

NIRAN

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Table of Contents

From the Desk of Dean – Academic Affairs	01-02
Events	
Convocation of CLASS of 2024	03-04
Summer School 2024 at NICMAR Hyderabad: A Resounding Success	05
Gyan Lahari - Annual Flagship Conference of Project Management Institute Pearl City, Hyderabad	05-06
Interactive Expert Talk Session with Ms. Rashmi Kapoor for ACM Final Year Students	06
NICMAR Hyderabad Placements Department Launches Mock Test Series to Boost Student Competencies	06
Faculty awards	
NICMAR Professor bags top honors at the Construction Safety conference in USA	06-07
Faculty publications	07
Paper presented at conferences	07
External engagement	
Insightful Session on Youth development schemes proposed in the Union Budget 2024, by Prof. Vimlesh Prabhu Desai at Government Law College, Mumbai	08
New paradigm in Higher Education Institutions – Time to change?	09-10
I came, I saw, I conquered	11-12
Management Development Programs	
Project Estimation and Cost Control (PECC) for M/s H G Infra Engineering Ltd.	12-13
Module II of the Contract Managers' Development Programme for M/s Afcons Infrastructure Ltd.	13
Contracts, Claims, and Dispute Resolution for M/s Amara Raja Infra Pvt. Ltd.	14

From the Desk of Dean – Academic Affairs

As the new academic year begins, I am thrilled to highlight some of the outstanding accomplishments of our faculty and students. Our steadfast dedication to academic excellence continues to drive us to new heights. Our faculty members have been leading the way, contributing research articles to esteemed journals and actively participating in industry-specific conferences, and workshops. Many faculty members have further solidified their expertise by earning additional certifications, enhancing their credibility. Their unwavering commitment to mentoring our students is evident in the exceptional academic achievements and strong placement records of our graduates.

Our students have also been making strides, attending conferences, workshops, and seminars, where they have excelled in various co-curricular activities. We remain focused on enriching the overall student experience through initiatives that support leadership and career development.

Our PGDM/PGCM programs are approved by AICTE. The curriculum for these programs has been meticulously developed with substantial input from the industry, ensuring our offerings remain relevant and forward-thinking. My



Prof. (Dr.) Raju Sathish Kumar

Dean – Academic Affairs

deepest gratitude goes to our faculty, alumni, staff, and students for their invaluable contributions.

Some of our academic initiatives have been:

1. Bridge Course: Tailored for students from non-Civil Engineering backgrounds.
2. MOOC Courses: Implemented in

accordance with AICTE guidelines.

3. CBREasy Program: A tailor-made program under the assistance of CBRE. A value-added initiative for ACM students.
4. Summer School: Offered to undergraduate engineering and architecture students to familiarize them with the intricacies of managing infrastructure, real estate, and construction projects.
5. Outreach Activities: Engaged with various educational institutions, both within and beyond the state, through online and in-person workshops.
6. New Domain Electives: Introduced in our two-year programs in response to industry feedback.
7. Faculty Development Programs: Provided training in software such as Calquan, Prochain, Tilos, Highrise ERP, and Bexel Manager.
8. PMI Student Club: Established in collaboration with the Project Management Institute (PMI) Pearl City Chapter.
9. Scholarships: The KCS Rao & Smt. Parvati Memorial Scholarship, Bank of Baroda Scholarship, along with merit-based and top ranker scholarships to deserving students.

Green Campus Recognition

In January 2024, NICMAR Hyderabad was honored with the platinum certification from the Indian Green Building Council (IGBC) under the Green Campus Rating. This certification recognizes our steadfast commitment to sustainability, driven by innovative landscaping and green cover initiatives. NICMAR's green efforts are setting a benchmark for other institutions in environmental consciousness.

Looking Ahead

I am happy to announce the upcoming "Industry Academia Conclave in Built Environment" at NICMAR Hyderabad early next year. The Conclave will focus on:

- Exploring advancements in automation, robotics, Building Information Modelling (BIM), and green technologies.
- Gaining insights from influential speakers and thought leaders shaping the future of construction.
- Building valuable connections with peers, collaborators, and potential partners.
- Engaging in interactive sessions to deepen expertise in construction management.
- Participating in collaborative discussions that will help define the industry's future.

I am excited to pronounce that NICMAR Hyderabad is on the cusp of achieving a significant milestone: gaining university status. As the realization of the "NICMAR University of Construction Studies" nears completion, we look forward to sharing more details in upcoming editions of NIRMAN. As an industrially focused institution, this transition to university status will greatly benefit our graduates through enhanced recognition.

Events

Convocation of CLASS of 2024

On July 26, 2024, NICMAR Hyderabad proudly hosted its convocation ceremony, marking a momentous occasion for the graduating class of 2024. The ceremony was presided over by the Chairman of NICMAR's Board of Trustees and Board of Governors Shri. Ajit Gulabchand, In a celebration of academic excellence and dedication, 164 graduates were awarded PGP certificates, medals, and scholarships. This distinguished group included 64 graduates from the Advanced Construction Management Programme, 41 from the Quantity Surveying and Contract Management Programme, 10 from the Health, Safety, and Environment Management Programme, and 49 from the Part-Time Weekend Programme.

Academic Honors

- Institute Gold Medal: Mr. Rahul Sheshadri of the PGP ACM Programme was awarded the Institute Gold Medal, having achieved the highest rank among all graduating students of the two-year Post Graduate Programmes.
- Institute Silver Medal: Mr. Sheethal Kumar N A of the PGP QSCM Programme was honored with the Institute Silver Medal for securing the top rank among all graduates of the QSCM Programme.
- Institute Silver Medal: Mr. Sandeep Kumar Sahoo of the PGP HSEM Programme received the Institute Silver Medal for achieving the highest rank among all graduates of the HSEM Programme.

Scholarships

- Prof. KCS Rao and Smt. Parvati Memorial Scholarship: Mr. Rahul Sheshadri and Mr. Mayur S Naik were each awarded the Prof. KCS Rao and Smt. Parvati Memorial Scholarship, along with a financial award, for achieving the highest marks in the PGP ACM Programme in the order of merit.
- Bank of Baroda Achievers Award: Mr. Rahul Sheshadri, Ms. K S Roopali, and Ms. Nischitha BS, all from the PGP ACM Programme, were honored with the Bank of Baroda Scholarship for their exemplary achievements in academics, overall excellence, and sports, respectively.

EVENTS



Summer School 2024 at NICMAR Hyderabad: A Resounding Success

Following the remarkable success of the inaugural Summer School in 2023, NICMAR Hyderabad proudly launched the second edition of this prestigious program on June 11, 2024. Over the course of three dynamic weeks, from June 11 to June 28, students from leading educational institutions across India engaged in an immersive experience that went beyond



the classroom. Participants had the unique opportunity to attend insightful guest lectures, participate in hands-on activities, and visit various high-profile project sites.



Designed to provide undergraduate engineering and architecture students with a comprehensive understanding of managing infrastructure and real estate projects, this year's program exceeded expectations. With close to 40 participants representing nearly 22 colleges from 6 states, the enthusiasm and positive feedback were truly overwhelming. The Summer School 2024 not only enriched the academic and professional outlook of the students but also reinforced NICMAR Hyderabad's commitment to shaping the future leaders of the construction industry.

Gyan Lahari - Annual Flagship Conference of Project Management Institute Pearl City, Hyderabad



On July 20th, at its prestigious annual flagship conference at the Novotel HICC, Hyderabad, the Project Management Institute Pearl City recognized NICMAR Hyderabad as its education partner. This recognition underscores our commitment to advancing the field of project management through education and industry collaboration. The event was a vibrant confluence of innovation, knowledge, and networking, drawing professionals and thought leaders from across the industry.

The conference, themed "AI-Powered Project Management: Maximising Outcomes," featured an array of dynamic sessions, including the engaging Fun Fusion, an AI-Powered workshop, immersive Unconference sessions, a unique PMO discussion panel, and thrilling quiz segments that captivated participants.

Shri Duddilla Sridhar Babu, Honourable Minister of Information Technology, Electronics and Communications, Industries & Commerce, and Legislative Affairs for the Government of Telangana, graced the occasion as the esteemed Guest of Honour.

Receiving the recognition on behalf of NICMAR Hyderabad was Prof. (Dr.) R Sathish Kumar, Dean (Academic Affairs).

Interactive Expert Talk Session with Ms. Rashmi Kapoor for ACM Final Year Students

An engaging expert talk session was organized on July 26, 2024, for the final year students of the Advanced Construction Management (ACM) program. Ms. Rashmi Kapoor, Head of University Relations at Bechtel India, led the session, offering valuable insights into career opportunities within the industry and outlining key industry expectations. Her interaction provided students with a deeper understanding of the professional landscape and the skills needed to succeed.



NICMAR Hyderabad Placements Department Launches Mock Test Series to Boost Student Competencies

The Placements department at NICMAR Hyderabad launched a comprehensive mock test series aimed at enhancing the competencies of students. The first test in the series was conducted on August 19, 2024. This strategic initiative is designed to equip students with the skills and confidence necessary to excel in real-world job interviews and assessments. By participating in these mock tests, students can sharpen their abilities, build confidence, and significantly improve their overall readiness for successful placements.

Faculty awards

NICMAR Professor bags top honors at the Construction Safety conference in USA

1

Dr. Vimlesh Prabhu Desai bagged the Best Paper Award for the paper titled "Evaluation of Factors that Impede the Use of C4.0 Technologies for Construction Safety Management," presented in the 3rd Construction Safety Conference organized by The Craig and Diane

Martin National Center for Construction Safety at the University of Kansas, USA, held during July 24-25, 2024. The paper was co-authored with Lysette Dsouza of V M Salgaocar Institute of International Hospitality Education, Goa; Anil Singh of University of Texas at Arlington, USA, and Vikram Bhadauria of Texas A&M University, Texarkana, USA. Media coverage for the above award can be accessed at

The Hindu:

<https://www.thehindu.com/news/national/telangana/nicmar-professor-wins-best-paper-award/article68539837.ece>

Deccan Chronicle:

<https://www.deccanchronicle.com/southern-states/telangana/vimlesh-desais-paper-on-construction-safety-adjudged-best-1817649>

NICMAR PROFESSOR'S WORK BAGS AWARD AT U.S. CONSTRUCTION SAFETY CONFERENCE

DC CORRESPONDENT
HYDERABAD, AUG.19

Prof. Vimlesh Prabhu Desai from the National Institute of Construction Management and Research (Nicmar), Hyderabad, along with his international colleagues, received the best paper award at the third Construction Safety Conference held in the US. The paper, 'Evaluation of Factors that Impede the Use of C4.0 Technologies for



Prof. Vimlesh Prabhu Desai

Construction Safety Management, examines the barriers to adopting digital technologies in the construction industry. These technologies include building information modelling, augmented reality, virtual reality, internet of things and more.

2

Dr. P. Ammani, bagged 2nd prize for her paper titled 'Embracing Mobile Money Apps: Exploring Street Vendors' Adoption', presented in the 5th Annual Conference of Telangana Commerce Association on "Emerging Trends in Banking and Finance", organised by Mahatma Gandhi University, Nalgonda on 24th June 2024.

Faculty publications

1

Debajani Sahoo and **P. Ammani**, (2024). Responsible Consumption by Indian Women and Sustainability. Journal of Informatics Education and Research, 4(2). <https://doi.org/10.52783/jier.v4i2.1194> (ABDC 'C')

2

Vimlesh Prabhu Desai and Lysette Dsouza. (2024). Quantity Surveyors' Perspective on Knowledge Areas for Sustainable Construction. In: Rotimi, J.O.B., Shahzad, W.M., Sutrisna, M., Kahandawa, R. (eds) Advances in Engineering Management, Innovation, and Sustainability. EPPM 2023. Lecture Notes in Civil Engineering, vol 480. Springer, Cham. https://doi.org/10.1007/978-3-031-56544-1_14 (Scopus)

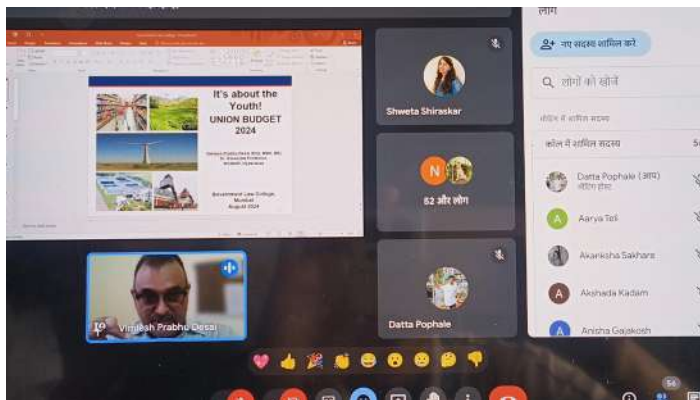
Paper presented at conferences

Dr. P Muralidhar presented a paper titled "Safety Risk Analysis in Mega Projects- A Case Study" in the 19th International conference on Applied Research in Engineering, Technology and Management held during 16th and 17th August 2024 at Port Blair, Andaman. The conference was organised by Academic Research Conference in association with the Dept. of Management Studies, Pondicherry University, Port Blair campus, Andaman.



External engagement

Insightful Session on Youth development schemes proposed in the Union Budget 2024, by Prof. Vimlesh Prabhu Desai at Government Law College, Mumbai



On August 7th, 2024, Government Law College, Mumbai, the oldest law college in Asia (established in 1855 and having legendary legal luminaries as its alumni), hosted an enlightening session led by Prof. Vimlesh Prabhu Desai. The session, titled "It's About the Youth - Budget 2024," focused on the various youth development schemes introduced in the Union Budget 2024.

1

Prof. Vimlesh provided valuable insights into how these initiatives are designed to empower and uplift the younger generation, sparking an engaging discussion among the students. The session was a testament to GLC's commitment to equipping its students with a deep understanding of contemporary issues that shape the legal and socio-economic landscape of India

2

Dr. P. Muralidhar was invited to chair a technical session (General Management) in the 19th International conference on Applied Research in Engineering, Technology and Management held during 16th and 17th August 2024 at Port Blair, Andaman. The conference was organised by Academic Research Conferences in association with the Dept. of Management Studies, Pondicherry University, Port Blair campus, Andaman.



New paradigm in Higher Education Institutions – Time to change?

*Concluding part of a two-part series
(continued from the previous issue)*

The other components that need attention are: fostering a 'progressive work culture' and creating an 'inclusive learning atmosphere'

Progressive work culture

HEIs must demonstrate resilience to thrive in today's changing environment. Even Indian PSUs, once considered laggards in adopting best practices, have shown us a way by rethinking their work culture. For instance, SAIL, an Indian PSU, has been one of the outlier in employee-friendly work procedures. Awarded as a 'Great Place to Work', SAIL has adopted WoW (Work from other than work place) to develop employees and boost organisational productivity and efficiency.

HEIs need to move from a 20th-century exclusionary approach to 21st-century inclusionary approach where HEIs should let go of outdated beliefs and allow themselves to embrace new ideas and paths, orient towards collaboration and cooperation providing individual and professional success for all. HEIs should decentralize power, promote participative development, and foster a culture of transparency and progressive learning. According to a Gallup poll, the quality of the relationship between employees and their direct supervisors is the most critical factor in employee productivity and loyalty.

Transparency in policy drafting, their effective implementation and easy access should be practised to ensure employees are well informed about their entitlements and rights. Unfortunately, some institutions still restrict /



Vimlesh Prabhu Desai

Sr. Associate Professor
Editor-NIRMAN

put hurdles, either through obscure procedural requirements or nonsensical policies, that hinder faculty development, e.g. requiring faculty to apply for leave to attend a seminar, symposium, or event as a passive audience member is grossly an outdated policy. Such unfortunate policies severely limit faculty development opportunities. With a focus to enhance efficiency, HEIs should streamline operating processes that will help eliminate unnecessary procedural steps and save valuable time.

Leaders should motivate and support employees to augment their skills, leading to better performance and behavior. HEIs should facilitate reskilling and upskilling of the faculty in subject domains, student engagements, teaching learning pedagogies, research, current affairs, etc. **Faculty development is at the centre of institution building and should be**

prioritized. Institutions should actively encourage faculty involvement in external engagements; doing so enhances knowledge, builds networks and exposes them to the latest advances, enriching the experience and leading to a more dynamic academic community. Additionally, they should cultivate an environment that encourages employees to hone their capabilities and challenge traditional norms.

Inclusive learning atmosphere

India faces challenges at human capital level. While there are millions of youths with degrees, majority of them lack employability skills. While there are many managers, there are few leaders; while there are many technically competent managers there are few people managers.

India Skills report 2024 indicates that 49% of Indian youth are unemployable, while Nasscom predicts that the demand-supply gap for skilled talent will increase 3.5 times by 2026. Moreover, studies show that GenZ students have shorter attention span as compared to previous generations. Another study revealed that **the average half-life of skills is reduced to less than 4 years necessitating continuous learning abilities to stay relevant.**

In such a challenging situation, HEIs should create an ecosystem to enhance student engagement and imbibe lifelong learning capabilities. **Presently, there is a visible gap in the way students prefer to gain knowledge and the way it is provided.** With the advent of internet, information is easily available hence HEIs should stress on knowledge creation through application of information rather than rote learning. **Story-telling, project based learning, management games, role plays, case analysis, simulations, debates, team-based-learning etc. should be employed to increase participation through interactive**

learning. Unfortunately, traditional leaders who struggle to assimilate such modern pedagogical techniques limit its use, making it difficult for HEIs to keep pace with the evolving teaching learning dynamics.

Experiential learning, collaborative learning, creative use of technology etc. can transform higher education learning and prepare students for real-life problems. Engaging with industry, alumni, students, government, society, and academia helps **HEIs meet changing expectations and achieve meaningful student outcomes.** HEIs should ignite a passion for sustainability and societal care by weaving these values into education, empowering students to lead impactful change. Institutions should introduce interdisciplinary learning through an array of subjects so as to enhance students' skills and competencies, providing them with wider career choices.

The world values individuals who think out-of-box and carve their own path; thus **HEIs should foster a culture of innovation and risk taking.** Gradually shifting from traditional evaluation patterns, HEIs should encourage formative feedback on both, 'strengths' and 'areas for improvement'. A study by professors from Stanford university has shown that students fared much better when praised for their efforts than when praised for their intelligence. HEIs should embrace ED-tech as their usage can free educators' time to enrich student experience and pursue developmental activities.

In conclusion, by embracing a progressive work culture and fostering an inclusive learning atmosphere, HEIs can better prepare employees and students for the challenges of the modern world. It is imperative that the leaders take decisive steps to implement these changes and ensure that the institutions remain relevant and effective in shaping the future workforce

I came, I saw, I conquered!



When I stepped in NICMAR Hyderabad, I was fuelled by ambition and a vision to immerse myself fully in the transformative experience of post-graduate life. I knew this was my chance to not just learn, but to lead, excel, and leave a lasting impact. In my very first semester, I was honored to be elected Class Representative and appointed Placement Committee Coordinator—a responsibility that set the stage for my entire journey.

The early days were a whirlwind of excitement and anticipation. The support from my faculty and seniors was invaluable, turning my initial nervousness into confidence. When I was crowned Miss NICMAR on Fresher's Day, it felt like the beginning of something special—a signal that I was ready to take on every challenge and opportunity NICMAR had to offer. I threw myself into campus life with everything I had. Whether it was attending classes, engaging in extracurricular activities, or leading initiatives, I was determined to make every moment count. My dedication paid off at the college fest, where I won four sports trophies and first place in the dance competition. These victories weren't just personal achievements; they were reflections of the vibrant, supportive community that NICMAR offers.

The summer internship was another remarkable moment. Selected as a Project

Coordinator at Meinhardt EPCM India in Bengaluru, I dove headfirst into the world of construction management. The real-world experience, combined with my classroom knowledge, gave me insights that textbooks alone could never provide. Working on Primavera and MSP software, I was able to contribute meaningfully to projects, earning the respect of my supervisors and forging connections that would last well beyond the internship.

Returning as a senior, I felt a deep sense of responsibility to guide the new batch, just as my seniors had guided me. My role on the Placement Committee was intense but rewarding. We set a new benchmark with an average compensation package of Rs. 8.00 LPA, a testament to our collective hard work and strategic planning. Personally, I was thrilled to land an offer from Shapoorji Pallonji Mideast LLC—my first interview and a dream job in every sense.

ನೂನಾ ವಿವಿ : ತುಮಕೂರಿನ ದ್ಯಾರ್ಥಿನಿಗೆ ಚಿನ್ನದ ಪದಕ



ತುಮಕೂರು : ಪುಣೆಯ ಎನ್‌ಐಸಿಎಂಎಲ್ (ನ್ಯಾಷನಲ್ ಇನ್‌ಸ್ಟಿಟ್ಯೂಟ್ ಆಫ್ ಕನ್ಸ್ಟ್ರಕ್ಷನ್ ಮ್ಯಾನೇಜ್‌ಮೆಂಟ್ ಅಂಡ್ ರಿಸರ್ಚ್) ವಿಶ್ವವಿದ್ಯಾನಿಲಯದಲ್ಲಿ, ರಂದು ನಡೆದ ಘಟಿಕೋತ್ಸವದಲ್ಲಿ ಎನ್‌ಐಸಿಎಂಎಲ್ ಅಧ್ಯಕ್ಷ ಮತ್ತು ಡಿಸ್ಟಾನ್ಸ್ ನಿರ್ಮಾಣ ಮಂಡಳಿ ಅಧ್ಯಕ್ಷ ಅಜಿತ ಗುಲಾಬ್‌ಚಂದ್ ಅವರಿಂದ ಕೂರಿನ ವಿದ್ಯಾರ್ಥಿನಿಗೆ ಕು. ಶೈಲಾ ವೈ.ಆರ್. ಪ್ರಾಜೆಕ್ಟ್ ಎಂಜಿನಿಯರಿಂಗ್ ವಿಭಾಗದಿಂದ ಪದಕವನ್ನು ನೀಡಲಾಯಿತು.



Placement results day was a celebration of all our hard work. Each job offer was met with cheers, tears, and a profound sense of accomplishment. Knowing that we had all secured positions with top companies before our final semester even began was a moment of immense pride for me and my peers.

My journey at NICMAR was crowned with numerous accolades. I was awarded top scholarships across several semesters and received the prestigious

Excalibur Award for being the best student across all courses and branches. These honors weren't just about grades; they were about perseverance, passion, and a relentless pursuit of excellence.

As I closed the NICMAR chapter, I moved to Dubai to mark the beginning of a fresh chapter in my life. On one ordinary day, I received the news that I had topped across all programs and across both campuses and would be receiving a gold medal at graduation ceremony. The overwhelming pride and joy I felt were indescribable. Walking across the stage, receiving that medal from Shri Ajit Gulabchand, Chairman Hindustan Construction Company Ltd. and seeing the tears of happiness in my parents' eyes made every challenge, every late night, and every sacrifice worth it. Graduation day was more than just an end; it was the culmination of a journey that had transformed me. Holding the sengol and leading the procession, I reflected on how far I had come from that uncertain first day. I was now part of NICMAR's legacy, the first from the Hyderabad campus to achieve this distinction. My journey at NICMAR had not only shaped my career but had also prepared me for the endless opportunities ahead.

This journey is a testament to what's possible at NICMAR Hyderabad—a place where dreams are realized, leaders are made, and lifelong memories are created. As I step into the future, I carry with me the lessons, the friendships, and the profound sense of accomplishment that NICMAR has given me.

October 9, 2023 / MYTHRI NEWS



ತುಮಕೂರು : ಪುಣೆಯ ಎನ್‌ಐಸಿಎಂಎಆರ್ (ನ್ಯಾಷನಲ್ ಇನ್‌ಸ್ಟಿಟ್ಯೂಟ್ ಆಫ್ ಕನ್‌ಸ್ಟ್ರಕ್ಷನ್ ಮ್ಯಾನೇಜ್‌ಮೆಂಟ್ ರಿಸರ್ಚ್) ವಿಶ್ವವಿದ್ಯಾಲಯದಲ್ಲಿ ಅ.6 ರಂದು ನಡೆದ ಘಟಿಕೋತ್ಸವದಲ್ಲಿ ತುಮಕೂರಿನ ವಿದ್ಯಾರ್ಥಿನಿ ಕು. ವೈ.ಆರ್. ರವರು ಪ್ರಾಜೆಕ್ಟ್ ಎಂಜಿನಿಯರಿಂಗ್ ಮತ್ತೆ ನಿರ್ವಹಣೆಯ ಸಾಕಾರವಾಗುವ ನಿರಾಸೆಯಲ್ಲಿ ಜೊತೆ

Shwetha Y R,
Sr. Planning Engineer
Shapoorji Pallonji Mideast LLC, Dubai, UAE
PEM 4th batch (2021 – 23)
Gold Medallist

*PEM has been rechristened as APM

Management Development Programs

Project Estimation and Cost Control (PECC) for M/s H G Infra Engineering Ltd. (July 18-20, 2024)



From July 18 to July 20, 2024, a comprehensive three-day Management Development Programme was conducted for the executives of M/s H G Infra Engineering Ltd. The training took place on-site at one of the largest highway projects currently under construction, the Ganga Expressway in Badaun, Uttar Pradesh.

A total of 25 professionals from the organization participated in this intensive program, which covered a wide array of critical topics. These included Work Breakdown Structures, Risk Management, Insurance and Legal Compliance,

Resource Levelling, Value Engineering and Sustainability in Highway Projects, Working Capital Management, and Cost Control.

This programme was meticulously designed to equip participants with the knowledge and skills necessary to effectively manage and optimize project estimation and cost control in large-scale infrastructure projects.

Module II of the Contract Managers' Development Programme for M/s Afcons Infrastructure Ltd. (July 30 to August 9, 2024)





The second module of the Contract Managers' Development Programme (CMDP) for M/s Afcons Infrastructure Ltd. was successfully launched at the Management Development Centre (MDC), NICMAR Hyderabad, on July 30, 2024. Over the course of 10 days, 23 professionals participated in this intensive training, which concluded on August 9, 2024.

Building on the strong foundation laid in the first module, which provided an excellent introduction to Contracts Management, Module II delved deeper, equipping participants with advanced insights and practical tools critical for navigating the complexities of project

management.

The program featured expert sessions delivered by ten distinguished faculty members, covering a comprehensive range of topics including the Indian Contract Act, Value Engineering, Arbitration Act, Delay Analysis and Extension of Time, Contract Appreciation Document (CAD), Working Capital and Cashflow Management, Lifecycle Cost, Contractual Obligations of Parties, Indemnities and Insurances, Lean Construction, Statutory Acts and Compliances, Contracting Strategies, Ethical Leadership, and Team Building

Contracts, Claims, and Dispute Resolution for M/s Amara Raja Infra Pvt. Ltd. (August 9-10, 2024)

A two-day Management Development Programme was conducted for the executives of M/s Amara Raja Infra Pvt. Ltd. from August 9 to August 10, 2024. Held at the company's corporate office, the program provided training to 25 participants.

The sessions covered a comprehensive range of critical topics, including Construction Industry 5.0, Contractual Risks, SCL Protocols, Contractual Entitlements, Forensic Delay Analysis, Managing Changes and Variations, FIDIC Conditions of Contract, Claims Formulation, and Dispute Resolution and Arbitration.

