

Happening

Foundation Stone Laid for Mass
Housing Project, Ghana

CSR

Joy of Giving Week

Cognition

Solar Lighting at Our Sites



"We at SP" wish all of you a 'Very Happy 2013! May it be a year of achievements, success, good health, joy and prosperity for all of you!

Looking back, 2012 was not a very memorable year for India and the world. The economic slowdown still persists, especially in Europe and Japan. In India, we are grappling inflation, fiscal deficits and a slowing down in 'infrastructure projects'. In sports, we did well at the Olympics, but touched new lows in cricket. The year ended on a very sad note in Delhi with a brutal gang-rape that shook the nation.

The new year will, hopefully, bring better tidings. The Indian economy is beginning to show signs of recovery, as the government pushes ahead with much-needed reforms. Many key urban infrastructure projects like the metro and Terminal 2 in Mumbai are set to open this year. Some of the biggest global names in retail like IKEA will set up shop in India. So, let's shrug off 2012 and welcome 2013 with hope and optimism.

Shapoorji Pallonji sailed into a new venture when it launched its first FPSO vessel *Armada Sterling* in Singapore. This marks our foray into the oil and gas services sector. Read about it in our main feature. We have also featured our project in Hindupur where we are constructing one of paints major, Berger Paints' largest units.

As usual, a lot has been happening in the social and CSR sectors, our Annual Day in Mumbai being a highlight, where we honoured our employees with long services and several other achievers. The fun-filled event has been captured through snapshots. We also had the 'Joy of Giving' week, where our employees exhibited their bigheartedness. The very successful initiative has been well covered in the CSR section.

You would also love to read Mr. J. P. Rao's views on 'Project Management' which as always is pertinent and backed by years of experience. We have also featured a new "Green" initiative: solar lighting at two of our sites in the South which, we hope, will be widely replicated at our other project sites all over India. Seema Dhillon's trip to our project site in Basra, Iraq should excite some of you to travel to the land of the Arabian Nights.

- 1) Construction of Hotel Vivanta by Taj for The Indian Hotels Company Ltd., in Guwahati, Assam.
- 2) Coordination and attendance of nominated contract works for TCS - Phase III, Kalinga Park, Bhubaneswar, Odisha.
- 3) Civil and structural works for Phase II Expansion Project for Tata Marcopolo Motors Ltd., at Belur Industrial Area, Dharwad.
- 4) Civil and finishing works for the construction of independent floors for DLF Hyde Park, New Chandigarh.
- 5) Civil and structural works for Shriram Properties & Infrastructure Pvt. Ltd., in Chennai.
- 6) Civil, structural and finishing works for construction of Wave Estate for Country Colonisers Pvt. Ltd., in Mohali, Punjab.
- 7) Construction of a 'Deisel Engine Manufacturing' facility for Perkins India Pvt. Ltd., in Aurangabad.
- 8) Miscellaneous fabrication, erection, transportation, alignment, welding and painting of structural steel works for Usha Martin Ltd., in Jamshedpur.
- 9) Construction of 'Academic Complex' at IIT, Patna for National Building Construction Corporation Ltd., in Patna.

As we enter 2013, please let us know the kind of articles that excite you. Some of you out there are good with words; so, please put pen to paper, as we would love to publish your writings and share your knowledge and experience with others.

And as always, please feel free to write to us at we@shapoorji.com

Once again, have a great year ahead!

— The Editorial Team





Shapoorji Pallonji & Co. Ltd.

41/44, Minoo Desai Marg,
Colaba, Mumbai 400 005.
Tel: + 91 22 6749 0000
Fax: + 91 22 6633 8176
Email: we@shapoorji.com

Editorial Team

Mukesh Rao
Prabal Kansal
Monica Sawant

Editorial support, designing and printing
by Spenta Multimedia,
website: www.spentamultimedia.com

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Shapoorji Pallonji & Company Limited and Bumi Armada Berhad Bid 'Bon Voyage' to FPSO Armada Sterling, Set Sail for Mumbai, India



Mr. Shapoor P. Mistry addressing the gathering



It was a landmark for SPCL! On October 27, 2012, at a ceremony at Keppel Shipyard, Singapore, Shapoorji Pallonji & Company Limited (SPCL) announced the readiness for departure of its FPSO (Floating Production, Storage and Offloading) vessel *Armada Sterling*, from Singapore to Bombay High, India. The vessel had been constructed in a joint venture with Singapore's Malaysia-based international offshore oil and gas services provider, Bumi Armada Berhad. The FPSO will be employed by Oil & Natural Gas Corporation Limited (ONGC) at its D1 field, 200 km offshore from Mumbai, under a seven-year time charter (rental) agreement. The D1 FPSO is a distinct first for SPCL and marks its foray into the high-value, offshore oil and gas services sector. It's also the first such project for ONGC and marks yet another milestone in the development of its marginal fields in India.

What is an FPSO?

In general terms, an FPSO can be defined as a floating refinery-cum-oil-storage tanker. More technically, it can be defined as an upstream oil and gas production system, employed to produce, refine, store and transfer crude oil economically and efficiently at offshore oil and gas fields. An FPSO vessel typically consists of an above-deck area (where various crude oil and gas refining machineries are installed) and an under-deck area where the produced crude oil is stored. In

addition, a series of diesel and gas operated power generation turbines are also installed on the FPSO to produce electricity for the vessel and for the oilfield.

Through a system called 'turret', the FPSO is connected to subsea oil wells through flexible oil, water and electrical hoses. All the oil produced in the wells is transferred to the FPSO through these flexible pipes for refining and storage. Similarly, the electricity produced on the FPSO upper deck is transmitted to the oilwells through flexible power cables, to enable oil production.

Worldwide, FPSOs are finding increasing use in offshore oil and gas production areas that are far away from the coast — installation and maintenance of a dedicated oil and gas pipeline is difficult and uneconomical. In addition, given their robust design characteristics and compactness, they are better able to withstand different weather conditions, thus reducing the threat of oil spillage.

The timelines for the construction and commissioning of *Armada Sterling* were very tight right from the beginning. ONGC demanded a fast track, zero tolerance schedule of 19 months from the date of awarding the contract to First Oil, underscoring its confidence in our capabilities and faith in our execution.

The FPSO presented major challenges such as the designing of a permanent mooring system, in view of the extreme monsoon weather conditions off the west coast of India. The internal turret mooring system, a first for SPCL and Bumi Armada, had to be specifically designed to handle the severe monsoon conditions prevalent in the field, with wave reaching as high as 21.4 metres! Through round-the-clock efforts of engineers and technicians involved in the project, all challenges were surmounted. The vessel left Singapore for India on November 22, 2012. We remain on schedule for a record 'First Oil' date in January 2013.

Speaking at the occasion, Mr. Shapoor Mistry (Chairman & Managing Director, Shapoorji Pallonji Group) said, "Shapoorji Pallonji has always been at the forefront of undertaking projects that contribute to building infrastructure for India. The delivery of the first FPSO project is a major step towards ensuring self-sufficiency in the strategically critical area of oil and gas exploration of the country. He thanked and congratulated the entire project team on completing the project on time as well as ensuring a total of 5 million man hours without Loss Time Injury"

In his speech, Mr. Hassan Basma (Executive Director/CEO, Bumi Armada Berhad) said, "This sterling achievement could not

Mr. Shapoor P. Mistry along with Mr. Hassan Basma of Bumi Armada Berhad (towards his left) at the sailing-off of *Armada Sterling* in Singapore

It's also the first such project for ONGC and marks yet another milestone in the development of its marginal fields in India.

have materialised without the full support of our partners, Forbes & Company Limited, a subsidiary of Shapoorji Pallonji Group — and their extreme and valuable knowledge of India — and the ONGC. The successful completion of this FPSO is testimony of our strong and enduring partnerships with them.”

Bumi Armada’s joint venture company with Forbes & Company Limited, Forbes Bumi Armada Offshore Limited, has been awarded the seven-year fixed term charter contract to operate and maintain the FPSO, as per the specifications of ONGC. The contract has an inbuilt option of extension by up to six years.

The *Armada Sterling* set sail on Thursday, November 22, 2012 from Singapore for Bombay High, its destination. We are sure this is a first of many more future ventures in the oil and gas sector that we will venture into.

- Corporate Communications,
SP Group Centre

Berger Paints Factory Project, Hindupur, Andhra Pradesh

Berger Paints India Limited has awarded the construction project of their state-of-the-art paint factory at Hindupur in Andhra Pradesh to SP. This is Berger Paints’ first project with SP. Though the letter of intent (LOI) was issued in November 2011, due to environmental clearance issues, the *Bhumi Puja* was delayed to January 6, 2012 and the go-ahead given subsequently. M/s. EV Lokhandwalla are the architects and PMC for the project.

This is a greenfield project whose initial contract value was Rs. 85 cr. With some reduction in scope, it may close at Rs. 65 cr. It consists of several industrial buildings for the manufacture of water-based paints, like a finished goods shed, a raw materials shed and a packing material shed, a barrel storage yard, UG tanks, silos and an ETP, apart from the administrative building. The production facility will be the largest among Berger Paints’ plants in India.

Our 30 Cu m/hr batching plant became operational on April 6. The expected quantities of major items include 16,000 Cu m of concreting, 1000 MT of reinforcement steel and 2800 MT of structural steel. As of date, approx 9000 Cu m concreting has been done, 550 MT of reinforcement steel used and 2,000 MT of structural steel fabrication and approximately 1,600 MT of erection.

In this project, right from the initial stage, no brick and mortar

infrastructure was planned for the offices. SPEC, PMC and the client’s offices have been accommodated in reusable ‘porta cabins’. Hindupur is a backward and drought prone area and hence, availability of sand, electricity and water is limited. By using 80% crushed stone sand (CSS) and 20% river sand, the shortage of sand has been overcome. Similarly, the problem of poor quality of local bricks was overcome by manufacturing blocks of strength 50 kg/cm² at the site. Non availability of reliable power supply is being met by installing DG sets of total capacity of approximately 665 KV.

Some of the challenging structures constructed at the site include a 26 m x 12 m silo nest, having a provision for ten silos with raft substructure; 10 m high columns; a 1.4 m thick beam; and a 0.8 m thick slab, which were completed in approx four months with precision bolt location. The work has been appreciated by Portasilo (UK). Similarly, 12 MT weight trusses spanning 48 m and with differential heights of placing have been erected with the help of two 40-tonne cranes working in tandem.

The Berger Paints site has also been at the forefront of many social and environmental activities. Solar lights were introduced at the site and for the first time in the region, with a view to start contributing to the environment in a small way. Tree plantation drives involving the client and the PMC have

Sheeting work in progress at the packing material shed (60 m x 60 m)



Trimix flooring work in progress at finished goods shed (75 m x 48 m)



been undertaken twice. During the ‘Joy of the Week’ celebrations, the Berger site visited an old age home and donated blankets. Also, uniforms were given to the children of an orphanage.

The progress has been good at the site and the project is likely to be completed by March 2013, as scheduled. The SPEC team is doing a very good job while maintaining quality, something that has been acknowledged by the client also.

- Col. (Retd.) Renati Rao, Hyderabad

The Water (Prevention and Control of Pollution) Act, 1974

In the April – June, 2012 issue of We@SP, we had listed the key acts and rules which apply to a construction site.

Commencing with this issue, we will cover the key acts in detail. We will give the abstract and list out the key obligations/responsibilities of the company as per the acts, as also the rights of the company under the act. This will serve as a useful guide, but for detailed descriptions, please refer to detailed, up-to-date publications from recognised publishers.

We are listing the key details of 'The Water (Prevention and Control of Pollution) Act, 1974'.

Abstract

- This Act is to provide for prevention and control of water pollution.
- The Central and State Pollution Control Boards were constituted under this Act, respectively under section 3 and section 4 under this Act.
- The functions and powers of Central and State Pollution Control Boards were constituted under this Act, respectively under section 16 and section 17 under this Act.
- The State Board or any officer empowered by it shall have power to obtain information regarding any water stream or well or survey the same under section 20. In this regard the Boards may give directions to any Company to give information regarding the use of stream/well or discharge of trade effluent in streams/wells as well as the construction, installation or operation of establishment or disposal system.
- Under section 21, the State Board or any officer empowered by it shall have power to take samples of water from stream/well/samples of sewage or trade effluent. This section also prescribes the method of taking such samples.
- Under section 23, the State Board or any officer empowered by it shall have power to enter and inspect any place and establishment including vessels.
- Section 24 prohibits use of any stream or well for discharge of poisonous, toxic or polluting matter
- Section 25 prohibits new outlets and discharge points without prior consent of SPCB
- An application for obtaining the Consent of the State Board for establishing any industry or any treatment and disposal system or any extension or addition, which is likely to discharge sewage or trade effluent into a stream or well or sewer or on land; or for bringing into use any new or altered outlet for the discharge of sewage shall be made to the State Board in prescribed format. On receipt of an application for consent, the State Board may depute its officials for verifying the correctness or otherwise of the particulars furnished in the application. The State Board may issue the consent with any no. of conditions or refuse it.
- Under section 27, the SPCB can revoke or refuse the grant of consent to establish or operate.
- Any person aggrieved by an order made by the State Board may prefer an appeal to appellate authority under section 28.
- Under section 32, the Central/State Boards may take emergency measures in case of pollution of stream or well. State Board may carry out such operations as it may consider necessary for all or any of the following purposes:-
 - Remove that discharged matter from the stream/well/land
 - Remedying or mitigating any pollution caused by its presence.
 - Issuing orders immediately restraining or prohibiting the person concerned from discharging any poisonous, noxious or polluting matter.
- Under section 33, the State Board may make an application to a court for restraining the person who is likely to cause such pollution from so causing.
- Under section 33A, the State Board may give directions to relevant person or authority for closure, regulation of industry or stoppage, regulation of supply of electricity, water or any other service.
- Chapter VII, section 41 to section 49 details the penalties for failure to comply with directions/orders issued by PCBs and procedures to be adopted in this case.
- Under section 50, All members, officers and servants of a Board when acting or purporting to act in pursuance of any of the provisions of this act and the rule made thereunder shall be deemed to be public servants within the meaning of Section 21 of the Indian Penal Code-1860.
- Under section 51 to 54, the Central Government/State Government may establish the Central/State Water Laboratory and appoint the Government Analysts.
- Under section 61, If at any time, the Govt. is of opinion that the Central/State Board has persistently made default in the performance of the functions imposed on it by or under this act, the Central/State Govt. may supersede the Central/State Board, for such period, not exceeding one year.
- Section 63 & section 64 describe the power of Central/State Govt. to make rules.

Obligations/Responsibilities

Following are the specific obligations and responsibilities of industry, under this Act :

Activity	Applicable section/rule
Industry has to provide all information sought from it by SPCB regarding construction, operation of treatment plant and effluent disposal system.	Section 20
Industry has to comply with all conditions stipulated by SPCB in consent.	
Industry has to provide access to SPCB or any person empowered by it for inspection of plant, checking records, registers or seizure of that or any other function entrusted to him.	Section 23
Industry has to allow the SPCB or any person empowered by it to take samples of water or effluent for analysis.	Section 21
Industry shall not discharge, knowingly any effluent, which is not conforming to standards prescribed by SPCB.	Section 24
Industry has to comply with the directions issued in writing by the SPCB, within the specified time, as mentioned in the order. The directions may include: • The closure, prohibition or regulation of any industry, operation or process; or • The stoppage or regulation of supply of electricity, water or any other service.	Section 33A
Industry has to provide information of any accident or unforeseen event relating to effluent discharge not meeting standards.	Section 31
Industry has to obtain 'Consent to establish' before establishing any industry, which is likely to discharge effluent.	Section 25
Industry has to take consent to establish before commencing any modification/expansion in process, operation or treatment system, which are likely to increase the pollution load.	Section 25
Industry has to take 'Consent to Operate' before starting operation of any industry or effluent treatment or disposal system.	Section 25
Industry has to apply for renewal of consent to operate before expiry of the validity of existing consent.	

Rights

Following are the specific rights of industry, under this Act :

Activity	Applicable section/rule
The SPCB or any person empowered by it has to follow the effluent sampling procedure prescribed in Act.	Section 21
SPCB has to serve a 'Notice of Inspection' before making any enquiry for grant of consent.	Rule 33
Consent is automatically and unconditionally granted to industry after four months from date of application, if within this period SPCB didn't grant it or refuse it.	Section 25
SPCB has to record in writing, the refusal of consent to any industry.	Section 25
Industry can appeal to 'Appellate authority' against any order of SPCB within 30 days from date of such order.	Section 28
Industry can file objection against any notice of closure of industry or stoppage of electricity, water or any other service to industry. SPCB has to record reason(s), in writing in case it is not providing an opportunity to the industry to file objections.	Rule 34

- Compiled by Alok Shrivastava, SP HO

Foundation Stone Laid for Mass Housing Project, Ghana



Mr. Saini laying the foundation stone



Mr. Saini with Mr. S. K. Singh (8th from left) and the Project Team

The foundation stone of the Mass Housing Project at Kpone, Tema, Ghana was laid on November 23, 2012. The principal of this project is M/s. Sethi Realty Ltd., Tema, Ghana and M/s. Shapoorji Pallonji Ghana Ltd. (SPGL) is the main contractor. The principal released its first payment, amounting to one million US dollars, to SPGL on the occasion.

Our Global CEO, Mr. M. D. Saini, had come from Dubai to attend the programme. The function was also attended by well-known dignitaries like E. T. Mensha (Hon. Minister of Works and Housing); His Excellency Ajnish Kumar (Acting High Commissioner of India to Ghana); the chairman of TTC; the chairman of the

Land Commission; Charli Sethi (Chairman, Sethi Realty Ltd.); Parag (Prof. Architect, Rennance); Kaskar (Structural Designer, Rennance); and staff members of SPGL and Sethi Realty. Members of the electronic and print media were also present.

- Gautamendu Sarkar, Ghana

Annual HR Meet- 2012 (SP E&C)



HR Team with Mr. M. D. Saini and Mr. S. C. Dixit at Khandala

The 'Annual HR Meet' is an important event where HR managers from all regions come together. The two-day meet culminates in evolving a roadmap for the way forward and working out an action plan with inputs on stakeholders' expectations and aspirations, in the back drop of parameters such as the overall business scenario, organisational priority areas, etc.

The theme of the meet this year was "To build organisational capability, a meritocratic culture, and instill a sense of ownership

and accountability in all employees", thus aligning with the overall corporate objective of becoming an "Employer of Choice".

Deliberations in small groups were held to improve the ownership and involvement of the entire team. The outcome of the deliberations was presented to Mr. M. D. Saini and Mr. S. C. Dixit and their views incorporated.

Emphasis is laid at the meet on tuning and calibrating the cohesiveness of the team.

- Varghese Mathew, CPO

Induction goes High-tech with 'SPEC-trum'

Induction, a very important and valuable entry process, is a big step in building a lasting and effective relationship between new entrants and the organisation. The need for a technology-based solution for induction has been felt for quite some time, in view of our operations in far-flung areas and the large number of new entrants joining the organisation from time to time.

The HR team has now come with a solution in the form of a CD named 'SPEC-trum' consisting of five modules: The SP Legacy; Vision, Mission & Values; Where We Stand Today; Policies & Guidelines; and HR Practices & Policies. The entire effort was led by Sohan Mohanty (General Manager – Training & Organisational Development), along with his team members, Aninda Mukherjee and Soumya Kuruvilla. Several photographs showcasing the legacy, heritage and the history of the company have been included in the 90-minute interactive presentation.

The CD was formally released by M. D. Saini (CEO – Construction) and S. C. Dixit (President, India-Construction), at the recently concluded

HR meet. The duo lauded the efforts of the team that worked on developing the CD.

Employees joining the organisation will now be given a copy of 'SPEC-trum' - (SP E&C's induction CD) which will help them be thoroughly informed about the company's history, legacy, practices and policies.

- Varghese Mathew, CPO



At the launch of the CD - "SPEC-trum"

ALDEP Internal Process Workshops Held



Batch 2012 (Lateral)

The ALDEP laterals interacted with their mentors and attended alongwith their mentors a half day session on "Mentoring" conducted by an external faculty



Batch 2011 (Regular)

A week of 'Internal Process Workshops' covering various topics, viz., Virtual Design & Construction, Contract Administration, Contract Management, Financial Management, Plant & Machinery, Project Management (Real Estate Perspective), SPCL Way, Design & Build, Costing in Construction and MEP Services were conducted for ALDEP Laterals (2012) & Batch II, in October & December respectively, in Mumbai.

The senior executives who conducted the sessions included

Alan James (VP –Contracts) on 'Contract Administration'; V. Sridhar (RGM, Hyderabad) and Ravi Prakash Kunder (Addl. GM – Contracts) on 'Contract Management'; Sarang Tribhuvan (AVP – Commercial) on 'Costing in Construction'; Neeraj Kapoor (GM –Plant & Machinery) on 'Plant & Machinery'; Haresh Kumar (Project Director – Real Estate) on 'Project Management from a Real Estate Perspective'; Barun Pal Chowdhury (VP – D&B) on 'Design & Build'; Sagar Gandhi (DGM – Operations & Technology)

on 'Virtual Design & Construction'; and Budhaditya Bhattacharya (Sr. Manager) on 'SPCL Way'. MEP Services modules were facilitated by external consultants who covered topics such as, HVAC, Electrical Systems, Plumbing, Fire Alarm and Building Management Systems.

On the last day of the workshops, the ALDEP Laterals (2012) batch had an opportunity to interact with their mentors, most of whom were senior executives from the HO. Further, a half-day session on 'Mentoring' was conducted for the mentors and the mentees by an external faculty.

We believe the Aldepers had a good learning experience and are now well-oriented on the practices and processes followed in the company.

- Sohan Mohanty, SP HO

Workshop on Quantity Surveying at NICMAR, Hyderabad

The huge response that the first QS Workshop, held in March 2012, drew, led to two more follow-up workshops — one on 'Advanced QS Module' and one on 'Basic QS Module' — which were held in November and December respectively, at NICMAR, Hyderabad. The aim of these week-long workshops was to expose Quantity Surveyors to new processes and techniques, besides reinforcing their QS fundamentals.

The topics covered included Standard Measures of Measurement, Rate Analysis, Construction Contracts, Labour & Equipment Productivity, Building Economics, MEP Works and Computer Applications, among others. The 'case study and group assignment' methodology was extensively used by the faculty. On the last day of the workshop, participants were assessed on the knowledge imparted at the sessions.

About 70 employees from QS functions have so far been trained by NICMAR through the three residential workshops, of which two were on basic modules and



Participants for Advanced QS Module (held from November 19 – 23, 2012)



Participants for Basic QS Module (held from December 17 – 22, 2012)

one on Advanced Module.

The sessions have been well received by our employees, as evinced in their feedback forms.

We believe all the participants will be able to use the learning meaningfully at the workplace.

- Sohan Mohanty, SP HO

STC, Kolkata: Graduation of Batch 5C



Trainees with Col. (Retd.) Debasis Basu, Mr. Mukesh Rao and Ms. Smrita Wadkar

Junior supervisors of Batch 5C completed their 16-week training on October 18 this year, at the Supervisor Training Centre, Kolkata. The 18 trainees who

graduated were from the western region, Bangalore and Chennai and were equally distributed among the three streams, Formwork, Steel Fixing and

Finishes. The supervisors have undergone rigorous theoretical and practical training and are expected to enhance the safety, productivity and quality of the

Merit List

Finishes

1. Devidas Naikwadi
2. Swapnil Bhangre

Steel Fixing

1. V. Vibin
2. V. Vijesh

Formwork

1. Sudhakar Sakare
2. C. S. Sreejith

work under their supervision at their respective projects.

A function was held at the campus to commemorate the graduation event. Col. (Retd.) Debasis Basu welcomed the gathering which comprised the faculty, the students and the staff of the Kolkata Regional Office. The guests included Ranagupta (VP, Projects, Real Estate Division), Mukesh Rao (Asst. VP, Training & Development, HO) and Smita Wadkar (Head – HR, Western Region). Col. Basu updated the gathering on the status of the centre, including the launch of the second supervisory training centre in Chhindwara, Madhya Pradesh.

Ms. Smita distributed the 'English Proficiency Certificates'. Chandan Das (Head – HR, Eastern Region) and Amit Dasgupta (Addl. GM, Projects) gave away the handbooks to the supervisors. Course toppers were awarded cheques of Rs. 3,000/- each by Mr. Ranagupta, while those who stood second in their respective streams, received cheques of

Rs. 1,500/- each from Mr. Mukesh Rao.

The students put up a variety entertainment show. Notwithstanding the fact that they were not from Bengal, the boys sang a Rabindra sangeet mellifluously in Bengali, following it up with an inspiring Hindi song. One of the trainees, Dhammashil Kamble, did a rip-roaring take off of their favourite guest faculty, Mr. Jeorg Meyer. The event concluded with lunch.

Later, the students participated in the 'Together We Win' programme which strengthened their bonding and improved team skills.

With this batch, the centre has trained 223 junior supervisors and 102 site supervisors to date. The first lot of Batch 6 (Batch 6A) has already commenced training from November 5. These 40 trainees, who are from Delhi and the Eastern regions, will complete their training in the third week of February 2013.

- The Editor



Boys singing Rabindra sangeet



Trainees undergoing 'Together We Win' programme

VIPs Visit STC, Chhindwara



Union Minister Shri Kamal Nath interacting with the trainees

The Honourable Union Minister for Urban Development and Parliamentary Affairs, Shri Kamal Nath, paid a visit to the CII Skills Training Centre in Chhindwara, on October 25, this year. It may be recalled that SP-E&C is running a 'Supervisory Training Centre' here, and currently, a second batch of 18 students are undergoing training in 'Finishes Supervision'.

The minister interacted with the trainers and also had a word with the trainees. He was impressed by the skills gained by the students at the centre and appreciated the hard work of the trainers.

In a brief interaction with SP-E&C's faculty Mr. Sivagopal, the Minister reviewed the training being imparted at STC and was quite keen to know about the placement scenario of the previous batch.

The second batch will complete their training on January 18, 2013, and registrations are already on for the third batch of the very popular programme.

- The Editor

Freshers' Integration Programme at SP Infra



▲
Freshers at the programme

All new entrants at SP INFRA spent a day off-site on October 12, 2012 for a 'Freshers' Integration Programme'. The programme was aimed at making them aware of the business environment and providing them

with an overview of the various businesses that SP Infra has ventured into, or is planning to enter in the near future.

The programme also highlighted the importance of common values, a collaborative

work culture and the need to consider the organisation and the team above oneself. This was highlighted through experiential learning and team building activities which also dwelt on the importance of trust and respect amongst colleagues.

The participants were highly appreciative of the course and found it to be very useful and practicable in their day-to-day work.

This integration was initiated for the first time at SP Infra. The positive feedback from the participants and the support from the MD, Mr. Mukundan encourages the HR team to initiate, design and deliver similar development programmes.

- Prasanna Rao, SP Infra

Winning Together Programme at SP Infra

SP INFRA employees spent an insightful two days at an off-site location, for a workshop from June 22 – 23, 2012.

The workshop, titled 'Winning Together', was aimed at synergising the efforts, talents and potentials of its middle level management team through brainstorming sessions, introspective questionnaires, games and exercises on self-analysis.

Among other things, it highlighted the need for common values, a collaborative work culture and the need to consider the organisation and the team above oneself.

It also dwelt on the importance of trust, respect among colleagues and the importance of having an internal 'Locus of Control', rather than blaming external factors.

The participants bonded extremely well and the team looks forward to enhancing their

bonhomie and camaraderie further.

The participants were highly appreciative of the course and felt it was very useful — something which could be very effectively applied in their day-to-day work. Mr. Dhawan (Director, Energy) complimented the HR team for the initiative and the programme

design.

The feedback from the participants and the support extended by the MD, Mr. Mukundan Srinivasan, spurs us to design more such soft skills programmes in the coming years, to cover all categories of the staff.

Prasanna Rao, SP Infra

▲
Participants taking part in an exercise



Constructive Collaboration Programme at SP Infra

An off-site workshop, titled 'Constructive Collaboration', aimed at synergising the efforts, talents and potentials of its middle level management team through experiential learning activities and brainstorming sessions was organised by SP Infra on December 6, 2012.

The workshop highlighted the need for a collaborative work culture and the need to consider the organisation and the team above oneself. It also emphasised how imperative teamwork and conflict management are in building up a cohesive, productive and harmonious work environment.

The participants, who were drawn from all the units including project sites, participated actively and bonded well. They were highly appreciative of the initiative and were delighted to actually meet and interact in person with colleagues from other units, with whom they often interact but have never met before.

All in all, the participants left on a high note and are all geared to take on the challenges ahead.

- Prasanna Rao, SP Infra

Participants at the session



Participants taking part in a brainstorming exercise



Omkar Bendre Wins Quality Leadership Award

Omkar Bendre (QA/QC, HO) was recently awarded the 'Outstanding Contribution to Quality & Leadership Award' at the World Quality Congress, held at Taj Lands End, Mumbai, from November 22 – 23, 2012.

This award was conferred by the selection committee and jury on the basis of the commendable work done in the construction field by various institutes and academies. The jury (the core team) comprised Rajeev Dubey (President – Group HR & After -market and Member of the Group Management Board, Mahindra & Mahindra Ltd.), Sandip Ghose (Chief General Manager – HRD, Reserve Bank of India), Dr. Saagarika Ghoshal (Chief People Officer, Reliance Entertainment Pvt. Ltd.), G. P. Rao (Chief – HR & MS, Recron Malaysia Sdn Bhd), Dr. Saugata Mitra (Chief People Officer & Head – Group HR, Mother Dairy Fruit & Vegetable Pvt. Ltd.), Dr. C. M. Dwivedi (President & Global Head – Corp. HRD & CSR, Datamatics Global Services Ltd.), and P. R. Joshi (President – Group HR & Corp. Comm., Cadila Healthcare Ltd., Zydus Group) among other eminent professionals.

The World Quality Congress is an international event which honours and felicitates individuals and organisations in the quality management field. The Asian Edition of the event was held in Mumbai this year and was attended by over 100 professionals from India and abroad. It discussed topics that go beyond conformance to specifications and standards. Participants learnt about applying 'TQM' and 'Six Sigma'; they learnt how to improve the operational process and customer service, reduce costs and increase customer loyalty and satisfaction from leaders in the quality industry.

The World Quality Congress brought up the latest topics on quality management principles, techniques, theories and implementation. The two-day congress provided 'how-to' knowledge, step-by-step advice, success stories and implementation and guidance on major organisational changes. The award was presented by Juran medallist Acn. Shan Ruprai [President, Asia Pacific Quality Organisation and National Chairman of Australian Organisation for Quality (AOQ)].

Mr. Omkar Bendre was also one of the guest speakers at the event. He spoke on various aspects of quality in construction.



While the main theme of the event was 'Competitiveness & Quality', Mr. Bendre spoke on 'Excellence in Quality Management'. He not only covered the technical aspects of quality but also used the platform to showcase Shapoorji Pallonji's E&C advantage, in terms of quality, service and delivery. His speech was well-appreciated by the participants and many interested professionals later interacted with him to understand the quality initiatives of SP- E&C.

We wish that Mr. Bendre continues his work in this field and earns many more such accolades! We congratulate him on this achievement!

- The Editor

Spoken English Classes held in Hyderabad Region

Spoken English classes were conducted for supervisors at the TCS site in Bhubaneswar in June 2012. To sustain the motivation and momentum, we had organised an essay writing competition and elocution contest on November 8, 2012. For elocutions, we had asked them to prepare on any topic of their choice and speak for three minutes. Participants had prepared themselves on topics like 'One Day at a Shopping Mall', 'My Village', 'Festival of Ramzan', 'My Experience with English', 'Spoken English Classes', etc.

For the essay writing competition, we had given them four topics: 'An Indian Festival', 'My Village', 'India, My Country', and 'How I Spent My Holiday'. They had to write a 150-word essay in 20 minutes on any of



these topics.

Both the activities witnessed a lot of enthusiasm and motivation among the staff. While listening to them and reading the essays, I realised that we had furthered our organisation's growth by inculcating a feeling in these supervisors that SP-E&C cares about them. This activity will now be taken up at regular intervals.

To encourage them further, we awarded a few good speakers and essay writers with books on English grammar, spoken English skills, etc. Mr. Govardhan Gope, Mr. Nand Gopal Pasi and

Mr. Gangadhar Jena were among the better speakers; and Mr. Manoj Bala and Mr. Binay Kumar Singh were awarded for their written skills. Madhu Rao (Project In-charge, BBSR) was one of the judges.

Mr. Sridhar conveyed his best wishes. Prizes were distributed in the Open Forum.

The participants thanked the management for providing them with this wonderful opportunity and encouraging them continuously.

▲
Ms. Aziz Tayyaba and
Mr. Madhu Rao
(7th from Right) with
the participants

- Aziz Tayyaba, Hyderabad

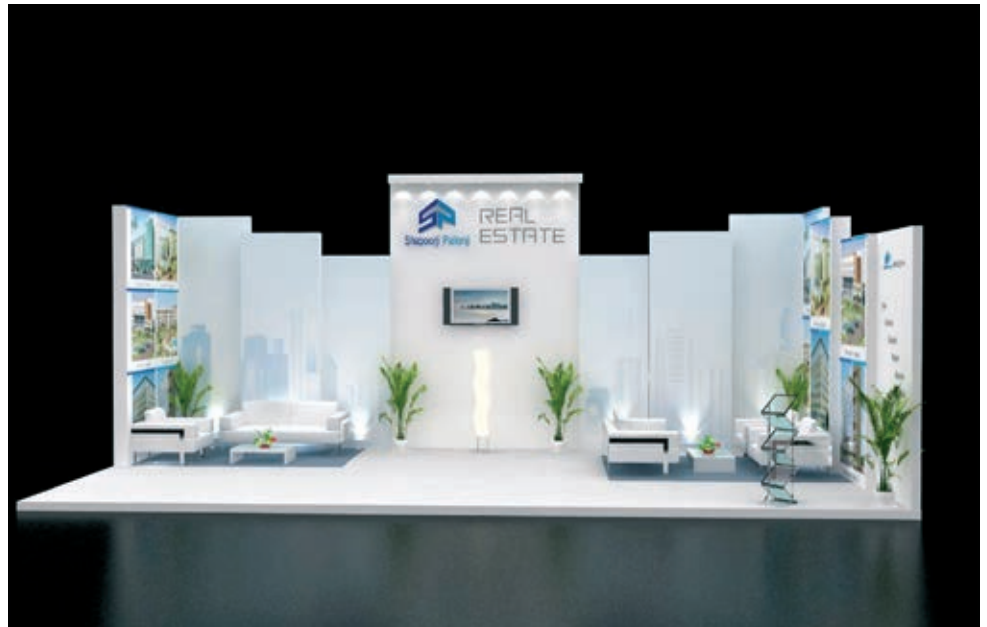
Index Trade Fair, 2012

The Index Trade Fair was held from October 18 – 21, 2012 at the MMRDA Exhibition Centre, Bandra Kurla Complex, Mumbai.

The fair showcased some of the industry's very best interiors from around the world. SPRE also participated in the trade fair with a 50 square meter exclusive Oasis Lounge, displaying its commercial portfolio, SP Infocity.

The fair was a great success with a footfall of over 40,000 visitors. It contributed to an increased awareness about SPRE with the enhanced visibility it provided and by generating more leads.

- The SPRE Team



Dussehra and Diwali Celebrations at Mumbai RO



Diwali Celebration at SP Infra





Mr. Jaiprakash Rao receiving long service award



Mr. Rahul Jain receiving long service award



Mr. Jimmy J Parakh receiving long service award



Best Auditor - Mr. Hemant Joshi



Best Trainer - Mr. Sanjeev Gupta



Best Mentor - Mr. Nitin Deshmane

Annual Day Celebrated in Mumbai

'Wellbeing' begins with 'We' and 'wealth' too begins with 'We'! On November 8, 2012, we gathered at Jade Gardens, Nehru Centre to appreciate and celebrate the power of 'We'.

Robert Narain, a veteran drummer, kick-started the evening with a thumping drum session. Within minutes, the enthusiastic crowd joined in with the vocals. Some shook a leg while others contributed to raising the decibels enthusiastically along with the roll of the drums.

Mr. Pallonji Mistry, together with the Mr. Shapoor Mistry, felicitated select employees for their long service to the organisation.

As the celebrations continued, requests kept pouring in for the most popular Bollywood numbers, with the obliging dance troupe tapping to them all, be it a 60's super hit or a hotsy-totsy new number. The crowd loosened up as the evening got cosier and interacted feely with one another over the cocktails and starters. A lucky draw that had been organised favoured a few and rewarded them with some amazing goodies, leaving the others gazing at their number coupons, despair writ large on their faces.

The event closed with the crowd dancing away to the DJ's tunes and then finally settling down for an exotic dinner. With that, the Annual Day 2012 celebrations marked yet another happy year at SP, as contented guests left one by one.

- Team HR/Team Admin



Best Project Award - MCA Stadium, Pune



Long Service Awards 2012

35 YEARS AWARD		
1	Mr. Bijoy Kumar Kahnucharan Biswal	Hyderabad - RO
2	Mr. Kundan Moreshwar Pathare	Mumbai - RO
3	Mr. Jayantilal L. Patel	SP Centre - HO
4	Mr. Kirit Parsottamdas Divecha	SP Centre - HO
30 YEARS AWARD		
1	Mr. Mukund Wamanrao Nagare	Ahmedabad - RO
2	Mr. Kutbuddin Mytabsab Chithi	Mumbai - RO
3	Mr. Prashadvenkatram Sriman Narayan Pispatty	Pune - RO
4	Mr. Baban Solkar	SP Centre - HO
5	Mr. A S Talati	SP Centre - HO
6	Mr. Pravin Nivruti Pagare	SP Centre - HO
7	Mr. Namdeo Vithalrao Kakade	SP Centre - HO
8	Mr. Chandeshwar Paras Mishra	SP Centre - HO
9	Mr. Bharat S Kalambe	SP Centre - HO
10	Mr. Dattaram Govind Harnekar	SP Centre - HO
11	Mr. Bharat Baburao Nimbalkar	SP Centre - HO
12	Mr. Haribhau Anadnrao Bhalsing	Nasik - RO
13	Mr. Rameshchandra S. Patronia	Forvol - Mumbai
14	Mr. Gurbaxrai Rajput	Forvol - Mumbai
15	Mr. Rahul Jain	SP Centre - HO
16	Mr. Jimmy J Parakh	SP Centre - HO
25 YEARS AWARD		
1	Mr. Samar Bahadur Singh	Ahmedabad - RO
2	Mr. Muslim Samir Ansari	Calcutta - RO
3	Mr. Bishnu Pada Mandal	Calcutta - RO
4	Mr. Amit Samaddar Chowdhury	Calcutta - RO
5	Mr. Ali Asghar Khan	Calcutta - RO
6	Mr. Baliram Suryabhan Ade	Nasik - RO
7	Mr. Thomas John K	Nasik - RO
8	Mr. Dhruwdeo Suryanarayan Singh	Pune - RO
9	Mr. Raj Kishore Parida	Pune - RO
10	Mr. Mahadeo Govind Maise	SP Centre - HO
11	Mr. Darayus D Gazdar	Overseas - Indian Operation GHANA
20 YEARS AWARD		
1	Mr. Shailesh Dhansukhlal Dalal	SP Centre - HO
2	Mr. Anil Pravinchandra Sampat	SP Centre - HO
15 YEARS AWARD		
1	Ms. Pankita A. Shah	SP Centre - HO
2	Mr. Kishor Baburao Devdhekar	SP Centre - HO
3	Mr. Sandeep Narahari Vedak	SP Centre - HO
4	Ms. Daisy Jamshedji Bharucha	SP Centre - HO
5	Mr. Subhashish Chakraborty	SP Centre - HO
6	Mr. Rajeev Ranjan Singh	SP Centre - HO
7	Mr. Nirmal C. Jagawat	SP Centre - HO
8	Mr. Jitesh Dange	SP Centre - HO
10 YEARS AWARD		
1	Mr. Jaiprakash Rao	SP Centre - HO
2	Mr. Suresh Dhawan	SP Centre - HO
3	Mr. Surendra Soraj Singh	Real Estate-Mumbai



Annual Day Celebrated in Pune Region

More than 500 employees enthusiastically celebrated the Pune region's Annual Day on September 1, 2012. The event commenced with the presenting of awards to employees for long service and the felicitation of the meritorious performances of children of employees. Varghese Mathew (Chief People Officer) and Sanjay Karkhanis (Vice President, Western Region) addressed the gathering. A short film on the various activities of the Pune region was screened on the occasion.

And then, it was time for fun! There was mimicry and a sing along session, with a one-man-band in attendance. The function concluded with cocktails and dinner.

- Smita Wadkar, Pune



Mr. Vinod Surve receiving long service award



Hyderabad Region Celebrates Socials

Participants at social



The staff of three projects — BITS, Hospira and Phoenix — celebrated their socials. While the BITS staff spent the day at Leonia Holistic Destination, the Phoenix staff was at Pragati Resorts and the Hospira staff sought the natural environs of Rushikanda Beach Resort, in Vizag.

The staff had a merry time playing indoor and outdoor games, swimming and taking part in rain-dance, among other activities.

With work stress forgotten, the rejuvenated staff will return to work with stronger team spirits and enthusiasm. They thanked the region's management for the opportunity to "Recharge".

- Aziz Tayyaba, Hyderabad

Hyderabad RO Celebrates Social

The staff of the Hyderabad Regional Office, headed by Mr. Sridhar Vishwanathan (Regional General Manager), celebrated their social on September 22, 2012, at a resort called Songs of Earth. The resort offered numerous adventuresome activities such as commando training obstacle course, Tarzan's jump, Tarzan's leap, rock climbing, Burma Bridge, etc. The staff were divided into two teams and thereon tough competition ensued. It was a test of physical endurance for the staff. The tug-of-war and Dodge Ball contests

set team spirits afire.

The social proved to be a high for the staff, as was evident from Sunitha Reddy's words: "We enjoyed a lot from morning to evening." Ms. L. S. Murthy declared the trip to be a success and requested the management to make "every year one picnic a must", while Jayant Behera confessed, "This will be my most memorable day of the year!" And Pavan Sharma said it all when he exclaimed, "One word: Excellent!"

- Aziz Tayyaba, Hyderabad



Staff taking part in adventurous activity

Cricket Tournament held at Mumbai RO

On a breezy winter morning on November 30, 2012, 44 employees of the Mumbai Region walked onto the famous Oval Maidan pitch for the annual MRO Cricket Tournament. These 44 employees were part of four teams, three of which were formed on the basis of their project coordinators and the fourth one was the Regional Office Team. Each team wore coloured t-shirts to differentiate itself from the rest. Thus, while the Regional Office Team wore white, Mr. Davinder Manghi and Mr. Bharucha's team wore green. Similarly, it was yellow for Mr. Sandesh Vaivude's team and Mr. Roy Chowdhury's team chose blue. Preliminary matches were played between the teams and they were rated on the point

system. The two teams with the highest points then played the finals.

As the day progressed, the contest between the competing teams reached feverish pitch; but there was a great display of leadership and sportsmanship. The project heads and staff from the sites and the regional office were all there in full strength to support their teams, wearing their team colours. Even our regional head, Mr. Vishwakarma, played a few overs with the MRO team, much to the delight of all the employees! In the end, however, it's always the best team that wins! And on this occasion, it was Mr. Sandesh Vaivude's team.

Mr. Vishwakarma then presented the trophies to the winning team and the runners-up.

He also gave away the 'Man of the Series', 'Man of the Match', 'Best Batsman', 'Best Bowler' and 'Best Fielder' awards.

The day ended on a high note with everyone returning home with a feeling of team spirit and togetherness.

- Valerie Miranda, Mumbai



The winning team with the trophy

THE AWARDEES WERE:

Winning Team – Mr. Sandesh Vaivude's team

Runner up Team – Mr. Roy Chowdhury's team

Man of the Series – Mr. Ajay Gaikwad (Reliance IDC Site)

Best Batsman – Mr. Krishna Nakkash (Samata Nagar GHQ Site)

Best Bowler – Mr. Ashish Koul (Apollo Site)

Best Fielder – Mr. Prasad Patil (MRO)

Man of the Match (1st Preliminary match) – Mr. Krishna Nakkash (Samata Nagar Site)

Man of the Match (2nd Preliminary match) – Mr. Ashish Koul (Apollo Site)

Man of the Match (3rd Preliminary match) – Mr. Rajaram Sawant (Apollo Site)

Man of the Match (4th Preliminary match) – Mr. Atul Dombale (Reliance Ghansoli Site)

Man of the Match (5th Preliminary match) – Mr. Ajay Gaikwad (Reliance IDC Site)

Man of the Match (6th Preliminary match) – Mr. Devdas Sutar (Apollo Site)

Man of the Match (Final match) – Mr. Samadhan Bhalekar (Samata Nagar Site)

As the day progressed, the contest between the competing teams reached feverish pitch; but there was a great display of leadership and sportsmanship.

Gautam does it again!

The company's ace marathoner, Gautamendu Sarkar, has taken his skills overseas. The veteran, who has done 50 half marathons in India, completed his first run overseas when he ran the 21.097 km half marathon at the Accra International Marathon 2012 Meet in Accra, Ghana on September 30, 2012.

As there was no separate 'veteran category', Gautam had to race with young competitors aged 18-plus and ranked a creditable 65. The going was tough as the entire road was along the coast,

and the quality of the running surface was not good, because of ongoing construction work.

Gautam, who was sponsored by our Ghana office, ran to the slogan, 'Safety First in Construction Industry – Shapoorji Pallonji & Co. Ltd.'

Gautam is an AGM in the accounts department of our Ghana office.

Congrats, Gautam!

- The Editor





LET'S SPREAD SMILES!

The 'Joy of Giving' week is all about lighting up lives. With a collection drive that brought out the magnanimity of SP Group staffers, the event quite lived up to its goal of spreading smiles among those not so fortunate.

The Joy of Giving Festival at Shapoorji Pallonji

October heralds the festive season across India with the season of lights (Diwali) lighting up homes and hearts, which is soon followed by X'mas. These are times for families to share and care with each other. But what about the not-so-fortunate? What about children who have been orphaned, or afflicted with life-threatening diseases, or the elderly who have been abandoned by their families? What about street children, the mentally and physically challenged and other less privileged?

Diwali dawned early this year when SPites shared their time, gifted items, bought household articles, food items, toys and books and even made cash donations to the under-privileged.

A groupwide employee volunteering and donations programme was celebrated across SPEC, SP International, SPRE, Sterling Wilson and Eureka Forbes, with over 2,500

employees participating across regions, offices, factories and project sites.

Every office put up 'Joy of Giving' boxes where employees were invited to share. Banners and notices were put up a week in advance, announcing the 'Joy of Giving' drive. Teams planned sharing related activities at local charitable institutions/NGOs and visiting days were fixed. Over 100 organisations were visited/interacted with during the course of the week. SP-ites spent time with orphaned infants, young children suffering from life-threatening diseases, street children who have no pucca homes, the physically and mentally challenged, and senior citizens who have been abandoned by their families. The organisations that benefited from this drive were touched by the compassion that SP-ites shared and were grateful for the gifts they brought, the most precious being, of course,

their time which made the inmates feel that someone was interested in meeting them and sharing with them.

Nearly 6,000 underprivileged children and seniors were met by the SP team.... A wonderful gesture of generosity!

In addition, Diwali *melas* were hosted at the Sterling Wilson corporate office, the Eureka Forbes corporate office and at SP Centre to support NGOs which worked with the mentally and physically challenged and the girl child. Beautiful handicrafts, *diyas* and jewellery made lovingly by the children were appreciated and bought by the employees.

The true success of the programme could be gauged by the smile that every child had on his face and these words of the employees: "We had a truly humbling and enriching experience; I never realised that 'giving' brings more joy than 'receiving'.

Delhi



SPEC North RO and site teams visit Mobile Creche, Old age home, orphanage, leprosy home, home for mentally challenged and spend time, distribute food, clothes and gifts. Also labour camps visited and given clothes and food. 180 trees planted across sites.

Bangalore



SPEC Bangalore team visited blind children's home. Over Rs 1.4 lakh collected from employees and clients and "Joy of Giving" Boxes installed at IIST Trivandrum site. Blood donation camp held by regional office. 80 tree saplings planted at sites with client. A team visited AIDS orphanage. Eurochamps visit Samarthanam - home for disabled and share, volunteer, gift items from self contribution.



Hyderabad



SPEC Hyderabad RO and site teams display their passion for the society and environment. Plant 75 trees and contribute to/spend time with old age home, orphanage, HIV home and our labour camps. Team decides to do the Joy of Giving regularly. Immunization camp held on Children's Day. Blood donation camps arranged at CMC site. Hyderabad also conducted Professional Development Course in Early Childhood Care and Education for privileged girls supported by Dr Reddy's Foundation.

Pune



SPEC Pune RO and site teams display zeal and enthusiasm. Boxes set up at all sites. SP RO/Infocity donated money to buy sweaters for children of creche. Regional Head also donates to old age home. Infocity/RO/TCS sites plant 130 trees. SPEC Nagpur contributes clothes, blankets, stationery, slates for creche children Eurochamps visited Blind school and a home for mentally retarded.



Sterling Wilson employees celebrate an early Diwali by purchasing all the handicrafts made by Sanjeevani, NGO working with street children. Contributions received by employees shared with a NGO- Green Yatra which works with tribal children

Chennai



SPEC and SPRE teams volunteer and share gifts and provisions at an orphanage. Saplings planted at Metrozone site. Childrens Day celebrated at Regional Office.



Jalandhar Eurochamps share love and gifts with orphans



Jaipur Eurochamps at a home for HIV infected children



SP Ghana celebrates World Food Day on 16.10.12 by distributing food to over 300 students of Kanda Government school



Blood donation by Ahmedabad Eurochamps



Lucknow Eurochamps at Bachpan center for physically challenged



Kolkata



SP and EFL corporate office teams participate in Sports day at the Jai Vakeel school. Afternoon at Salam Balak center for street children. Employees contributed and gave Stationery, Food items and a Music system



In Kolkata the EFL Region office contributes and shares with children of red-light district. SPEC site (Usha Martin) shares with Missionaries of Charity who run an orphanage/crèche. SPEC and SPRE teams at Kolkatta visit 2 government schools and give teaching materials



Diwali mela at SP center with handicrafts made by mentally challenged children

Forbes Technosys in NABARD Elite List

Forbes Technosys (FTL) has made it to the 'Top 30 Innovators for NABARD Rural Innovation Award 2012' elite list. NABARD is an apex development bank that facilitates credit flow for promotion and development of agriculture, small-scale industries, cottage and village industries, handicrafts and other rural crafts. It also has the mandate to support all other allied economic activities in rural areas, promote integrated and sustainable rural development and secure prosperity of rural areas. NABARD stepped into its 30th glorious year in July 2011. The bank decided to commemorate the occasion by introducing a remarkable initiative: NABARD Award for Rural Innovations. A total of 1470 entries were received for the Rural Innovation Awards and FTL's 'Portobanker' (Micro ATM) is proud to announce that it



made it to the 'Top 30 Innovators' elite list.

Other recognitions for FTL:

- Forbes Technosys has won the 'Best ICT enabled Urban Governance Project' award at

the e-INDIA Awards, 2012.

- Forbes Technosys' 'Enabling Digital Inclusion in India Project' was rated among the Top 100 and has won the 'Skoch Digital Inclusion Award, 2012'.

Forbes Technosys (FTL) has made it to the 'Top 30 Innovators for NABARD Rural Innovation Award 2012' elite list.

Certificate of Merit

C. Nethaji (Head Operations, SP Fab, Chennai) receiving 'Certificate of Merit' from B. V. M. Sarma (VP – Infrastructure, TCS) at an event organised by L&T on October 18, 2012, for his outstanding achievement of '50 M Safe Man Hours' at the TCS – Siruseri, Chennai project. Also seen in the picture are S. N. Subramanian (Senior Executive VP and Lifetime Board Director of L&T) on extreme right, M. V. Satish (VP – B&F IC, L&T) on extreme left and Chandru Kumar (Sr. Project Engineer, SP Fab, Chennai).



Solar Lighting at Our Sites

There is a renewed thrust on renewable energy, as shortage of fossil fuels like coal and gas are beginning to affect power production in our country. The government has set up the National Solar Mission for harnessing solar energy, setting impressive targets for it. Our company, in a modest beginning to utilize renewable energy sources and to underline our commitment to go 'Green', has initiated solar lighting at two project sites: the Berger Paints plant at Hindupur and the Mantri Pinnacle Residential Tower site in Bangalore. We hope these initiatives will spur other sites to adopt solar lighting in a big way.

The Berger Paints Site

We have been taught in school that energy sources can be broadly classified into two categories: Non-renewable Energy (fossil fuels like coal, oil, gas, etc.) and Renewable Energy (solar, hydroelectric, wind and geothermal energy). At present, about 69% of the world's energy is obtained from non-renewable sources like coal (57%), diesel (0.58%), nuclear (2.32%) and gas (9.2%). The balance (31%) is derived from renewable sources like solar and wind energy (12%) and hydroelectric power (19%).

Since solar power is altogether free of polluting emissions, it reduces the global carbon footprint. Use of solar energy, therefore, results in a substantial reduction in greenhouse gas emission (carbon dioxide) and thereby keeps such detrimental effects in check such as global warming, increase in sea levels, warmer temperatures, respiratory diseases caused by air pollution, etc. In general, for every MWhr of power generated through renewable energy sources, one tonne of carbon dioxide is removed from the environment!

Keeping this in mind, the Hyderabad region, through an initiative introduced by Sridhar Vishwanathan (RGM, Hyderabad Region), took up solar energy in a small way at the Berger Paints site at Hindupur, Andhra Pradesh. The site has installed six solar powered lights — 2 of 15 watts and 4 of 7 watts — at the labour colony and security cabin. These lights turn on automatically at dusk using light sensing photocells and switch off at dawn.

Since the lights use LED technology which employs photo voltaic panels, the 15W and 7W bulbs emit incandescent power that is equivalent to conventional 80W and 40W lamps respectively. The cost of installing these lights, including the 4M light pole and all accessories, worked out to Rs. 20,000/- each for the 7W lamps and Rs. 40,000/- for the 15W lamps. (Subsidy from the Central Government is available for installation of large capacities.)

Though it would take 5 – 7 years to recover the investment, the fact that SP-Engineering and Construction is doing its bit to protect the environment, makes us all proud. The client, M/s. Berger Paints, has also appreciated the initiative which we hope will be replicated at other sites and regions.

Mantri Pinnacle Project, Bangalore

Solar power is an unlimited and clean source of energy that can greatly reduce greenhouse gas emissions. Solar lamps can be swiftly installed and operated at a very low cost. Since it does not require any connection to an electrical grid, it reduces the chances of accidents and theft and is, therefore, perfect for construction sites. Solar lamps use CFL or LED lights that do not produce infrared light and hence prevent the swarming



▲
Solar Lighting in Mantri Pinnacle Labour Camp

of insects around the lamp. Apart from the above reasons, implementing a green technology at a construction site was the major reason for us to go for solar lamps at the Mantri Pinnacle site in Bangalore.

The technology comprises a compact fluorescent lamp (CFL) as the light source, a rechargeable lead-acid battery for storage, PV modules for charging the battery, suitable electronics for the operation of the lamp and safe charging and discharging of the battery and mechanical hardware for fixing these subsystems. The modules are photosensitive and are activated automatically after detecting shortage of light at dusk and function up to dawn. A total of eight solar lamps have been installed in key areas at the site, including the security gates, the DG Zone, the transformer area, the batching plant area and the building top area. Furthermore, they have been installed at the labour camp, the walkway and as streetlights. The solar streetlight system comprises of:

- 74W solar PV module
- 12V, 120Ah tubular plate batteries with battery box
- Charge controller cum inverter (20–35 kHz)
- 17W CFL lamp with fixtures
- 4 m mild-steel lamp post above ground level with weatherproof paint and mounting hardware

Our company, in a modest beginning to utilize renewable energy sources and to underline our commitment to go 'Green', has initiated solar lighting at two project sites.



The SPV modules have a service span 15–20 years. The tubular batteries provided with the solar street lighting systems require lower maintenance, have a longer life and perform better, compared to pasted plate batteries used earlier. The SPV modules come at an asking price of Rs. 11,500. Except for a one-time investment, there is no further requirement, and the batteries last as long as six years. When compared to conventional lighting systems, even though the initial cost is high, there is no need for trenching and cabling and there is no running cost involved, which makes the modules cost-effective in the long run. Prospective action includes setting-up of solar panels on tower cranes to distribute lighting to all the floors under construction. It all reminds of Thomas Alva Edison words, **“I’d put my money on the sun and solar energy. What a source of power! I hope we don’t have to wait ‘til oil and coal run out before we tackle that.”**

- Coll (Retd.) Renati Rao,
Hyderabad & Sree Vinayak S and R
Vinod, Bangalore

On-site Design of Aluminium Formwork at Vadinar Site

The scope of work at the Vadinar Township Project includes construction of shell and core of 82 buildings, using aluminium formwork (MIVAN). It was originally planned to cast the overhead water tank using conventional formwork systems. This process was time-consuming and was proving to be a bottleneck, delaying the final handover of the buildings.

Imran Khan (Dy. Manager – Construction) proposed to design an aluminium formwork system to cast the lift machine room (LMR) and the overhead water tank (OHWT). Accordingly, the design and the drawings were prepared using available panels at the site. The design process included load calculations of aluminium panels, supporting systems and safe working procedures for working at the required height.

But, thanks to innovative ideas and good engineering practices adopted, we were able to utilise available material, without

incurring any additional cost. We ensured utmost customer satisfaction by providing seamless construction of the entire water tank, without any construction joints. So, SPCL has once again exceeded customer’s expectations!

Some of the unique features of the design are mentioned below:

1. Unlike conventional methodology, there is no need to erect scaffolding in case of aluminium formwork. This actually proves to be an advantage at heights that have limited space availability. (The labour cost of erecting scaffolding of 250 Cu m is approx. Rs. 3,500 for a single unit.)
2. The maximum size of the panels is 600 x 2,050 mm, each weighing approximately 30 kg. Hence, lifting and shifting becomes a convenient task. This results in an increase in productivity while saving time and labour costs, as the labour cost for every



Sq m of conventional formwork is higher, compared to aluminium formwork.

3. Moreover, used panels lying idle at the site's stockyard were utilised for the said fabrication, thereby optimising utilisation of available stock.
4. We have planned about 80 – 90 repetitions for one set of LMR and OHWT which is a saving compared to plywood and timber which give a maximum of 8 – 9 repetitions.
5. Monolithic pouring helps reduce concrete wastage when using a boom placer. Considering the four stages of pouring and approximately 0.6 Cu m wastage per pour, the total wastage works out to 2.4 Cu m. This wastage can be saved in a single pour casting.
6. The cycle time to cast an OHWT, using conventional

formwork, is 18 days (4 stages).

7. The cycle time to cast an OHWT, using aluminium formwork, is 7 days (monolithic).

Stages of Construction:

- Using conventional formwork, the LMR and OHWT are cast in the following stages:
Stage 1: Walls of the water tank are cast.
Stage 2: The walls of LMR are cast separately, as the space between the walls of LMR and the walls of OHWT is very small.
Stage 3: The LMR's centre slab is cast along with the beam.
Stage 4: The top slab and the beam of the LMR are cast.
- In case of aluminium formwork, all the walls, beams

and slabs are cast in a single pour, resulting in a monolithic structure.

Now, in the case of aluminium formwork, wall ties are used to keep the two panels intact during concreting, leaving a tiny gap between the panels. This gap is normally filled with cement mortar. But, in the case of the water tank, such procedure could not be adopted, as we had to ensure the structure was watertight. For this, we opted for water stopper tie rods along with PVC sleeves. The tie rods are removed after the pour, leaving the water stopper along with PVC sleeves embedded in the concrete, so as to ensure the structure is watertight. The gap is later filled with mortar.

- Abhijit Sane, Ahmedabad

We ensured utmost customer satisfaction by providing seamless construction of the entire water tank, without any construction joints. So, SPCL has once again exceeded customer's expectations!

Project Management

Project Management.... A wonderful subject! Numerous books have been written on it and ample techniques explained by management gurus! There have also been a number of discourses by experts! Yet, we notice 'failure behind success' when it comes to implementation of project management practices in the field! Now, isn't that strange?

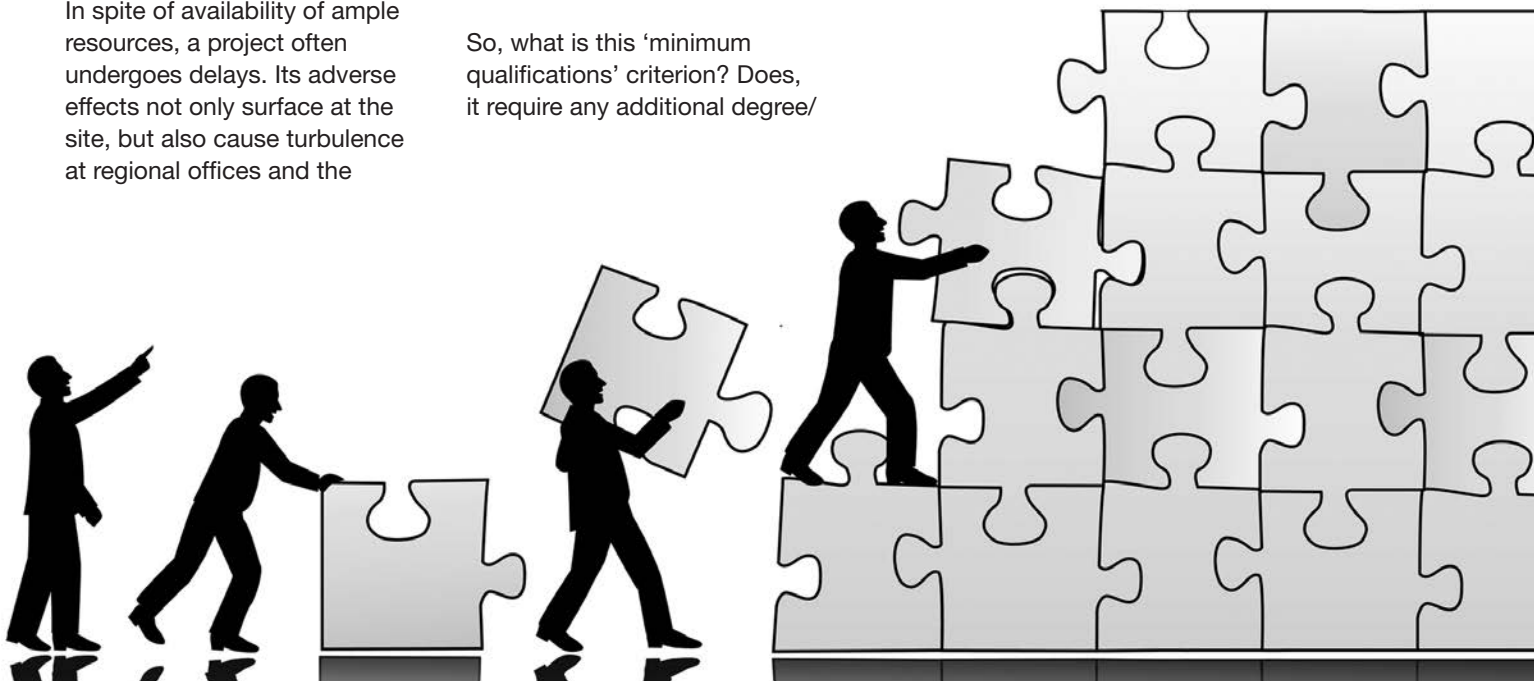
In spite of availability of ample resources, a project often undergoes delays. Its adverse effects not only surface at the site, but also cause turbulence at regional offices and the

corporate head quarters. The root cause lies with the fact that the criterion of 'minimum qualifications required to become eligible as a project management practitioner', be it in individual capacity or for a team, is neither identified by the team leader nor given importance at any point of time — even if it is pointed out by team members! Eventually, the project suffers, and in turn, the organisation!

So, what is this 'minimum qualifications' criterion? Does, it require any additional degree/

diploma? The answer is 'No'! And, does it hold good? The answer is 'Yes'!

One does not have to go through voluminous books to search for the answer; the answer lies within each and every individual. It's just a matter of exploration of self-potential. Honestly! One has to introspect, look deep into one's conscience and ask the following questions and evaluate oneself:



P

Perception: Do I really try to match my perception at all levels?

Consider this scenario: The project manager shouts at the excavator operator to carry out excavation in the fastest possible manner. Here, excavation is critical for the project manager, but the operator does not perceive it in the right sense. On the contrary he feels offended and intentionally operates the excavator carelessly. The result is inevitable: the hydraulic pipe gets damaged, work gets stopped for a few weeks... in a remote area!

R

Right Person for the Right Job: Do I organise the team by picking or deputing the right person for the right job?

I remember an incident in Iraq where 'the right person for the right job' guideline had not been followed.

A batch of workers including the "cook" had just landed at the site. In the evening, as usual, hungry workers assembled to have dinner in the mess. But, surprisingly, there was no sign of food or cooking whatsoever, although it was late evening! On probing the matter, it was learnt that the "cook" did not know cooking! It so turned out that he was not a cook at all but a barber! The fellow was crying! Everyone's hunger got extinguished.

O

Order of Preference: Does it reflect in my planning?

'Order of preference' is vital, as the following example will bear out:

At a construction site, the main building had been completed. The ETP's foundation was then found to be closer to and deeper than the main building's foundation. When excavation for the ETP reached its required level, the earth beneath the main building's foundation started collapsing. What a blunder!

J

Justice with Professionalism: Do, I believe in it or betray it?

There has to be justice with professionalism! It's important! Consider the example of a Turkish company in Iraq which used to book a charter plane for the entire staff and the workforce to go on annual leave together and then come back together. Cost savings was attained by the company in this way while keeping professionalism alive and active.

E

Entrepreneurship: Do I really practice it?

Entrepreneurship is undoubtedly an integral part of project management. Take this example: Workers in a shoe manufacturing company in Japan once fought for their rights, but without hampering the production schedule. The manufacturing did not stop; the workers manufactured shoes for the left foot only. This forced the management to review their demands and a settlement took place. Subsequently, the workers manufactured the shoes for the right foot also as per the original production schedule. What a mature way of demonstrating entrepreneurship!

C

Customer Satisfaction: Do I really care about it at all?

Customer satisfaction indeed fetches sumptuous dividends! It makes one exceptional and indispensable, because care is taken at all times to keep the customer happy. I recall a case of an Indian company in Iraq whose works were offloaded to another company by the client. The other company performed well and endeared the client, bagging all of its future projects.

T

Time Management: Do I ever believe in it?

Time management is by far the most critical part of project management. There is this case of a Japanese company which installed a semi-processing plant on the ship itself to process raw material during its sailing time from India to Japan. The semi-processed materials were then processed at an offshore plant during the maintenance period of the ship and then reloaded (on the ship) on its way back to India for re-collection of raw materials. In this way, 50% of the time was saved! What excellent time management!

M

Magic of Communication: Do I ever feel concerned about communication skills?

Effective and proper communication skills have no boundaries! An overseas contract agreement read "... if death occurs upon request, air passage will be provided", when it should have instead read, "... if death occurs, upon request, air passage will be provided". A single comma here had changed the meaning of the sentence entirely! Similarly, it was a classic when chief guest D. Rama Swamy's name was read out as 'Drama Swamy', simply in the absence of the full-stop after the letter 'D'.

A

Action with Follow-up: Does it reflect in my day-to-day work?

Action with follow-up does not carry significance unless it fetches the desired results.

It so happened once that World Bank Projects didn't specify the time limit for realising 'Mobilisation Advance'. Many Indian companies suffered because of this, until it was established that the time limit very much exists in the contract. How? FIDIC guidelines were read again and again, but there was no clue! The book on Interpretation of FIDIC, however, upheld the statement in no uncertain terms: "Any payment certificate, other than final payment certificate, shall be treated as interim payment certificate." That was enough! The time limit for releasing the interim payment certificate was available in the contract. Repeated follow-ups with the World Bank, as stated above, ultimately forced it (the World Bank) to deposit the mobilization advance along with interest charges as per LIBOR to the company's account.

N

Non Conventional Approach: Do I really churn my mind on it?

Non conventional approach makes one competitive, as was learnt in the case of the construction of a 'Gujarat School Class Rooms' mock-up. The time limit was set at 30 days. SPCL did it in 14 days! How? Simply, on the strength of a non-conventional approach! Competitors took more than 30 days to construct the same mock-up!

A

Analytical Skills: Do I possess them?

Analytical skills saved an Indian company once from a disastrous situation on foreign soil. It so happened, the client insisted on taking possession of a half of the site area. On scrutiny, it was learnt that the remaining half was in close proximity to the underground metro line. The client had all the statutory approvals, except from the metro authorities. The company made it clear to the client that possession of the site would have to be done only after obtaining the required approval from the metro authorities, besides other approvals. The client took six months for this. Meanwhile, the company lodged claims against idling of resources and made money in the process. This would not have been possible in the absence of analytical skills!

G

Good Governance: Did I ever try to attain it?

Good governance does not remain limited to only the staff or team members, but also to vendors, consultants, subcontractors, workers and, at the end of the day, one's own family. Successful companies have good governors.

E

'Encountering Skills' to Overcome Difficulties: Did I inherit them?

'Encountering skills', often needed to win over difficulties, is a God-given attribute. In the good old days when power cuts were frequent, a young engineer once aligned his Land Rover and available Jeeps and turned their headlights on to avert stoppage of concreting activity at the site, as dusk approached and sky was eclipsed with black clouds. That needed courage and presence of mind!

M

Magnanimity with Motivation: Am I magnanimous enough and capable of motivating the team?

'Magnanimity with motivation' is part and parcel of project management. The leader has to be magnanimous and must be capable of motivating team members by offering more facilities and setting examples by his actions; it induces motivation in the team. Japanese companies are said to inherit this quality. Surprisingly, a Chinese project manager was once found cleaning his own office! His action motivated his team to follow him.

E

Endeavouring Capacity: Do I endeavour to adopt a proactive approach, or simply pass the buck on?

'Endeavouring capacity' pays off when one puts in one's efforts fully. To bear out the importance of sustained endeavours, there is this instance when a gold mine owner sold his mine, not having found gold in spite of explorations to a great extent. The new owner dug three feet deeper and found gold! The seller of the mine has ever since rued, "Missed my fortune by three feet!"

N

Negative Impact Assessment Approach: Do I evaluate negative impacts and their repercussions, keeping my foresight alert always?

Negative impact assessment is of utmost importance, as it helps avoid many unforeseen events! All it needs is general alertness and awareness. The negative impacts of the disintegration of the former USSR were assessed by an Indian company and then recorded facts presented after the disintegration which resulted in attractive profits on a project.

T

Team Spirit: Do I earnestly strive to establish and maintain it?

Team spirit is undoubtedly an inherent part of project management. In fact, it's a challenge! Very few people maintain team spirit. In general, what we usually find is 'a team without a spirit', or 'a spirit that leaves the team behind'! The high success rate of Japanese companies proves that collectively they are very strong; and for this attribute, they literally mint money on projects! The secret of their success undoubtedly lies in team spirit.

I am sure these motivational guidelines have touched your minds and hearts! Or, have they left you feeling nervous? If yes, don't worry! Have a glass of water and just be normal! Remember! No one is perfect on this planet!

Yet success stories in various fields continue to be recorded every day! Why? It's only because the team leader honestly substitutes his weaknesses with

the qualities of his team members, instead of ignoring their strengths. So, let's religiously qualify through the prerequisite qualities highlighted against each letter of 'PROJECT MANAGEMENT' above and only then concentrate on the management guru's guidelines and systems.

We ought to accept and cultivate these prerequisite qualities as part and parcel

of our characters, before plunging into the field as practitioners of project management.

The message, therefore, is crystal clear: No matter how sophisticated the project management system is, it is eventually implemented by human beings. Therefore, in our next issue, we will deal with 'Human Resource Management'.

- J P Rao, SP HO

My Trip to Iraq

As the plane descended to land in Basra, I could see a luxuriant delta sprawled out across the scenic landscape, dotted with lush green trees with beautiful branches. However, a mixed feeling of excitement and fear of landing in a city ravaged by war for decades was overpowering.

The information we had gleaned about Iraq from various sources spoke of a country in Western Asia, bordered in the north by Turkey, by Iran in the east, by Kuwait and the Gulf in the south-east, in the south and south-west by Saudi Arabia and Jordan while Syria lay to the north-west.

Iraq has three distinct topographical regions: the north-eastern uplands and Kurdistan Mountains; the almost barren desert plains of the north-west and south; and the irrigated, heavily farmed Mesopotamian plain south of Baghdad, between the rivers Tigris and Euphrates.

After completion of the immigration formalities (quite a slow process, as traditional methods are still in practise here despite the availability of modern computer technology), we exited the airport

and were greeted and escorted by our local PRO to the site — an hour's drive from the airport. On the way, we could see the ravages wreaked on the city by the war. Despite this, the locals were convivial and generous and were busy refurbishing the city.

The capital of the Republic of Iraq is Baghdad. The country is divided into 18 provinces. Basra is Iraq's third largest city and its principal seaport. It is situated 67 km north of the Arabian Gulf and 549 km south-east of Baghdad.

The city of Basra (Arabic: Al-Basrah), the capital of the Basra Governorate, is situated on the banks of the Shatt al-Arab river. It is also supposed to be the city of Sinbad the Sailor — the legendary hero from Arabian Nights — and the starting point of his adventurous voyages around the world. Basra, some say, is the most beautiful part of Iraq and outshines both the Persian miniature scenery of the central Euphrates and the cool, majestic north.

As the main seaport of Iraq, Basra has an international airport and is connected by highways to Baghdad, Iran and Kuwait. It is the terminal point for oil pipelines. Petroleum refining is a major industry here. It is also a major hub for export of petroleum products and the country's other major export items, i.e., grains and dates.

Basra retains its romantic aura and so does the entire region, right from the Shatt al-Arab river (the meeting point of the Tigris and Euphrates) up to Amarah on the Tigris and Suq Eshikh on the Euphrates. It is lush and watered with trees and gardens which form

a picturesque backdrop together with canoes gliding on the mirrorlike surfaces of the calm lagoons.

Our regional office and the staff quarters are located at the project site. It is near the erstwhile palace of Saddam Hussein which overlooks the Shatt al-Arab river. The onetime Presidential abode is now in ruins and is being converted into a museum. Our project involves construction of a five-star hotel and a shopping mall right behind the palace.

The cornice along the river isn't as spectacular as in Dubai, but it was good enough to lift my spirits. It has many restaurants that serve a variety of cuisines, sheesha (hookah) and non-alcoholic beverages. Though the local languages are Arabic and Kurdish, people feel happy to speak Hindi words (even if only a few), especially those related to Bollywood, or its songs and, of course, Amitabh Bachchan and Shahrukh Khan.

Our contract is worth USD 71.98 million and is scheduled for completion in 20 months. The entire project site, including the living quarters for the staff and the labourers, has three-tier security and that makes all our employees feel comfortable and secure. Adequate recreational facilities including a cricket ground, cinema and a gym have been arranged within the complex. The site is unique, as we have people of various nationalities working and living under the same roof. Be it Indian, or Pakistani, or Iraqi, everyone is happy to be a SP'ite and feels glad to be working for the progress of project.

My short, three-day stay was over in no time, and soon we were back at the Basra airport to catch the return flight to Dubai. The trip was fruitful and I look forward to regular trips to Iraq in the future.

- Seema Dhillon, Dubai

Artist's impression of the Shatt al-Arab project after completion



Welcome to the World



Mrs. Sapna, wife of **Mr. Gopal Goyal** (Officer – Accounts, Delhi) delivered a baby boy (named **Vedit**) on September 8, 2012.

Mrs. S. Sujitha, wife of **Mr. A. Manikandan** (Officer – Administration, Chennai) delivered a baby boy (named **M. Saswathan**) on October 29, 2012.



Mrs. Madhuchhanda, wife of **Mr. Ashis Kara** (Senior Engineer – Formwork, Hyderabad) delivered a baby boy (named **Arnav**) on October 31, 2012.

You Make us Proud



Master Devottam Bhattacharya, S/o **Mr. Debasis Bhattacharya** (Sr. DGM – Operations, Ahmedabad) secured **86.6%** in Class XII exams.

Ms. Anushka Gupta, D/o **Mr. Sanjeev Gupta** (DGM – Operations, Ahmedabad) secured **92.5%** in Class XII exams.



Congratulations!



Mr. K. Kanagaraj (Sr. Engineer – QS, Chennai) got married to **Ms. P. Deepa** on October 18, 2012.

Ms. Nickel Fernandes (Officer – Corporate HRD, HO) got married to **Mr. Joshua Fernandes** on November 17, 2012.



Magazines of some SP Group companies



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