



# PUNJ LLOYD INSTITUTE OF INFRASTRUCTURE MANAGEMENT

## ANNUAL REPORT FOR 2019-20

*Professor Chandan Chowdhury, Executive Director, PLIIM*

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### **PUNJ LLOYD INSTITUTE OF INFRASTRUCTURE MANAGEMENT**

Punj Lloyd Institute of Infrastructure Management (PLIIM) is established within the Indian School of Business as a specialist Institute to support the infrastructure industry. The Institute has the MIT Sloan School of Management as its associate partner school. The vision and mission of the institute are:

#### **Vision**

- To create high-quality leadership and management capacity for the infrastructure sector and build an understanding of the sustainability dimensions impacting the industry by delivering quality education, contextual research, and continuous outreach.

#### **Mission**

- Create top-quality educational and training programs
- Facilitate learning through online programs
- Undertake research that is contextual to the Indian and developing country context
- Develop tools and decision support systems to support the infrastructure practice
- Undertake continuous outreach to support the sector
- Serve as a "Go to" place for the infrastructure sector in India and abroad

The Punj Lloyd Institute of Infrastructure Management (PLIIM) undertakes various initiatives to guide the infrastructure sector towards efficient and sustainable development. The activities involve research initiatives, knowledge-sharing events, and training of public officials and industry professionals. To meet its vision, the institute works closely with Corporates through education, outreach, and research. Since its inception, the institute has worked together with the World Bank, Ministry of Urban Development, Government of India, and other such organizations. A brief on PLIIM's activities during the period 1<sup>st</sup> April 2019 to 31<sup>st</sup> March 2020 is given below.

## EDUCATION

### **Advanced Management Program for Infrastructure**

As part of its vision, the institute offers an “Advanced Management Programme for Infrastructure Management” (AMPI). The AMPI is a specialized programme blending online and on-campus learning spread over a year and seeks to develop top-level leadership in the infrastructure and real estate sectors. The first batch of the program started in 2016. The fourth batch is currently in progress.

The participants attending the fourth offering of the program are from reputed public and private organizations. The average work experience of the class is 11.6 years. The students come from organizations such as the National Highways Authority of India, Punjab Infrastructure Development Board, Larsen & Toubro, VMart, Airport Authority of India, Petroleum Development Oman, BHEL, Buildcon, etc.



***Advanced Management Program for Infrastructure Co2020***

**Action Learning Projects** - The Class of 2020 worked on five Action Learning Projects (ALP); a brief overview of the ALPs is given below in a tabular form.

<b>Advanced Management Program for Infrastructure</b>			
<b>Details of Students</b>		<b>Title of ALP</b>	<b>Brief Description</b>
Goutham Kumar Pola	Sri Thirumala Developers	Re-Envisioning of Green Retail Sector	<p><b>Project Background</b></p> <ul style="list-style-type: none"> <li>The Indian retail industry has emerged as one of the most dynamic and fast-paced industries due to the entry of several new players.</li> <li>It accounts for over 10 percent of the country's Gross Domestic Product (GDP) and around 8 percent of the employment.</li> <li>The awareness of the Green Building Concept in Indian Retail is negligible.</li> </ul> <p><b>Scope of the Project</b></p> <ul style="list-style-type: none"> <li>The rising exploitation of natural resources has created an adverse impact on the environment</li> <li>There is an urgent necessity of implementation of Green Building Concept in conventional retail stores for a better and sustainable future</li> <li>This report attempts to study the framework of Green Building Movement and the challenges faced in implementation of the framework in retail stores in India.</li> </ul>
Ashish Bhardwaj	Indian School of Business		
Hitesh Bathla	N.L.M Hospitality Services Private Limited		
Pritish Ranjan Mohanta	Airports Authority of India		
Rishabh Soni	Syamadynamic Project Developers Private Limited		
Amit Bansal	K & R Rail Engineering Ltd.		
Amit Gupta	V Mart Retail		

Details of Students		Title of ALP	Brief Description
Dinesh Kumar Chaturvedi	National Highways Authority of India	Risk Mitigation In Road Infrastructure Projects	<p><b>Project Background</b></p> <ul style="list-style-type: none"> <li>More than 80% of road Infra projects are bleeding due to delays in pre-construction activities. A delay in handing over of encumbrance free land leads to additional financial implication and stagnation.</li> </ul> <p><b>Scope of the Project</b></p> <ul style="list-style-type: none"> <li>The delays in the on-going NHAI projects will be identified</li> <li>We shall study and identify the issues leading to delays</li> <li>We shall propose mitigation measures to reduce the delays in the completion of projects.</li> </ul>
Narendra Singh	National Highways Authority of India		
Varun Chari	National Highways Authority of India		
Begin Madhu	National Highways Authority of India		
Sonu Suseelan Vaidyan	Syamadynamic Project Developers Private Limited		
Prashanth Kumar Bantu	Saffron Grid Ltd.		
Tirumal Vardhan Reddy Ginnaram	G. Eshwar Reddy and Sons - GER Group		

Details of Students		Title of ALP	Brief Description
Madhava Chakrapani Sripada	Kalpataru Power Transmission Limited	Critical Analysis of Smart City Projects PPP Model in India	<p><b>Project Background</b></p> <ul style="list-style-type: none"> <li>The Government has launched the 100 Smart Cities Mission on 25 June 2015, with an outlay of INR 98,000 Cr (USD 14bn)</li> <li>If implemented, it can change the face of Indian cities</li> <li>We would like to analyze how the plan will be implemented in the PPP model.</li> </ul>
Pooja Makkar	Punjab Infrastructure Development Board		
Puneet Suresh Vaingankar	Sinergia HR Solutions LLP		

Saloni Bandhu	Edifice Studios, Noida		<p><b>Scope of Project</b></p> <ul style="list-style-type: none"> <li>We will study the work done so far and the steps taken for risk analysis and mitigation</li> <li>We will critically analyze what went right, what went wrong and way forward.</li> </ul>
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Details of Students		Title of ALP	Brief Description
Siddhant Kachroo	Maintenance House & Home And Facilities Managements	Developing a Solid waste Management solution for Saharanpur	<p><b>Project Background</b></p> <ul style="list-style-type: none"> <li>The world is on a trajectory where waste generation will drastically outpace population growth by more than double by 2050</li> <li>It is expected that 2.01 billion tonnes of municipal solid waste will be generated annually in the world</li> <li>There is an urgent need to develop structured measures for solid waste management in Indian cities.</li> </ul> <p><b>Scope of the Project</b></p> <ul style="list-style-type: none"> <li>This report attempts to describe the solid waste management (SWM) system in Saharanpur, India, highlight key issues &amp; challenges faced by various stakeholders in the SW management space and gauge the potential for developing a Solid Waste Management solution.</li> </ul>
Minal Srinivasan	Kesari Infrabuild Pvt Ltd		
Srirangam Srinivasa Sureshkumar	Petroleum Development Oman		
Manikya Yugandhar Maddila	Ashok Buildcon		
Shubham Singh	M/S Krishna Ram		

Details of Students		Title of ALP	Brief Description
Dasari Mohan Reddy	Bharat Heavy Electricals Limited	Sustainable Mobility In Hyderabad Metro Rail	<p><b>Project Background</b></p> <ul style="list-style-type: none"> <li>The Metro Rail System has proven to be most efficient in terms of energy consumption, space occupancy, and numbers transported.</li> <li>The system is Eco-friendly – causes no air pollution and has limited sound pollution.</li> </ul> <p><b>Scope of the Project</b></p> <ul style="list-style-type: none"> <li>To do a study of mobility development (through metro rail) in Hyderabad city and develop a framework to improve, adapt sustainable means and have a quantitative impact assessment for the adaption of Metro rail.</li> </ul>
Bob Precious	Larsen & Toubro		
Venkata Krishna Mohan Gudapati	RKEC Projects Limited		
Rajesh Yarlagadda	SRA Builders		



### **Graduation for the third batch of the Advanced Management Programme in Infrastructure Management (AMPI)**

- The Graduation day for the third batch of the Advanced Management Programme for Infrastructure (AMPI) was held on June 1, 2019, at Mohali campus. Shri Rajinder Gupta, Chairman- Trident Group, was the Chief Guest at the graduation ceremony of ISB's Advanced Management Programmes. Other distinguished guests were Rajendra Pawar, Member ISB Executive Board, and Professor Rajendra Srivastava, Dean, ISB.



*Graduated Students of AMPI Co2019*

### **A Study of Domestic Penetration and Export Potential of Premium Cars from India**

A Memorandum of Understanding (MoU) was signed between ISB and BMW Group India. ISB had approached BMW to give a research grant for studying how India can become an international hub for the manufacturing of high-end cars in India. Our research project investigated domestic penetration and the export potential of premium cars from India. As part of this research, the following activities have been carried out:

- A survey was conducted among 161 prospective customers (ISB Alumni) for studying consumer behaviour.
- A survey was conducted among 35 distributors of premium cars in six cities of India – Delhi, Mumbai, Chennai, Bangalore, Chandigarh, and Ludhiana to study consumer behavior.



- Secondary Research: We made a comparison of the policies and taxation for domestic sales, manufacturing, and exports of luxury cars in India with countries including Brazil, China, Mexico, and Thailand.
- International benchmarking of auto manufacturing and best practices in promoting passenger car sales and exports
- Quantitative and Qualitative analysis of production, domestic sales, premium car sales and export data among India, China, Thailand, Brazil and Mexico
- Analysis of primary consumer and distributor surveys

We submitted the report to the client in August 2019. The client appreciated our findings and insights.

### Case Study

We are planning to write a case study on “Ahmedabad Smart City.” We have collected relevant data but yet to get approval from the client to progress the case. Professor Chandan conducted a session on Ahmedabad Smart City initiatives for the students of the Advanced Management Program for Infrastructure.

### OUTREACH

- **Moderator at CII Real Estate Summit:** Col. Rajiv Bhargava moderated a session on 'Regulatory Issues & Financing in the Real Estate Sector' at the CII Real Estate Summit held in Chandigarh on 10 Jul 2019. Other panelists in the session were Neeraj Garg of Exotic Realtors, Pal Bachhan Singh of Helios Real Estate Consultants and Neeraj Sharma, Director at Grant Thornton



*Col. Rajiv Bhargava sharing his thoughts as a moderator*

## 11th National Association of Realtors (ISB as a knowledge partner) – India Convention:

11th NAR (National Association of Realtor- India) Convention was organized on 24th and 25th August at HICC, Hyderabad (Hyderabad International Convention Centre). PLIIM played an important role; one of our AMPI alums was in the organizing committee. ISB was the Knowledge Partner for this flagship event of the Hyderabad Realtors Association's (HRA). Approximately 2000 delegates attended this event. Three faculty from ISB delivered a talk in this event:

- Business Model Innovation by Professor Rajendra Srivastava, Dean and Novartis Professor of Marketing Strategy and Innovation
- Creating a Brand - Formula one for success by Professor D V R Seshadri
- Tech talk - Disruptors on the rise: Professor Chandan Chowdhury



Professor Rajendra Srivastava delivering a talk on “Business Model Innovation” at the 11th National Association of Realtors – India Convention



Professor D V R Seshadri delivering a talk on “Creating a Brand - Formula one for success “ at the 11th National Association of Realtors – India Convention



Professor Chandan Chowdhury delivering a talk on “Tech talk - Disruptors on the rise” at the *11th National Association of Realtors – India Convention*

- **Lifeline for stressed units** - An article titled ‘Lifeline for Stressed Units’ was authored by Col. Rajiv Bhargava in ‘The Tribune’ newspaper on 12th August 2019. It is available at the link <https://bit.ly/2Z0nkQK>

- **Webinar on Advanced Management Program for Infrastructure**

Professor Chandan Chowdhury conducted an exclusive webinar on 29<sup>th</sup> March 2020. During the seminar, he discussed the following topics:

- Impact of COVID-19 on the industry with a special focus on infrastructure and real estate.
- An overview of the Advanced Management Program for Infrastructure
- Listening to alums
- Key takeaways
- Administering a poll
- Q& A

Key takeaways of the session were:

- In the post COVID-19 era, expectations from managers and leaders would change

- b) Infrastructure and real estate sectors will face severe challenges including cash crunch
  - c) To survive in an increasingly competitive environment, we need to make our enterprises intelligent
  - d) Organizations can't protect jobs which are made redundant by technology & intelligent machines
  - e) Managers need to reboot their knowledge
  - f) ISB's Advanced Management Program commencing from 24th July 2020 is an excellent opportunity for senior executives to reboot their knowledge
- **Infrastructure Summit on 04 Mar 2020:** ISB in collaboration with Dun & Bradstreet conducted a manufacturing summit titled **Strategies for Propelling Growth in Infra Sector** at the Crowne Plaza Hotel, New Delhi. The event was attended by over 35 senior-level professionals from the Infrastructure sector.

Topic	Speaker
Multi-dimensional Project Execution for Accelerated Delivery	Professor Chandan Chowdhury, Senior Associate Dean, ISB
Strategies for Propelling Growth in Infra Sector	Mr. Krishna Kumar S, Chief Executive Officer – Building Solution, Everest Industries Limited
India's Smart City Initiatives: Insights from the Field	Professor Chandan Chowdhury, Senior Associate Dean, ISB
Building Leadership Capacity in Infra & Real Estate Sector: Challenges & Opportunities	Moderator: Col. Rajiv Bhargava, Associate Director, ISB Panelists: -Professor Chandan Chowdhury- Senior Associate Dean, ISB Dr. Harkrishan Narula- Joint General Manager, Airport Authority of India Mr. Manoj Sharma – Vice President & Head – HR - Angelique International Limited Mr. Vikrant Mohan Seth – Additional Vice President – BSES Rajdhani Power Limited Mr. Sanjay Gulati - Group Vice President - GMR Group Mr. Sanjoy Mukherjee, Executive Director, Engineers India Limited

**Eminent Speaker Series:** The distinguished speaker series organized for the Advanced Management Program for Infrastructure (AMPI) and Advanced Management Program for Manufacturing & Operations (AMPMO) was very compelling. Following speakers addressed the students:

- **Talk by Mr. Nagendra Nath Sinha:** Mr. Nagendra Nath Sinha, Chairman, National Highway Authority of India, addressed the students of the Advanced Management Program for Infrastructure and Advanced Management Program for Manufacturing &



Operations on April 27, 2019, at Hyderabad campus. Mr. Sinha explained the use of technology in road infrastructure today and brought out how Bharatmala will bring down logistics costs to 8%.



*Professor Chandan Chowdhury presenting the book 'Future of Branding' edited by Professor Rajendra Srivastava to Mr. Nagendra Nath Sinha*

- Talk by Mr. Atul Sobti:** Mr. Atul Sobti Chairman and Managing Director, Bharat Heavy Electricals Ltd, addressed the students of the Advanced Management Program for Manufacturing and Operations and Advanced Management Program for Infrastructure. Mr. Sobti emphasized on the strategy of 'Survive, Revive, and Thrive.' It is this strategy that has enabled BHEL to achieve a turnaround for the company as it became profitable in 2016-17 after four years of continuous negative growth. The turnover per employee increased by 25% in the last three years.



*Mr. Atul Sobti being presented the Commemorative stamp by Dr Chandan Chowdhury*

- **Talk by Mr. Anil V Parab-** - Mr. Anil V Parab is the Executive Vice President (Heavy Engineering and Nuclear), Larsen & Toubro. He addressed the students of the Advanced Management Program for Manufacturing and Operations and Advanced Management Program for Infrastructure on 2<sup>nd</sup> May at the Hyderabad campus. He talked about the evolution of manufacturing & operations and Industry 4.0 and the method by which India plans to have the contribution of manufacturing to be \$1 Tn by 2024.



*Mr. Anil V. Parab with the Students of AMPMO and AMPI*

- **Talk by H.E. Marten van den Berg:** H.E. Marten van den Berg, The Dutch Ambassador to India, visited the Hyderabad campus and interacted with the Students of AMPMO and AMPI on 02 May. Besides discussing the Indo-Holland relationships, he made an interesting take on 'Change Management.'



*H.E. Marten van den Berg with the students of AMPMO and AMPI*



- **Talk by Mr. Mukesh Kumar** - Mr. Mukesh Kumar from the Department of Fisheries (Government of India), spoke on the topic 'One Village, One Crop '.



*Professor Chandan Chowdhury & Col. Rajiv Bhargava presenting a memento to Mr. Mukesh - Kumar*

- **Talk by Mr. Harish Chavan** - Mr. Harish Chavan, CEO, Swaraj Division, Mahindra & Mahindra, spoke of the essence of simplicity on the shop floor and in our daily lives. He spoke as a guest speaker during the third residency of the Advanced Management Programme for Manufacturing and Operations and Advanced Management Programme for Infrastructure at Mohali campus. The quotes, 'Simplicity is the ultimate sophistication' and 'Great Leaders are almost always simplifiers,' summarized the essence of his talk. He brought out that though the Apple phone button has the most complicated design behind the screen, to the user, it presents a simple single button.



*Dr. Pratap Sundar and Col Rajiv Bhargava presenting a memento to Mr. Harish Chavan*

- **Talk by Mr. Manu Kapoor-** Mr. Manu Kapoor, CEO Textiles Division, GHCL, talked of the essence of sustainability in textiles on 26<sup>th</sup> Nov 2019, the second most polluting industry, with a 10% global carbon footprint. He spoke about how responsible production can overcome obstacles to sustainability; and how circularity in hybrid fabrics is becoming the new mantra. Both talks compelled the students to think hard about the futuristic trends in manufacturing



*Mr Manu Kapoor, CEO – Textiles Division, GHCL addressing the participants of AMPMO & AMPI*

- **Talk by Mr.Venkatesh Natarajan-** Mr. Venkatesh Natarajan, Chief Digital Officer & Senior Vice President, Ashok Leyland, spoke on 'Creation of a Digital Business' wherein he opined that 'digital business' is the current business with a healthy mix of digital technologies, digital trends and new regulations. He also elaborated on how companies are migrating from selling products to selling complete solutions. He kept the audience engaged with examples from the environment and specific initiatives taken at Ashok Leyland.



*Mr. Venkatesh Natarajan, addressing the participants of AMPMO & AMPI*

- **Talk by Mr. Jayanand Potdar**– Mr. Jayanand Potdar, President, Real Estate Development at Reliance Industries, is a veteran with over 30 years of experience in the power sector, infrastructure, and real estate. He spoke of the challenges faced by the real estate industry in the country and the measures that a developer can explain to outsell the competition in a highly competitive market. Our students found his insights very thought-provoking.



*Dr Pratap Sundar and Col Rajiv Bhargava presenting a memento to Jayanand Potdar*