***

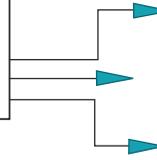


Recommendations Accepted



**Review of Recommendations Implemented**

Maximizing value for money



- Impact analysis of successful implementation of recommendations
- Problems faced in Implementation
- Agreed Action Plan in consultation with Management

**i2P2M's Fifteenth Uniqueness - *Communicate and share across alumni network***



Share success stories, innovations and new ways of managing complex projects

**i2P2M's Sixteenth Uniqueness - *Learn without disrupting office work***



To cause minimum disturbance in participants office work, the training is generally held on **Fri-Sat-Sun**

Knowledge acquisition requires 'DEDICATION' (sacrificing weekends)

**A Beginning of journey**

**2011**

In 2011, NASA Administrator Charles F Bolden Jr. addressing the IEDPM Participants. It was a rare treat to listen to the Administrator, an Astronaut and Head of NASA.



**2011**

Dr. Hoffman of NASA speaking on Ability, Assignment, Attitude and Alliances (A4) Model.



**2011**

Ms. Karen Richey, Assistant Director, Government Accountability Office (GAO), USA which reports to US Congress shared the best practices in time and cost management in government funded projects.



GAO has given a presentation every year since 2011 - a rare honour for us

**2012**

Anuj Agarwal, now Member (HR), Airport Authority of India receiving his GWU Certificate from professors Dr. Shyam Giridharadas & Prof. Khamooshi of the George Washington University, USA.



**2012**

Group photograph of Class of 2012 participants with the faculty, CEO of International Centre of Complex Project Management (ICCPM), Australia.



**2012**

Christopher J. Scolese, Director of Goddard Space Flight Center (GSFC), NASA addressing the participants of IEDPM program.



GSFC Director has frequently addressed our participants from 2012 onwards

**2013**

Group photograph of the participants of I/EDPM Program.



**2014**

Appreciating the rigour of IEDPM program, DRDO nominated 10 senior scientists to IEDPM Program. Since 2014, DRDO has been nominating senior scientists on a regular basis.



**2015**

64 participants from India visited the Goddard Space Flight Center, USA. 6 speakers from NASA addressed the participants.



**2015**

Participants in one of the Breakout Sessions.



**2016**

Since the beginning, i2P2M begins its programs with Sarasvati Vandana. This is followed both in India and abroad.



**2016**

Faculty of the the Module 1 on Totality of Project Management with the participants.



**2017**

Gurdeep Singh, CMD, NTPC shared his experience in managing complexities. He is seen with NTPC participants.



**2018**

188 participants in 2018 setting a new record of 62% growth from 2017 enrollment.



**2019**

33 Teams participated in the 2 different project management simulation programs also being used by the top 20 business schools of the world. (Module 2 of I /EDPM Program)



**2019**

At the end of Module 4 in September, 2019 participants from IOC, Coal India, ISRO, DRDO and NTPC offering Guru Dakshina to Adesh Jain, Program Director.



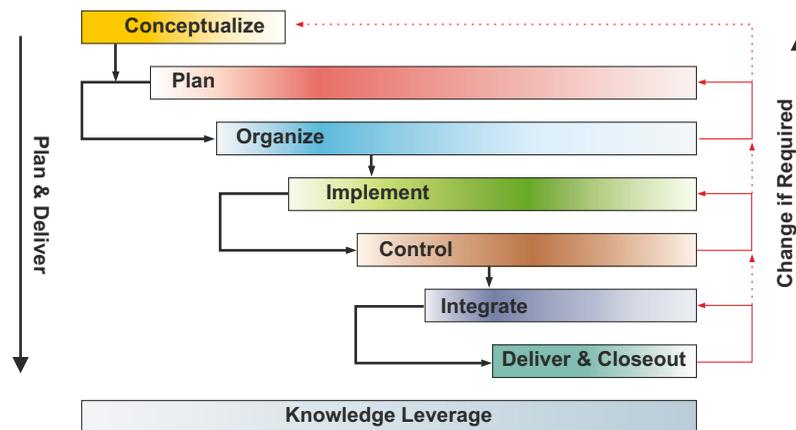
## Module-1

### Understanding the Totality of Project Management

**New Delhi** : 12-14 June 2020 (Fri to Sun)    **Mumbai** : 19-21 June 2020 (Fri to Sun)  
**Bengaluru** : 26-28 June 2020 (Fri to Sun)

We conduct a Pre-Test of 30 minutes at the start of this Module to assess each participants current knowledge and then compare with the results obtained by the participants in the 2.5 hour CIPM credential Exam held on the 3<sup>rd</sup> day. **We find the improvement in learning the new concepts and best practices in the knowledge domain on average goes up by a factor of 2.5 times.**

Totally of Project Management (TPM) covers 8 Project Life Cycle Phases, 36 Knowledge Areas and 119 Concepts.



TPM has eight Project Life Cycle (PLC) phases – Conceptualize, Plan, Organize, Implement, Control, Integrate, Deliver & Closeout and Knowledge Leverage. Each phase has been depicted using different colors of varying intensity showing the intensity of the work during that phase. Three additional Project Life Cycle phases Organize, Integrate, Knowledge Leverage were introduced first time globally.

TPM has the most comprehensive coverage of project management with cutting edge tools and techniques and soft skills.

**Some of the 36 Knowledge Areas covered in Totality of Project Management (TPM) are:** Stakeholder Management, Need Analysis, Business Case, Success Criteria, Scope Definition, Time Management, Cost & Finance, Project Management Plan, Roles & Responsibilities, Risk & Opportunity, Procurement, Quality, Information Management & Reporting, Contract Administration, Communication, Organization Structures, Leadership, Motivation, Conflict Resolution, Team Performance, Negotiation, Change Management, Issue Management, Problem Solving, Internal & External Interfaces, Closeout, Post Project Evaluation, Agile methodology, PM Fundamentals, Health, Safety, Environment, CSR etc.



Totally of Project Management curriculum should be mandatory  
for all the Scientists of DRDO.

- Alok Mall, DRDO

**PM1: Understanding the Totality of Project Management (contd.)**

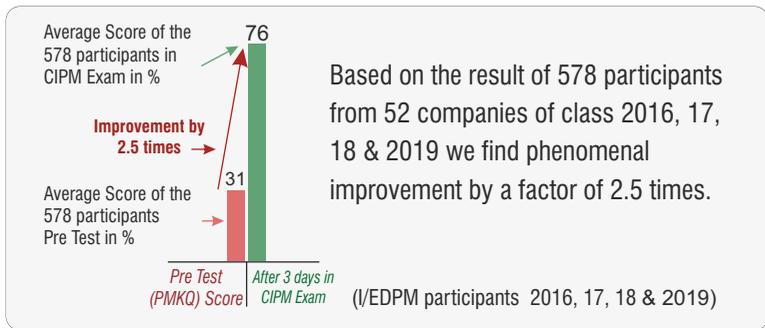


“What makes Certificate In Project Management (CIPM) program world class is its comprehensive syllabus covering 8 project life cycles phases, 36 knowledge areas and 117 concepts with an extremely robust certification process. I myself have gone through the CIPM and in my opinion, it should be a pre-requisite for all PM professionals globally.”  
- Prof. Dr. B. Nag, IIM Calcutta (2015)



“Certificate In Project Management (CIPM) is unique and should become a must for professionals of an enterprise to create a common vocabulary”  
- Dr. Hiroshi Tanaka, President, Project Management Association, Japan and PM Advocate of JGC Corp. (2007)

**16000+ professionals across 500+ companies from 20 countries have done Totality of Project Management such as:**



At the end of this module, participants will appear in a comprehensive 2.5 hour objective examination leading to the **Certificate in Project Management (CIPM)** credential. The exam has four sections covering the 8 project life cycle phases. Candidates have to clear all the four sections independently. CIPM exam is most robust with 25% negative marking. Globally, it is the only certification exam with negative marks for wrong answers making it the most robust PM qualification.



**Report on Module 1**

Submitting the report is must and should be written by participants suggesting changes in their own work environment in view of inputs gained in the Totality of Project Management module. This is one of the 16 Uniqueness of I/EDPM program where learning in the classroom is applied at workplace .

Target date for submitting the above report:

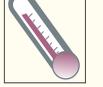
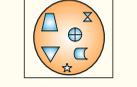
New Delhi: 5<sup>th</sup> July 2020 | Mumbai: 12<sup>th</sup> July 2020 | Bengaluru: 19<sup>th</sup> July 2020

**Totality of Project Management (TPM) Syllabus**

**TPM's Eight Project Life Cycle Phases (PLC)**

**26 Knowledge Areas out of the 36 knowledge Areas is shown below**

**(bullets) cover 80 out of the 119 PM concepts**

Project Life Cycle Phase - Conceptualize		Project Life Cycle Phase - Plan (Contd.)		Project Life Cycle Phase - Control (Contd.)	
 Stakeholders <ul style="list-style-type: none"> <li>Stakeholder Requirements</li> <li>Stakeholder Analysis</li> </ul>	 Risk & Opportunity <ul style="list-style-type: none"> <li>Risk vs. Project Life Cycle</li> <li>Risk assessment</li> <li>Risk Identification</li> <li>Risk Register</li> </ul>	 Team Performance <ul style="list-style-type: none"> <li>Leadership</li> <li>Motivation Theories</li> <li>Conflict Resolution</li> </ul>			
 Business Case <ul style="list-style-type: none"> <li>Need Analysis Cycle</li> <li>PESTLE Analysis</li> <li>Investment Appraisal</li> <li>Benefits Realisation</li> </ul>	<p align="center"><b>Project Life Cycle Phase - Organize</b></p>  Role & Responsibilities <ul style="list-style-type: none"> <li>Roles, Duties and Responsibilities</li> <li>Responsibility Assignment Matrix</li> </ul>	<p align="center"><b>Project Life Cycle Phase - Integrate</b></p>  Project Integration <ul style="list-style-type: none"> <li>Project Definition</li> <li>Integrate project work</li> <li>Manage Project Plan</li> </ul>			
<p align="center"><b>Project Life Cycle Phase - Plan</b></p>		<p align="center"><b>Project Life Cycle Phase - Implement</b></p>		<p align="center"><b>Project Life Cycle Phase - Deliver &amp; Closeout</b></p>	
 Planning Management <ul style="list-style-type: none"> <li>Why Plan?</li> <li>Types of Plan</li> </ul>	 Risk Management <ul style="list-style-type: none"> <li>Risk Tools</li> <li>Risk Response Strategies</li> </ul>	 Product Integration <ul style="list-style-type: none"> <li>Integration Platform</li> <li>Integration sequence</li> <li>Verification &amp; Validation</li> </ul>			
 Scope Definition <ul style="list-style-type: none"> <li>Scope Planning</li> <li>Scope Statement</li> <li>Work Breakdown Structure</li> <li>Work Package</li> <li>Scope Management Plan</li> </ul>	 Teamwork <ul style="list-style-type: none"> <li>Types of Teams</li> <li>Characteristics of Teams</li> <li>Team Building</li> <li>Barriers to Communication</li> </ul>	 Project/Product Delivery <ul style="list-style-type: none"> <li>Delivery Checklist</li> <li>Project Acceptance</li> </ul>			
 Time Management <ul style="list-style-type: none"> <li>Precedence Diagramming Method (PDM)</li> <li>Program Evaluation and Review Technique (PERT)</li> <li>Duration Estimates</li> <li>Logical Relationships and Dependencies</li> <li>Critical Path</li> <li>Project Network Analysis</li> <li>Gantt Chart</li> </ul>	 Issue Management <ul style="list-style-type: none"> <li>Issue Logs</li> <li>Issue Histogram</li> </ul>	 Contract Closeout <ul style="list-style-type: none"> <li>Purchase Order Closeout</li> <li>Contract Closeout</li> <li>Project/Product Warranties</li> </ul>			
 Cost & Finance <ul style="list-style-type: none"> <li>Cost Estimating</li> <li>Cost Baseline</li> </ul>	 Procurement <ul style="list-style-type: none"> <li>The Need for Procurement</li> <li>Procurement Planning</li> <li>Contracting</li> <li>Negotiation</li> <li>Contract Administration</li> </ul>	 Administrative Closure <ul style="list-style-type: none"> <li>Project Closeout Report</li> <li>Lessons Learned</li> </ul>			
 Health, Safety & Environment <ul style="list-style-type: none"> <li>Health, Safety and Environment with Indian context</li> </ul>	<p align="center"><b>Project Life Cycle Phase - Control</b></p>				
 Corporate Social Responsibility (CSR) <ul style="list-style-type: none"> <li>Corporate Social Responsibility (CSR)</li> </ul>	 Quality Tools <ul style="list-style-type: none"> <li>Statistical Quality Control</li> <li>Pareto Diagram</li> <li>Cause and Effect Analysis</li> <li>Control Charts</li> <li>Benchmarking</li> </ul>	 Project <ul style="list-style-type: none"> <li>What is a Project?</li> <li>Operations vs Projects</li> <li>Programmes</li> </ul>			
 Quality Considerations <ul style="list-style-type: none"> <li>What is Quality?</li> <li>Quality Plan</li> <li>Cost of Quality</li> </ul>	 Change <ul style="list-style-type: none"> <li>Change Management Concepts</li> <li>The Need for Change Control</li> <li>Change Control Procedures</li> </ul>	 PM Fundamentals <ul style="list-style-type: none"> <li>Why Modern PM is the Key Discipline?</li> <li>Project Management</li> <li>Triple Constraints</li> <li>Project Life Cycle</li> <li>Uncertainties vs. Life Cycle</li> <li>Amount at Stake vs. Life Cycle</li> </ul>			
	 Information Management & Reporting <ul style="list-style-type: none"> <li>Information Management Fundamentals</li> <li>Earned Value Management</li> <li>Estimate at Completion</li> </ul>				

## Module-2

### Computer Based Real Time Simulation Program and Experience Sharing Platform

New Delhi : 10-12 July 2020 (Fri to Sun) | Mumbai : 17-19 July 2020 (Fri to Sun)

Bengaluru : 25-27 July 2020 (Sat to Mon)

#### PM2: Real Time Simulation Workshops from Prendo Simulations Ltd

New Delhi : 10-11 July

Mumbai : 17-18 July

Bengaluru : 25-26 July



Guy Giffin

With specialisation in simulating the challenges of leading complex projects, Prendo's simulations are used at many of the world's top business schools, including Columbia, IMD, INSEAD, MIT Sloan, Oxford/Saïd and Wharton.

Guy Giffin, Director, Prendo Simulations will be lead faculty for the workshops. Guy has delivered hundreds of simulation workshops in over 30 countries around the world, with organizations including: Bechtel, EDF Energy, Gazprom, Goldman Sachs, IBM, Morgan Stanley, Oracle, Petrobras, Shell and the United Nations. He teaches on various MBA, EMBA and executive programs at Cambridge, Columbia, MIT Sloan, etc.

#### Why Simulate?

Traditional teaching methods combined with real time simulation programs is again one of the major strengths of I/EDPM program in making learning effective and meaningful to organisations.

Leaders face many challenges in the modern world, including working with increasing levels of complexity and ambiguity, accelerating levels of change and uncertainty, as well as ongoing pressure to act responsibly and ultimately, to create value. The most powerful learning method to address these many challenges is advanced simulation, because participants must take the decision and see the consequences.

Lectures & slide presentations, books, articles, & papers are effective ways of sharing information. Case study discussions go further, but still don't force participants to take decisions or see the consequences. None of these methods provoke any memorable emotional reaction. The next generation of leaders in particular are increasingly combining learning to competency development to implementation at work place to make their organisation competitive. i2P2M provides this platform through it's I/EDPM program.



#### People learn by doing

Complex skills can only be developed by (a) making decisions or taking actions, (b) experiencing the consequences, and then (c) figuring out what happened and why, and then repeating the process, i.e. practicing.



#### Simulations are better than real world experience

In contrast with using real projects and real organisations as their practice grounds, when mistakes can be very expensive, simulations are faster, lower risk, lower cost, and crucially, more effective because they make the link between cause and effect easier to see.



#### Simulations are essential in many professions

Pilots, military strategists and surgeons, for example, have long understood the importance of simulating their activities in order to improve their performance and reduce the risk of failure in the real world.

Five participants form a Team. The aim at the end of each simulation program is to excel in Key Performance Indicators (KPI). i2P2M Trophy will be given to one of the expected 45 teams which scores the highest marks in the 2 Simulation programs.

**PM2A: Real Time Simulation on Leading Organisation Change**

New Delhi : 10 July

Mumbai : 17 July

Bengaluru : 25 July



I/ EDPM Participants - Delhi

*Prendo's 'MUTARI' real time simulation on Leading Organisation Change* provides an intense, **risk-free experience** in dealing with complexities in managing change across the entire organisation. There are those who would oppose change and would like to preserve the 'status quo' and others who would visualise future and lead the necessary change to achieve so. It is a painful process to bring change in an organisation but has tremendous gains. Simulation provides great insights in aligning various stakeholders. **In 4 to 5 hours in real time simulation mode, you gain 1 year of real experience.** It is an intense, but risk-free experience that will help participants develop skills in the key topic areas as listed below with learning outcomes.

**Key topics**

- Leading change
- Influencing skills
- Implementing strategy
- Post-merger integration
- Decision making
- Communication strategy

**Learning outcomes**

- craft a change management strategy
- overcome resistance to change
- develop detailed stakeholder analysis
- analyse the full range of human interests & motives
- optimise a post-merger integration plan
- map & use influence networks
- balance economic and human value drivers
- maximise value of business change

**PM2B: Real Time Simulation on Project Leadership**



I/EDPM Participants - Delhi

Prendo's 'SPATIUM' real time simulation on Project Leadership provides an intense, risk-free experience of managing a complex project. It is a mind boggling experience that one goes through. In 6 hours, you gain 3 years of experience. **The "3 years in 6 hours" real time simulation** will take you across all the project life cycle phases which in real live situation will take 3 years from planning to completion. Often, a team member does not get an opportunity to work from the stage of conceptualisation to project closure. Great opportunity for the participants of IEDPM program. Top business schools and world fame companies regularly use these simulation programs to build competencies in managing projects and programs.

Developed in collaboration with the Major Projects Association, Prendo's Spatium simulation presents participants, typically organised in teams, with a challenging mission. It is an intense, but risk-free experience that will help them develop skills in the topic areas below.

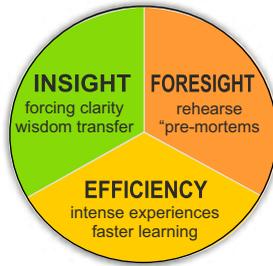
**Key topics:**

- Advanced project management
- Implementing strategy
- Managing risk & uncertainty
- Stakeholder management
- Teamwork
- Complexity & ambiguity

**Learning outcomes:**

- define project success
- manage the early stages of a project
- develop an optimal contract strategy
- plan & control a project
- analyse and manage risks
- judge stakeholder-driven trade-offs
- juggle & integrate multiple disciplines
- take decisions in a complex scenario

**Three compelling reasons to use Simulation programs in I/EDPM**



**INSIGHT** - the simulations ensure profound understanding by giving users chance to see 'both cause and effect'.

**FORESIGHT** - the simulations provide hands on experience to reduce the risk of making mistakes in the real world.

**EFFICIENCY** - the simulations provide accelerated experiences ensuring fast, effective and accessible learning.

**Prendo's simulations are used by many global organizations and leading business schools, including:**



**PM2C: General Conceptual Framework of Generic Project Management Maturity Assessment Models**

New Delhi: 12 July

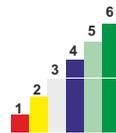
Mumbai: 19 July

Bengaluru: 27 July

It is inevitable that all strategies use projects as a vehicle to reach their final destiny in bringing business change. Increasingly many businesses recognise project management as a core key competency and seek to realise visualised benefits as envisaged in strategies. But how can an organisation know whether its project management processes are adequate? Can we create a benchmark in the assessment of organisation's project management maturity as to know where we currently stand and what we need to do to realise the full scale of benefits of strategy implementation.

A presentation will be made covering the state of the art in PM Maturity Assessment processes. Some of the 12 attributes to be discussed are: Organisation Structure, Customer Focus, Role of Supporting Functions, Project Management Processes, System Culture, Planning Control Horizon, Early Warning System, Formulation of Goals & Strategies and Project Success Criteria.

This would be evaluated against the well-known 6 levels of maturity levels i.e. 1. Adhoc 2. Ritual 3. Compulsive



4. Leadership 5. Visionary and 6. Passion Driven. Adhoc is lowest level at 1 and Passion driven is the highest at level 6.

**PM2D: Experience Sharing Platform (ESP)**



We invite leaders from industry to share their success stories in implementing their projects with excellence. The uniqueness of this Experience Sharing platform is to provide open dialogue between a resource person and the participants.

Since 2011, in this ESP, we have invited over 50 top-notch management gurus from different disciplines from India and abroad to share their success stories and wisdom so gained.



**Report on Module 2**

Report is must and should be written by participants suggesting changes in their own work environment based on Managing Stakeholders & Project Leadership Simulations and their interaction in experience sharing platform. This is one of 16 Uniqueness of I/EDPM program to write a report after each module.

Target date for submitting the above report:

New Delhi: 3<sup>rd</sup> August 2020 | Mumbai: 12<sup>th</sup> August 2020 | Bengaluru: 17<sup>th</sup> August 2020

## Module-3

### PM3 Advanced Project Risk Management, Organisation Risk Management Maturity Assessment and Experience Sharing through Case Studies

New Delhi : 07-09 August 2020 (Fri to Sun) Mumbai : 16-18 August 2020 (Sun to Tue)  
Bengaluru : 21-23 August 2020 (Fri to Sun)

#### PM3A: Advanced Project Risk Management

New Delhi: 07-08 August Mumbai: 16-17 August Bengaluru: 21-22 August



Adesh Jain

Adesh Jain, Founder of World Project Management Forum (WPMF) and Chairman, i2P2M holds a Bachelor of Electrical Engineering from the Indian Institute of Science, Bangalore in 1965 and Masters of Engineering from Canada. He worked in the fields of artificial intelligence and large scale computing in North America.

On his return to India in 1973, he was deeply involved in shaping the IT industry. In 1991 he was conferred the prestigious CSI Fellowship award in recognition of his contribution to strengthen IT in India. In 2005, he became the first and is till date, the only non-European to have been President of International Project Management Association in its history of 54 years. In 2006, he became the Honorary Chairman of China Construction Project Management Committee (CPMC). He was invited twice to give presentations at the NASA PM Challenge Conferences in 2010 and 2012 on 'Breaking boundaries - the key to innovation' and 'Awakening of project consciousness through stakeholders buy-in' respectively.

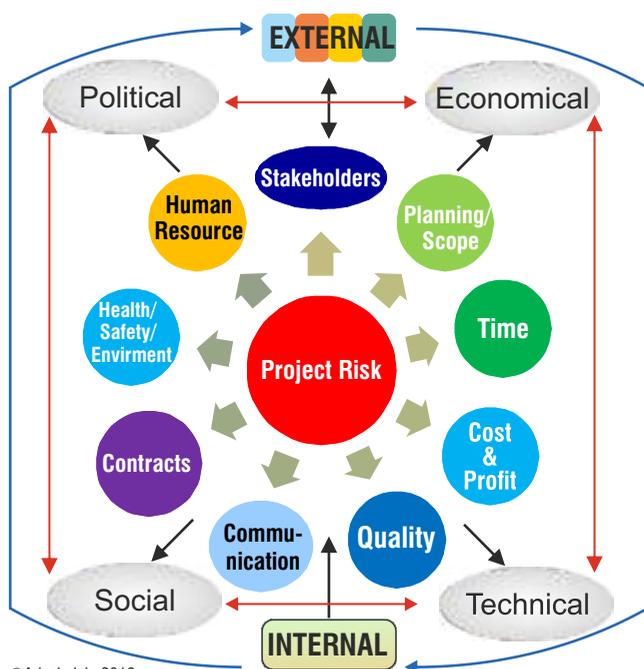
He was a Member of the Task Force on Project Management set up by NITI Aayog in 2018. He was Independent Director of NTPC from 2009 to 2012. He specialises in Project & Program Risk Management.

Recognizing his global contribution in project management, Government of Turkey released a postal stamp in his honor in November 2010.

In 2014, he was conferred the Lifetime Achievement Award for his dedication to create a project oriented India. He is often referred to as Bhisma Pitamah of Project Management. ***In short, he is a visionary leader shaping the PM profession globally.***

Projects are taken up to build the future and have many uncertainties. Risk is, therefore, at the center stage of managing projects. Risk management is 50% of project management. Diverse interests of stakeholders contribute significantly to project risks. Along with Advanced Risk management concepts some success stories in managing risks will also be covered in this module. As shown in Figure-1, Risk Is Everywhere (RIE). Risk is uncertainty that matters.

#### Risks we take and Risks we face



©Adesh Jain 2018

Figure-1

#### Strategy implementation through projects

Front end efforts and taking a holistic view holds the success in forming strategies and thereafter implementing them through projects.



©Adesh Jain 1994

Figure-2

**Risks are those  
uncertainties that matter**

**risks we take and risks we face**

Being proactive in risk is  
least risky

*Create new possible futures by viewing risks  
- both threats and opportunities*

**Managing uncertainties  
requires Risk Mindset**



**The Advanced Project Risk Management covers :**

- 4 types of Uncertainties - Stochastic (possible events), Aleatory (variability), Epistemic (ambiguity) and Ontological (blind spots) and their linkage to risks.
- Enterprise Risk Management Models - COSO, ISO 31500, IRM
- Risk Identification and Categorisation- Tools and Methodologies
- Risk Evaluation and Quantification
- Possible Risk Response and Mitigation Strategies
- Risk Appetite, Thresholds, Attitude and Culture
- Risk Control Processes
- Complexity of Projects and Emergent Risks in the age of Technological Disruptions

Some other topics covered in this module of advanced project risk management are : Decision making, Responsibilities, Gross and net risks, Risk identification techniques, Risk quantification processes, Types of mitigation strategies, Benchmarking and scenario analysis, Probability impact grid, Monte Carlo simulation, EVA, Life cycle costing, Transparency of risks, Respect for risks, Complete templates for risk Identification, Quantification, Response development and control, Impact of risks on formulation of budgets and Risk documentation.

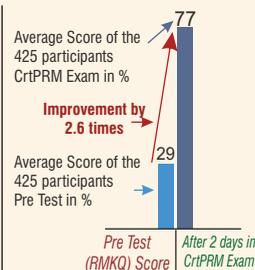
**Certificate in Project Risk Management (CrtPRM) Examination**

Since the launch of CrtPRM credential in 2011, as on date there are over 1100+ professionals from 100 companies across all sectors with CrtPRM certification. India is one of the few countries where we have a specialised certificate in project risk management.

At the end of the second day, a comprehensive 2 hour exam will be administered by i2P2M leading to CrtPRM certification.

**Module 3 - Project Risk Management**

At the end of 2 days for the Module 3 on Project Risk Management, improvement in knowledge domain is 2.6 times.



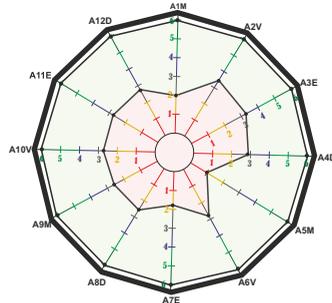
We conduct a 30 minute test - Risk Management Knowledge Quotient (RMKQ) comprising of 20 questions at the start of the 3<sup>rd</sup> Module on risk management to assess each participants current knowledge in risk management and then compare this with their performance in the 2 hour Certificate in Project Risk Management (CrtPRM) exam after 2 days of Risk Management training. There was a phenomenal improvement by a factor of 2.6 times.

### PM3B: Organisation Risk Management Maturity Assessment

To thrive and beat the competition a risk mindset is must at all levels of management. Our actions today impact the future that is uncertain. To reduce uncertainties, we must follow formal risk management processes. We need to evolve a methodology in the assessment of organisation's risk management maturity as to know where we currently stand and the steps needed to move up to the next level.

The details of one of such risk management maturity assessment models will be discussed in this module. The nomenclature of the six levels are generic and seamlessly integrated to general management. The sample spider diagram shows a current maturity level of 2.5 against the highest level of 6 and falls between Ritual and Compulsive levels.

#### Organisation Project Risk Management Maturity Assessment



Sample Spider Diagram with maturity level at 2.5 on scale of 6



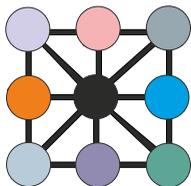
#### Some Risk Management Maturity Attributes are:

- Understanding of risk management processes
- Application of risk management processes
- Identification and assessment across the project life cycle
- Who drives success in implementing risk management processes
- Organisation structure for ERM
- Risk triggers
- Acknowledging risks
- Lessons learnt in managing risk management
- Transparency
- Communication
- Risk culture and appetite
- Human factors in risk management

### PM3C: Group Deliberations

Before the start of Module 3 on project risk management, each participant is required to go through two articles on risk management relevant to their company business. Groups will be formed on the basis of companies. Participants would assess their organisation risk management maturity based on the 6 level of risk management maturity. Faculty will assist the deliberations. The findings will be discussed amongst the participants and will be sent to the management of participating organisations.

### PM3D: Experience Sharing through Case Studies



Case Studies related to risk management will be discussed by the participants based on their organization's projects.



#### Report on Module 3

Report is must and should be written by participants suggesting changes in their own work environment in view of new learning in project risk management and human capital module. This is one of 16 Uniqueness of I/EDPM program to write a report after each module.

Target date for submitting the above report:

New Delhi: 1<sup>st</sup> September 2020 | Mumbai: 9<sup>th</sup> September 2020 | Bengaluru: 14<sup>th</sup> September 2020

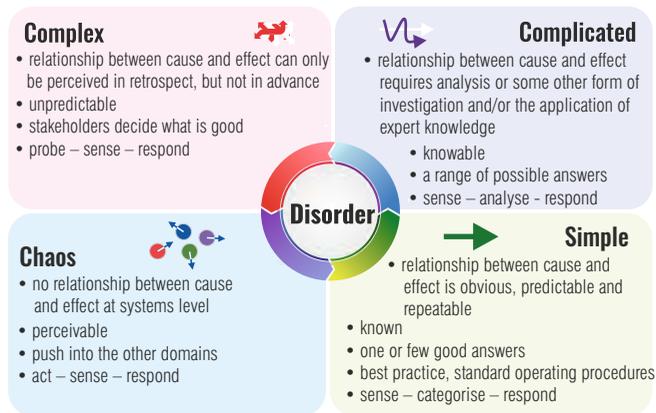
## Module-4

### Advanced Project and Program Management Concepts (Complex PM, Contracts and Procurement, Estimation and Cost Management, EVMS, Project Mindset, Human Capital Management, Agile Methodology and Selected Case Studies)

**New Delhi : 13-15 September 2020 (Sun to Tue) (Combined for Delhi, Mumbai and Bengaluru)**

In the ultimate analysis, goals drive strategies. Strategies can be delivered through projects. Strategies fail due to its weak link with project management. The social context is increasingly becoming a major factor in implementing projects. Stakeholders buy-in is the essence in starting a project and its implementation. This requires a great amount of understanding amongst various players and should result in a win-win situation amongst all the stakeholders. In this last module, we will be covering the latest trends in managing projects, programs and portfolios.

#### PM4A : Advanced Project Management Concepts



*Cynefin Framework, Snowden and Boone (2007)*

In simple terms, complexity is in dealing simultaneously with large number of stakeholders with their own specific expectations that are often contradictory and aligning the same for the visualised benefits expected at the completion of a project. The greater the number of interfaces, more it becomes complex. In today's Volatile, Uncertain, Complex and Ambiguous (VUCA) environment, decision making is becoming more involved & holistic.

Complex project involves uncertainties, ambiguities, dynamic interfaces, political and external influences, integration at diverse locations, technology life cycle considerations, managing complex human behavior etc. A simple project could become complex and then out of control resulting into 'Fire Fighting'. An outline of defining complexities and 'how to deal with complexities' shall be discussed in this sub-module.

Simple projects could become complicated and then complex and finally end up in Chaos Mode. We need to take full cognizance of the fact that with increased complexities in human related activities, only 40 to 50% projects are completed as per their KPIs, Effects of complexity are most apparent in non-technical areas of influence and Capacity to manage complexity is identified as the No.1 issue for CEO's globally. It is said that Organisations that manage complexity well outperform those who don't by a factor of 10 by managing projects as Complex Adaptive Systems.

#### PM4B Contract and Procurement Management



Contracts and procurement is at the centre stage of project implementation. Well defined strategies must be worked out prior to undertaking of projects to ensure smooth relationship amongst Customers, Consultants and Contractors (C3). All of them must be passionately involved in completing the projects with an ownership mind set.

For companies in any industry, smart procurement practices are essential for ensuring efficient operations and an optimal bottom line. Organisations in both public and private sectors are facing increasing pressure to reduce costs and improve financial and operational performance. New regulatory requirements, globalisation, increased contract complexity have resulted in an increasing recognition of the importance and benefits of effective contract management this will cover topics like.

- Key issues in tender formulation
- Handling and award of contracts in Indian context
- PPP Models
- Procurement strategies including eProcurement
- Types of contracts
- Challenges in administering contracts in Indian context

### PM4C: Project Cost Management – Estimation & Cost Estimation Contracting



Prof. Homayoun Khamooshi: Ph.D. in Management Science Lancaster University, 1994 is Chair of the internationally known Master of Science in Project Management in George Washington University School of Business. Area of Expertise: Project Planning and Scheduling and Management and Simulation.

At the end of this module participants will have an understanding of various elements of estimation techniques along with cost management with implications to contracting. The participants should be able to:

- Differentiate between project and program cost objectives and how these are used to assess the success and failure of projects and programs.
- Understand the foundation of cost estimation for projects
- EVM as an effective performance management system in managing technical projects and portfolios.
- Design and develop an appropriate control system for managing costs.

### PM4D: Agile Methodology- The Key to Project Success in Changing Environment



**“Intelligence is the ability to adapt to change.” – Stephen Hawking**

Do you manage a project where scope is not well defined? Or where customer comes up with new requirements too often? May be Customers or end users are not sure what they want.

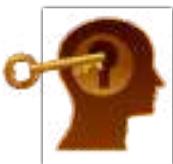
Agile is all about adapting to change. It was built on the founding principle that business drivers will change and the project teams must be ready to adapt.

Agile practices are about focusing on delivering the best thing possible in a set time period. Agile is about doing as opposed to being paralyzed by over-planning. In agile you get the minimal necessary requirements and start working.

It is designed to stimulate innovation through people, process and product features and focuses on continual improvement to do it better. Some topics covered are :

- Agile manifesto & principles
- Agile knowledge and skills
- Agile tools and techniques
- Plan and monitor a project based on agile methodology

### PM4E: Project Mindset

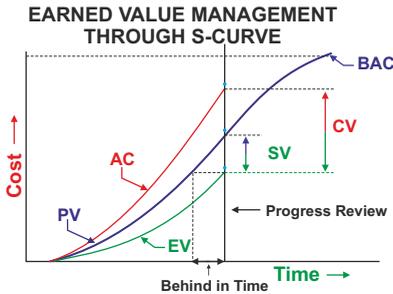


The word 'Project Mindset' was coined and introduced by Adesh Jain in August 1999 in Stockholm, Sweden while giving a one day seminar on “Project Mindset – the Key to Competitiveness”. In last 20 years, lot of development has taken place in refining the conceptual framework of 'Project Mindset'. A thought provoking presentation will be given to the participants with the latest conceptual framework of role of Project Mindset in managing projects.

**Some of the 28 governing principles of Project Mindset are:**

- 'Whole' first and 'Part' later
- View end first before start
- Dream precedes awakening
- Dynamic adaptability over rigidity
- Believing in discontinuity
- Welcoming versus rejection of new ideas
- Comfortable in all situations
- Success beyond profit
- Enterprising and innovative and not based on fixed rules
- Master of situations and not its puppet
- New and not just repeat encounters
- Breaking boundaries side by side of creating boundaries etc.
- 20:20 vision along with reading glasses
- Anti credentialist

**PM4F: Earned Value Management – The Effective Way of Project Monitoring & Control**



EVMS measures project performance by examining cost and schedule variances concurrently enabling a holistic view of project progress. It provides a simple and effective dashboard to measure the “variances” of your project against the project plan. It measures what you have “achieved” against what you had “planned”.

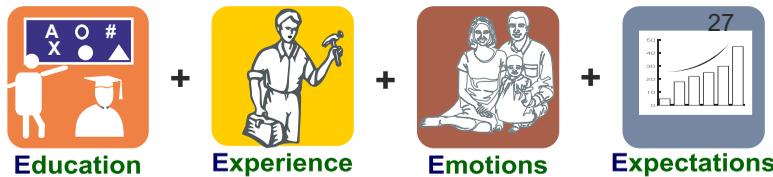
The schedule performance efficiency is measured by comparing the Planned Value (PV) with Earned Value (EV), i.e. work performed as on the date of review. The ratio of EV to PV is the Schedule Performance Index (SPI) reflecting the performance efficiency.

The cost performance efficiency is measured by comparing the Earned Value (EV) in terms of the cost to Actual Cost (AC) i.e. the money spent as on the date of review for the completed work. The ratio of EV to AC is the Cost Performance Index (CPI) reflecting the capital efficiency.

EVMS equips you with the much needed tool to monitor and control your project at pre-defined milestones and take corrective actions. It checks the “health” of your project periodically and tells you about the early “warning signs”. You might save your project from failure if you take timely actions from the early warning signs.

**PM4G Human Capital Management**

This brain area is known to be intimately involved in some of the most advanced planning and decision-making processes that we think of as being especially human. Human Mind is responsible for thoughts, desires and emotions unique to each individual. Intellect without emotion and emotion without intellect are both incomplete.



Taken from Adesh Jain’s concept presented at NASA’s PM Challenge in Orlando, USA February 22-23, 2012 “Awakening of project consciousness through stakeholders buy-in”

The E4 approach as shown here is unique for individuals. This is why human mind is the Most Complex System to Manage. It is the dynamic capacity of human mind which needs to be nurtured and managed. Human Capital Management is second most toughest thing next to winning the race against TIME.

Every person in the world has a unique E4 - Education, Experience, Emotions and Expectations which impacts their interaction in society and in managing projects. The challenge for planning and implementing projects, programs and portfolios is to integrate different E4s to supplement each other. This is the kernel of Human Capital Management.

**PM4H: Discussion on Case Studies / Recommendations**

Covering following sectors

1. Infrastructure
2. Oil & Gas
3. Power
4. Defense
5. Manufacturing
6. Information Technology

We discuss complex case studies relating to application of best practices in managing projects and programs. The leaders who have managed complexity with a great track record, will share their thoughts in this one day program.

This is a most beneficial day as it covers all the knowledge gained to its application in real life by understanding the competencies demonstrated by successful leaders.

**Report on Module 4**  
Is must and should be written by participants suggesting changes in their own work environment in view of learning in advanced management concepts project, case studies, strategic project management and project mindset.

Target date for submitting the above report:  
New Delhi, Mumbai and Bengaluru participants: 10<sup>th</sup> October 2020

## Module-5 The George Washington University, GAO & Site Visits

### PM5A: The George Washington University School of Business (05-09 October 2020, Washington D.C.)

#### Leadership Development

(05 October 2020, 0930-1230 hrs)



**Prof. Shyam Giridharadas:** is a Adjunct Professor of Management for The George Washington University School of Business (GWSB). After 25 years of experience in top management consulting at McKinsey & Company and Prism Consulting International.

Are leaders born or cultivated? This question is frequently asked since Last many decades. By and large the consensus is in combining the two. Shyam with his enormous experience in leadership development would cover the major aspects in leadership development. At the end of this module, participants will learn the major attributes of a leader, authentic leadership and challenges in becoming leaders in one's own right. Authentic leadership is the master key to integrate multi cultural teams with diverse background.

#### Strategic Project Management

(05 October 2020, 1330-1630 hrs)



**Prof. Homayoun Khamooshi:** Ph.D. in Management Science Lancaster University, 1994. Is Chair of their internationally known Master of Science in Project Management Program. Area of Expertise: Project Planning and Scheduling, Project Risk Analysis & Modeling.

SPM is the process of managing complex projects by combining business strategy and project management techniques in order to implement the business strategy. Strategic Project/ Portfolio management is a coordinated collection of strategic processes and decisions that together enable the most effective balance of organisational change and business as usual (OGC PIM Guide).

Strategic project management is all about the 'change' that can be brought through projects. Participants will learn the intricacies of connecting SPM to projects and portfolios.

#### Executive Decision Making

(06 October 2020, 0930-1230 hrs)



**Prof. Ernest Forman:** D.Sc., The George Washington University, 1975 and MS, John Hopkins University, professor of Decision Sciences. Area of Expertise: Decision Making; Resource Allocation and Forecasting Current Research: Executive Decision Making & Project Portfolio Management.

At the end of the module participants will have a good understanding of concepts and methods for making complex decisions in business and government for identifying objectives and alternatives; for setting priorities and for making group decisions. The candidates should be able to:

- Structure complex decision problems
- Identify alternatives
- Identify constraints
- Investigate sensitivity of decisions
- Communicate recommendations and rationale
- Deal with group decisions and conflict.

#### Systems Thinking in Project Management

(06 October 2020, 1330-1630 hrs)



**Prof. Sanjay Jain:** is an Associate Industry Professor in the Department of Decision Sciences at the School of Business at the George Washington University (GW). At GW, he teaches graduate classes in the MS programs in Project Management and Business Analytics, and in MBA.

At the end of this module, participants will able to link conceptual framework of system thinking to effective project planning and execution. With the vast experience of the faculty, he would be able to give case examples of the successful projects to its interconnectivity with the system's thinking. One of the characteristics of system thinking is to link the 'whole' with 'parts' with constant feedback mechanism for taking corrective measures. System thinking also produces a common denominator for team players to plan and execute projects effectively & efficiently.

#### Procurement and Contracting

(07 October 2020, 0930 -1230 hrs)



**Peter R. Easley, Esq – The World Bank,** Washington DC. Deputy Chief of Corporate Procurement & Head of Sourcing and Category Management, The World Bank, Washington DC and a well known authority on Procurement and Contracting management. He is widely traveled with rich international experience.

At the end of this module participants will have a good understanding of procurement and contracting and its impact on success of the project. The candidates should be able to:

- Discuss procurement and contracting processes and principles
- Explain and critically evaluate the contract administration issues including contract terms, issue management, cost management, change order management
- Understand programs, planning, sourcing and contractual design for diverse acquisitions
- Understand the concept of negotiation for contracts and modifications.



#### Advanced Supply Chain Management

(07 October 2020, 1330-1630 hrs)



**Prof. Shivraj Kanungo:** Ph.D., The George Washington University, 1993 and MS Southern Illinois University, professor of Decision Sciences. Area of Expertise: IT Management; Software engineering; IS evaluation. Modeling approaches in Supply Chain Management; Optimization of Cost and Service.

At the end of this module participants will have an understanding of designing and implementing an effective supply chain system. The candidates should be able to:

- Modeling approaches in supply chain management
- Optimization of cost and service
- Alternatives available to the manager given the economic situation
- Competitive conditions,
- Regulatory environment of the several transportation modes
- Model location theory and logistics network and planning and design.

**PM5B: Interaction with Senior Government Officers, Business Leaders and Site Visits**



(2019) Peter Easley of the World Bank Speaking on Procurement and Contracting

**GAO** Presentations from Government Accountability Office (GAO) reporting to US Congress on the best practices in government funded projects



(2019) **BOEING** Representative addressing the participants



(2019) Group photograph of some of the participants

**BOEING** Visit to Boeing International Headquarters in Virginia.

**DULLES CORRIDOR METRO RAIL** Visit to Dulles Corridor Metrorail Project Washington D.C.



(2019) Presentation from **DULLES CORRIDOR METRO RAIL**

**i2P2M** i2P2M works through the George Washington University for inviting speakers to address our participants and visit to various institutions.



(2019) GAO speakers with the participants



(2019) Participants at **BOEING** International HQ



IEDPM participants at the School of Business, the George Washington University, USA



**Report on Module 5**

Is must and should be written by participants suggesting changes in their own work environment in view of learning from the topics covered in the USA Module 5 in context of their organisation. This is one of 16 Uniqueness of I/EDPM program to write a report after each module.

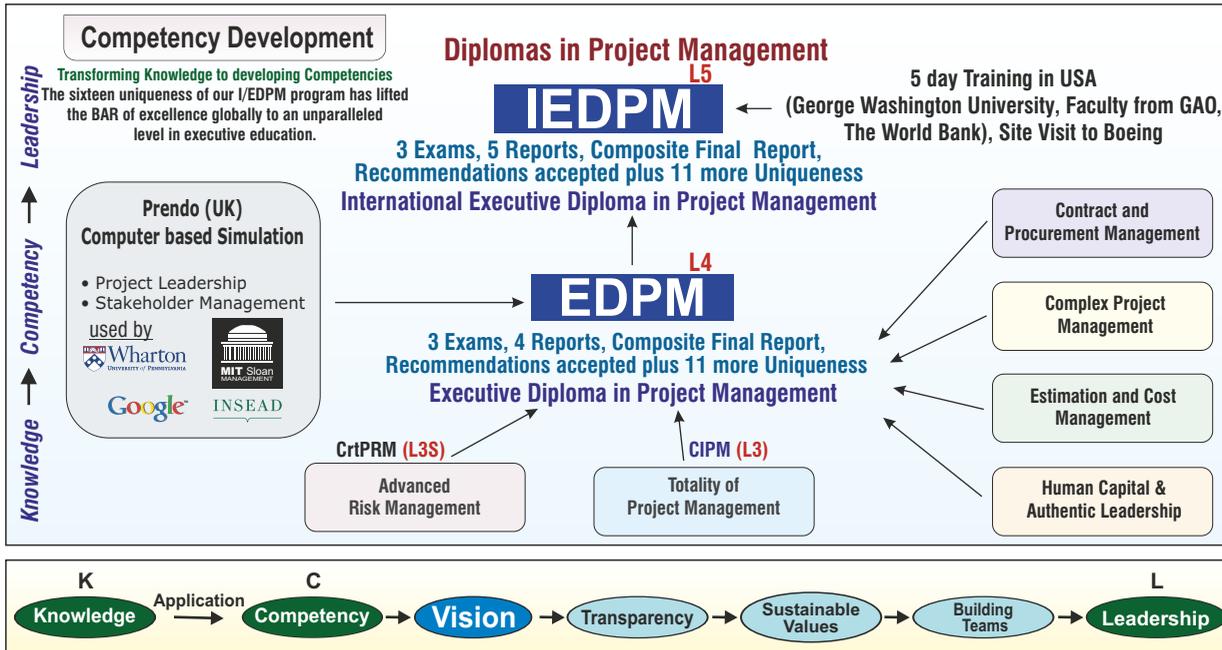
Target date for submitting the above report: 10<sup>th</sup> December 2020



**Composite Final Report (CFR)**

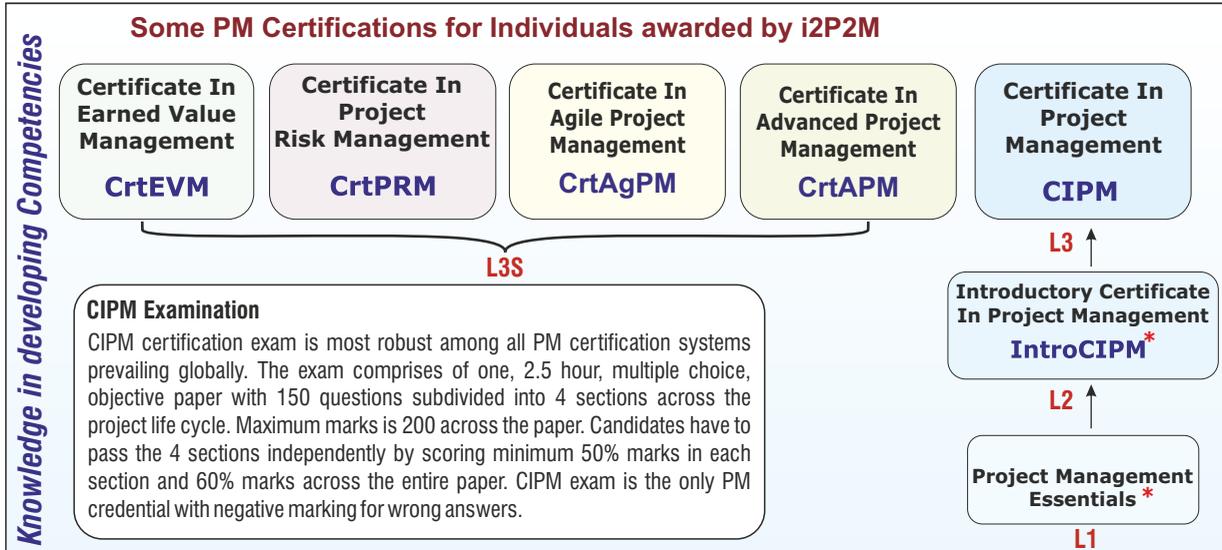
This report must be submitted by all participants. CFR covers the major learning of participants throughout the entire program. It also recommends a Plan of Action (PoA) to their management to improve the way projects are managed in their companies. CFR is a combined report for participants where their organisations have nominated 5 or more persons.

Target date for submitting Composite Final Report (CFR): 31<sup>st</sup> December 2020



i2P2M's Revolutionary Approach based on K-C-L Model to Learning and Development has transformed Training with High Rol. **Knowledge** is scalar i.e. has magnitude only. The development of **Competency**, a vector takes place only when knowledge is applied in real life work situations. **Leadership** based on being far sighted (Vision) can be nurtured based on three essential human centric factors Transparency, Sustainable Values & Building Teams.

In I/EDPM diploma knowledge gained in the classroom through 3 exams gets translated into competency by writing 4/5 reports identifying the areas of application for improvement at their workplace. Recommendations made are accepted by their management for possible implementation.

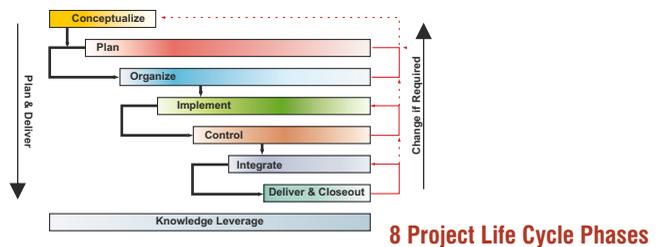


\* L1, L2 and L3 are based on most versatile 8 Project Life Cycle Phases as given below

**Legend for complete career path**

- L5** IEDPM Diploma } **Competency Development**
- L4** EDPM Diploma }
- L3S** Special Certification for project professionals
- L3** All employees including project executives
- L2** Executives from supporting functions like HR & Accounts
- L1** Graduates

**Step by step reach the top**



153 participants gaining 3 years' experience through one day long world famous project management simulation programs in building a complex football stadium in 30 months from scratch.



i2P2M deploys the best Resources from India and abroad to give the advanced practical and conceptual framework to the participants. IIM, Calcutta professor S Chattopadhyay who spoke on Business Analytics receiving Guru Dakshina



Prof. KC Iyer, Dean, Infrastructure IIT, Delhi who spoke on Complex Project Management receiving Guru Dakshina



Ranjan K Mahapatra, Director, HR, Indian Oil spoke on the new dimensions in managing Business and HR receiving Guru Dakshina.



Dr. AK Singh, Director General (Life Sciences), DRDO awarding the DRDO participants who were part of the Best team out of the 33 teams in scoring the highest marks in 2 project management simulation programs.



The first Module of I/EDPM program is to get familiar with the Totality of Project Management. The first module was conducted at three locations i.e. Delhi, Mumbai and Bengaluru. This session was in Delhi.



i2P2M is privileged to have special recognition from Boeing international to have the IEDPM participants to visit their Headquarters in Virginia to get familiar with the latest trends in the technological front.



Prabh Das, CEO and MD, HMEL gave a special address to the 153 participants of IEDPM program. Prabh Das is seen with TKA Nair, Adesh Jain and participants from IGL and BEML.





an experience never experienced before

### Enroll now for Class of 2020

International / EDPM - a world-class product to nurture world-class project leaders. Be a part of this internationally acclaimed program

#### Option 1

17 Days across 5 Months  
(June to October 2020)



#### In India 12 Days

Delhi / Mumbai /Bengaluru

- 3 days in June
- 3 days in July
- 3 days in August
- 3 days in September



#### In USA 5 Days

5 Days in October

Fee : INR 5.60 Lacs per person plus 18% GST

#### Option 2

12 Days across 4 Months  
(June to September 2020)



#### In India only 12 Days

Delhi / Mumbai /Bengaluru

- 3 days in June
- 3 days in July
- 3 days in August
- 3 days in September

Fee : INR 2.95 Lacs per person plus 18% GST

#### Option 3

05-09 October 2020



#### In USA only 5 Days

A student will acquire a Certificate of Completion from GW School of Business

Fee : INR 2.65 Lacs per person plus 18% GST

Registration Fees are the same as last year

Be a part of I/EDPM Program  
an experience never experienced before

#### I/EDPM

17 Days spread over 5 Months  
(June to October 2020)  
(India + USA)



#### EDPM

12 Days spread over 4 Months  
(June to September 2020)  
(India only)



#### Terms and Conditions

1. IEDPM / EDPM Program is non residential.
2. Does not include Domestic / International Travel, Boarding, Lodging, Conveyance at Delhi / USA and Visa Fee, USA.
3. Enrollment fee is payable to 'International Institute of Projects and Program Management'.
4. Enrollment fee is non-refundable but a substitute is allowed prior to the commencement of the program.

#### Schedule for Class of 2020 at 3 Locations

New Delhi	Mumbai	Bengaluru	USA
M1: 12-13-14 June M2: 10-11-12 July M3: 07-08-09 Aug. M4: 13-14-15 Sept.	M1: 19-20-21 June M2: 17-18-19 July M3: 16-17-18 Aug. M4: (Combined in Delhi-13-14-15 Sept.)	M1: 26-27-28 June M2: 25-26-27 July M3: 21-22-23 Aug. M4: (Combined in Delhi-13-14-15 Sept.)	05-09 October

#### For more details contact:

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Email: chairman@i2p2m.com Web: www.i2p2m.com CIN : U80302DL2008NPL178464

To develop a complete mind. Study the science of art. Study the art of science.  
Learn how to see. Realize that everything connects to everything else.

- Leonardo da Vinci (1452-1519)

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Join the most prestigious I/EDPM diploma program globally