

apfpm's Newsletter



Asia Pacific Federation of Project Management

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December 2016

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What's happening!

Dear Member Associations and Colleagues

This Newsletter caps off our 2016 year.

We held our recent apfpm Meeting in Sydney in October 2016 at the Asia Conference. This meeting took us through a discussion on apfpm future activities. It enabled a clearer focus on what we are doing and why which has helped strengthen our strategy going forward. We are currently in the process of completing a 3 year plan that will take us to 2020. We are targeting its completion and release in February 2017; for implementation.

The meeting welcomed in SovNet (Russia) as our latest Member Association. We are delighted to have the SovNet team on board.

We held our 2016 Awards program in Sydney also, and want to heartedly congratulate all the winners and participants. They did a great job in being nominated to this level of international recognition. Big thanks go to the Chair of the Awards program Mark Patch for his committed efforts throughout the year along with all his international Awards judges. All have done a marvellous job to make the Awards program a real success.

We want to thank the AIPM also for hosting the Asia Conference in Sydney, which by all accounts was a great success. With over 600 delegates the three day conference put on a range of top keynote speakers and provided a great opportunity for learning and networking.

We take this opportunity to thank all participating Member Associations for their contributions over the year and look forward to an even more successful year in 2017. We wish all our friends and colleagues a most happy and peaceful Christmas period and successful New Year.

Best wishes from our apfpm Exec. Team:

Tika Rai (VP), Francis Chan (VP), and Trevor Alex (VP & Secretary)

Bill Young - President

2016 Asia Pacific Project Management Awards (Sydney)

The 2016 apfpm Awards were held in Sydney on 16th October, hosted by the Australian Institute of Project Management (AIPM). The internationally attended event by IPMA and apfpm members, was incorporated into the Asia Congress.

The apfpm Awards program recognises, awards, and celebrates the best of the best. It is an acknowledgement of the vital role project management and project managers perform throughout society.

The Awards submissions were diverse ranging; from community development and humanitarian projects to the more traditional building development and engineering Projects. They reflected the extent to which Project Management has advanced to encompass just about every aspect of life. All nominees not only delivered project management excellence for their customers but have contributed to enhance the reputation of project management to business and our communities at large.

Winners and commendation recipients were:

Construction / Engineering	Pul Y - Yau Lee Joint Venture	Studio City	William Cornish
• High Distinction	Capital Insight	Westmead Institute for Medical Research	Stephen Haldane
• Chief Judges Award	CMC Machipes Sdn Bhd	Manjung IV 1x 1000MW Coal Fired Power Station	Chris Ng
Telecommunications/ Information Technology	Telstra	Telstra WiFi Nation	David Banks
Organisational Change Management	Queensland Rail	QR management Centre	Therese Miller
Community Service and/or Regional Development	Gripfast Consulting	Understanding veterans in the community	Dr Anabel McGuire
Research	Professor Craig Langston		Managing project delivery success
• High Distinction	Dr Jiwat Ram		
Project Manager	David Banks		
Young Project Manager	Eric Vanweydeveld		

2017 apfpm Awards program submission guidelines will be available shortly on the apfpm website (www.apfpm.org)

Featured MA news

PTMF - India

National Convention on Building World Class Infrastructure - Role of Consultants. National Convention of Project & Technology Management Foundation (www.ptmfonline.com) was held early this year at India International

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Centre, New Delhi. The event was co-promoted by KM-Fest (Knowledge Management Festival of Europe) as well as by Consulting Engineers Association of India (CEAI).

Prof Rajat K. Baisya was the Chairman of the conference organizing committee and delivered the welcome address to the delegates. In his brief introduction on the theme of the conference Dr Baisya highlighted the importance of infrastructure development for country's growth and progress. Infrastructure has direct impact on growth of a country and its economic development.

All infrastructure projects are very large and highly complex requiring superior project management skills. Projects on roads, railways, ports, power, telecommunications, oil and gas pipeline, airlines, highways and expressways, bridges, smart cities, mono rails and metro rail projects etc have their its unique challenges arising out of issues related to financing, land acquisition, delays in clearances, bottle necks in PPP model etc. This needs to be addressed in the light of capacity building for enhancing productivity and efficiency among all stake holders of infrastructure projects.



It is here the management consultants have a major role to play by providing complementary support to main consulting engineers and technology consultants. Management consultants can contribute significantly in achieving the growth targets by injecting professional tools and technologies in areas of project management, human-resource development, logistics services and strategic planning.

The objective of the conference was to bring together all stake holders namely - Central/ State Govt., Engineering Consultants & Contractors, PPP Operators, Management Consultants & Professionals and Experts to discuss critical challenges in implementation of infrastructure projects so as to strengthen the role of Management Consultants, to facilitate effective implementation of projects without time and cost overrun.

The event was very successful and we had very senior professionals drawn from across industries and consulting companies participated. There were total 76 delegates including two very senior overseas delegates participated in the conference. The quality of presentations as well as contents were excellent.

The Chief Guest of the conference was Mr K.K. Kapila, CMD of ICT Pvt Ltd, a leading consulting company in India in construction projects and Key note speaker was Dr M.B Athreya, a well known management consultant and corporate trainer. Dr Athreya in his key note address impressed upon the project and management consultants role in terms of the success of the large projects in infrastructure development.

We had three technical sessions in addition to the normal inauguration session

First session was on Project management strategies in large Infrastructure projects. The first session was led by Mr Rami Goldratt, CEO of Goldratt Consulting. Mr Rami Goldratt talked about at length on challenges in project management and how TOC can be used to manage large and complex infrastructure projects for successful outcome. My Vinay Kumar Chairman of Datawise Pvt Ltd Chaired the session and also spoke about key learnings and strategies from successful companies. He particularly discussed in his presentation the case of Indigo Airlines regarding how they differentiate and manage the airlines to fly exactly on time every time.

The second session was on Capacity building strategies for large Infrastructure Projects. It was led by Dr Graham Hastings Evans, MD of NOCN, UK. Dr Graham was consultant for skill and capacity building for last London Olympic. He has covered key strategic initiatives taken at London Olympic for capacity building with success which was a mammoth affair. The session has generated lot of interest and questions. Mr Budhiraja, past President of IMCI as well as ICMCI has chaired the session and also made brief observations about the need and effort required to develop the required skill set for achieving superior level performance.

The third session dealt with consultants' perspective of challenges in infrastructure projects. In this session we had speakers like Dr Amitabha Ghosal. Dr Ghosal is the Advisor to the Board of Stup consultancy Pvt Ltd and he discussed many critical challenges of consultants and consulting companies face in terms of delivering and implementing large infrastructure projects. Dr Ritu Mathur Professor of Tata Energy Research Institute (TERI) spoke about the energy scenario and future challenges in the sector and options available as well as general shift to green and renewable energy for future requirement. Dr Sudhir Dhawan, President, Consulting Engineers Association of India (CEAI) chaired the session and spoke about the consulting challenges in the infrastructure projects, in particular and large projects, in general.

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The valedictory address was given by Mr Abdul Kalam, former CMD of Coal India Ltd as well as Eastern Coalfields Ltd. Mr Kalam is a very well known personality in Energy sector and an acknowledged expert in Coal energy and coal processing. He also spoke on the energy sector challenges. The vote of thanks was proposed by conference Secretary Mr Amit Preenja. The conference was attended by representatives of the government, from the industry as well as from academia.

Profile:

Dr.Rajat K. Baisya is the Founder of Project and Technology Management forum. His is also the Chairman of Strategic Consulting Group Pvt. Ltd and a leading strategic management, marketing management and project management consultant of international repute. He served in industry working for large Indian and multinational corporations in very senior capacity. He was President & CEO of Emami Groups of companies, Senior Vice President (Business Development) of Reckitt Benckiser, General Manager (Projects) of Escorts, General Manager- Corporate Planning at United Breweries Group, Project Engineering Manager – Best Foods International and Development Engineer at Bisleri India Pvt Ltd. He has written over 350 research articles and six books and supervised seven PhD thesis in the areas of supply chain management, marketing management, strategic management and international business. He has served as Professor and Head of the Business School at Indian Institute of Technology Delhi. He has also served on the board of many Public and Private companies including Rajasthan Instruments & Electronics Ltd, North Eastern Development Finance Corporation Ltd, Booker India Pvt. Ltd (a British Multinational), Frontier Agro Industries Ltd etc. and served on many Govt. bodies and committees including as Task Force Member of the Petroleum Group, Govt. of India. He is a Distinguished Professor of Marketing and Strategy at Woxsen School of Business. Prof Baisya is the Honorary Visiting Professor of Assam University (a Central University), IIM Rothak, National Polytechnical University, China, ENPC International Business School, Paris and University of Maribor, Faculty of Logistics, Slovenia. Recipient of many industry awards including Gardener Award and J.S Pruthi Award for significant contribution in Food Industry. A life member of PMA India. He is a Fellow of Institute of Engineers (India) and Indian Institute of Chemical Engineers and Institute of Management Consultants of India (IMCI) and also the Founder President of Project & Technology Management Foundation (www.ptmfonline.com). He is the Chairman of Institute of Management Consultants of India Delhi. And a core Group Member and coordinator of Lens Living Labs(3L)- a global virtual Innovation Laboratory in Europe and co-promoter of KM- FEST –a global professional association on knowledge management. He can be contacted at: rkbaisya@hotmail.com

CMAK – Korea

CMAK are actively engaged across Asia building CM and PM capability. One of their recent activities included:

On 26th July 2016, CMAK held a meeting with the Minister of Construction of Myanmar, Minister Win Khaing to select a CM test project to be jointly carried out for effective implementation of CM in the Myanmar construction market. Discussion was also held to come to an agreement on the post management of the CM implementation project in Myanmar. Minister Win Khaing mentioned that it would take a long time to legislate the guidelines for the CM related laws and regulations which were handed over to the Ministry of Construction at the end of 2015. Hence, the Minister stated that the proposed laws and regulations would be implemented in interim enforced by the government or as guidelines.



For the professional development training of the manpower who will use the CM manual, it was agreed that government officials, representatives from the industry sector and the academia will take part in the training. All agreed that the trainees who receive the basic training will receive OJT training on the CM test pilot project site.

CM Test Project

- Project name: “Dagon Seikkan Highrise Residence Project”
- Project location: Yangon, Myanmar
- Apartment construction project that can accommodate eighty thousand to one hundred thousand people
- Participants on the Myanmar Side: Ministry of Construction, ShweTaung

Important upcoming events in 2017

Please let us know what events you have coming up in 2017 for our next Newsletter.

World class journals - publishing opportunities

Project Management World Journal (PMWJ)

Produced and edited by David Pells, PM World Journal (PMWJ) is a web-based monthly publication featuring dozens of articles, papers and stories about projects and project management around the world.

www.pmworldjournal.net; to learn more, visit www.pmworldlibrary.net.

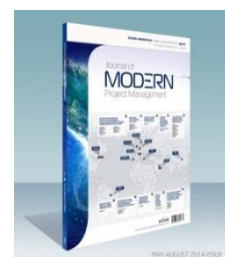


PMWJ also acts as a Media Partner for many national and regional project management conferences and events. This can be a great opportunity for Member Associations to published and get their message out; simply contact David on editor@pmworldjournal.net.

Another great publishing opportunity:

Journal of Modern Project Management (JMPM)

This is another highly professional journal that presents publishing opportunities. Make contact with [Zózimo](mailto:Zozimo) through the following website: www.journalmodernpm.com



Articles of interest

Project Management Opinion@IBSS - Volume 2, Issue 9, September 2016

Stakeholders: Why they like to be cared for?

It has been a common belief and understanding that stakeholders are those people like to be cared or whom project managers should care for—even though this may not be said so explicitly. But this raises two fundamental questions: firstly why? And secondly, should we care for them all equally?

This common perception is partly fueled by the fact that stakeholder is defined as “an individual, group or organization who may affect, be affected by, or perceive itself to be affected by a decision, activity

or outcome of the project (PMBOK 2013; pp.30). The focus on the word *affect*, implicitly and unintentionally draws one to think about the words empathy, attention and *care*.

There seem to be three main issues with this definition:

1. This definition seems to ignore the helpful versus harmful context of stakeholder behaviour while talking about the *affect*, and in hindsight leads to feeling of sympathy and care for the people construed to be stakeholders.
2. Secondly, the definition does not provide a clear view on how to differentiate between *one who may affect* from *the one who is affected or perceived to be affected*. For instance, take an example of an IT application development project. We may say that an owner, because of his/her investment and power, may *affect* the project. But at the same time, it is reasonable to say that s/he is also *affected* - or may perceive to be affected - by the project, its activities and the outcome. Thus the actions of owner could *affect* the project and at the same time because of his/her own actions, he/she may be *affected* as well.

Such a situation, where a stakeholder is affecting, while at the same time being affected, makes it very difficult for project staff to put in place right strategies and care for the stakeholder, and it becomes very complex for the project staff to follow best practices.

3. Finally, the definition does not take into account the variety of forms in which a stake could occur or could be claimed; not everyone should be automatically assumed to have or hold a stake. People could just be stake-seekers, stake-servers, stake-partners or stake-sharers.

Looking further into the definition, one can see three categories of stakeholders, as described below. But looking at these three broad categories, they do not seem to be very distinct; this could make it very difficult for project staff to devise strategies for a mix of people deemed to be somewhere on the affecting - affected spectrum.

1. Those who may affect: These could include owners, subject matter experts, project managers, government agencies, professional institutions, and people with some form of direct or indirect involvement.
2. Those who are affected: These could include customers, neighbors, business owners, regulators, and society at large. The affect could be blown up by opinion leaders directly or indirectly affected by the project.
3. Those who are perceived to be affected: These might be people who depend on information and reasoning in order to form a judgement, perception, or view of being affected by the project, its activities and outcome in either a positive or a negative way.

The above discussion shows the complexities involved in holding a simple 'blanket' view on the concept of stakeholders. Literature from both academic and practical sources has been unanimous in emphasizing the importance of stakeholder management for project success. This puts project management staff under a lot of pressure to care for their stakeholders. It is unclear how many project managers in practice actually perform an involvement / interest or a power / interest, or a helpful/harmful analysis of stakeholders' interests before putting in place strategies to care for them.

To make life easier for the project staff, we need to have more clarity around the question of who has a stake - and how much of a stake. I will try to explain this further with presentation of simple hypothetical scenarios:

Scenario 1: Construction of house / building project 1

Stakeholders: Neighbors think that the construction will affect them in some way. Now neighbors in this case are truly *seeking* to have a stake in the project. Just because they have a property adjacent to the construction site does not necessarily entitle them to hold a stake in the project. They could perhaps be classed as stake-seekers, but they are not outright stakeholders. If they are stake-seekers how much care they deserve will be a question that needs to be addressed. While doing traditional stakeholder analysis, on an involvement/interest grid, you may say that they have low involvement and high interest. But if you look at them as stake-seekers, your perception of their involvement may be very different.

Even if the project staff do not perform a traditional stakeholder analysis (which one could argue is often the case), by just having a different term that clearly specifies the nature of stake i.e. stake-seeker, the project staff will presumably be able to deal with the situation a lot better and improve chances of project success.

Scenario 2: Construction of house / building project 2

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Stakeholders: The supplier of construction material will be considered as a stakeholder. A supplier's actions could affect the project if s/he does not supply the material in time and as per quality. His/her stake can in the short term be linked to receiving payments for the supplies, and in long term getting some repeat business. On a traditional stakeholder analysis, the supplier's involvement could be medium to high and interest could be low. Realistically, the supplier in this case is serving the interests of the true stakeholders to the project. It may be a misplaced judgement to call the supplier a direct stakeholder and create management strategies for him/her. The supplier in this case could be termed as a stake-server at the best.

The above two scenarios are the tip of the iceberg of the challenges in our conceptualization of the term 'stakeholder'. They suggest reasons why project managers are not always able to handle stakeholders as effectively as they would like to.

The time is ripe for re-thinking the concept of stakeholder altogether. Rather than using the word stakeholder, we may need to coin more easy-to-use terms to ease the life of project staff. Terms such as Stake-seekers, stake-partners, stake-collaborators, and stake-servers, to name a few, have potential for further consideration and integration into the body of knowledge. That may help project staff to be able to better understand the expectations and needs of people that they need to manage, without necessarily doing a traditional stakeholder analysis.

To trigger further discussion on this emerging issue, we present a revised definition of the concept as follows:

21st century definition of stakeholder: an individual, group or organization, who holds a stake, or claims or seeks a stake, or acts as a partner, collaborator, server of someone who truly holds a stake, with the potential to affect, or be affected by, or perceive itself to be affected by, a decision, activity or outcome of the project

Authored by:

Dr. Jiwat Ram Director, MSc Project Management
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References:

Project Management Institute (PMI) (2013), A Guide to the Project Management Body of Knowledge (PMBOK® Guide)—Fifth Edition
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Next Newsletter

The next Newsletter will be published in March / April 2017. Please send any comments, suggestions, or articles to: bill.young2010@gmail.com.

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