

ASHWIN MAHALINGAM

Professor, Indian Institute of technology, Madras
Room 220, Building Sciences Block, Department of Civil Engineering
IIT-Madras, Chennai 600036, India
Tel: +91-44-22574318, Fax: +91-44-22574252, Email: mash@iitm.ac.in

1. Education

Indian Institute of Technology, Madras	Civil Engineering	B.Tech. 1998
Stanford University	Civil Engineering	M.S. 2000
Stanford University	Civil Engineering	Ph.D. 2006

2. Appointments

2023-2024	Head, School of Sustainability	Indian Institute of Technology, Madras, Chennai, India
2020 – Present	Professor	Indian Institute of Technology, Madras
2015 – 2020	Associate Professor	Indian Institute of Technology, Madras
2007 – 2015	Assistant Professor	Indian Institute of Technology, Madras
2006 – 2007	Visiting Assistant Professor	Indian Institute of Technology, Madras
2000 – 2001	Product Development Lead	GlobeRanger Corporation Dallas, TX

3. Relevant Publications:

Peer-Reviewed Journal Publications

1. Patka, M.A., Bugalia, N. and Mahalingam, A. (2025), “Effectiveness of Virtual Reality (VR) in Construction Quality Training: A Comparative Study”, *ASCE Journal of Construction Engineering and Management*
2. Bhattacharjee, K., Bugalia, N. and Mahalingam, A. (2025), “Differences in pathways to resilient safety culture for construction projects of different sizes”, *ASCE Journal of Construction engineering and management*, 151(5)
3. Ninan, J., Clegg, S.C., Mahalingam, A. and Sankaran, S. (2024), “Governance through Trust: Community Engagement in an Australian City Rebuilding Precinct”, *Project Management Journal*, 55(1)
4. Bhattacharjee, K., Bugalia, N. and Mahalingam, A. (2024), “An analysis of safety practices for small, medium, and large construction projects: a resilience engineering perspective”, *Safety Science*, 169
5. Mahalingam, A. and Picardo, A. (2023), “A comparative study of life cycle embodied energy of precast vs cast in place concreting in the Indian context”, *The Indian Concrete Journal*
6. Srilok, S.U., Singh, Y., Mahalingam, A. and Malladi, T. (2022), “Future Impacts of Urban and Peri-urban agriculture on carbon stock and land surface temperatures in India”, *Urban Climate*, Vol. 45, <https://doi.org/10.1016/j.uclim.2022.101267>.

7. Khurana, M., Garvin, M.J and Mahalingam, A. (2022), "Synthesis of Relational Practices for PPP Contracts and their Linkage with Governance Mechanisms", *ASCE Journal of Construction Engineering and Management*, 148(12)
8. Mahalingam, A. (2022), "How institutional intermediaries handle institutional complexity in vanguard megaproject settings" *International Journal of Project Management*, 40, Pp320-331, <https://doi.org/10.1016/j.ijproman.2022.04.007>
9. Ninan, J., Mahalingam, A, and Clegg, S.C. (2021). "Power in News Media: Framing Strategies and Effects in Infrastructure Projects", *International Journal of Project Management*, <https://doi.org/10.1016/j.ijproman.2021.09.003>
10. Ninan, J., Mahalingam, A, and Clegg, S.C. (2021). "Asset Creation team rationalities and strategic discourses: evidences from India", *Infrastructure Asset Management*, 40, 1-9
11. Delhi, V.S.K and Mahalingam, A. (2020). "Relating Institutions and Governance Strategies to Project Outcomes: Study on Public-Private Partnerships in Infrastructure Projects in India", *ASCE Journal of Management in Engineering*, <https://ascelibrary.org/doi/10.1061/%28ASCE%29ME.1943-5479.0000840>
12. Javernick-Will, A., Mahalingam, A., and Taylor, J.E. (2020). "Ray Levitt: Professor, Practitioner and Pathfinder", *Construction Management and Economics*, DOI: [10.1080/01446193.2020.1730922](https://doi.org/10.1080/01446193.2020.1730922)
13. Ninan, J., Mahalingam, A. and Clegg, S,C (2020). "Power and Strategies in the External Stakeholder Management of Projects: A Circuitry Framework", *Engineering Projects and Organizations Journal*, 9(1), <https://doi.org/10.25219/epoj.2020.00104>
14. Ninan, J, Mahalingam, A., Clegg, S.C., Sankaran, S. (2020) ICT for external stakeholder management: sociomateriality from a power perspective, *Construction Management and Economics*, DOI: [10.1080/01446193.2020.1755047](https://doi.org/10.1080/01446193.2020.1755047)
15. Chan, P., Dossick, C., Hacker, M., Hartmann, T., Javernick-Will, A., Mahalingam, A. and Zerjav, V. (2020) Journal Reviews and Revisions: Advice from an Early Career Panel Discussion. *Engineering Project Organization Journal*.
16. Poulouse, MK and Mahalingam, A. (2019) Feasibility of Flexible Term Concessions based Real Options in Indian Highway Sector. *Asian Transport Studies*, 5(5), Pp 811-827, <https://doi.org/10.11175/eastsats.5.811>
17. Balasubramani, M., Mahalingam, A and Scott, WR (2019) Imitation and Adaptation: lessons from a case study of a metro rail project in India. *Construction Management and Economics* <https://doi.org/10.1080/01446193.2019.1619932>
18. Ninan, J., Clegg, S.C. and Mahalingam, A., (2019), External Stakeholder Management Strategies and Resources in Megaprojects: An Organizational Power Perspective, *Project Management Journal*, <https://doi.org/10.1177/8756972819847045>
19. Ninan, J., Clegg, S.C. and Mahalingam, A., (2019), Branding and governmentality for infrastructure megaprojects: The role of social media, *International Journal of Project Management*, 37, Pp 59-72
20. Ramalingam, S. and Mahalingam, A. (2018) Knowledge Coordination in transnational engineering projects: a practice-based study, *Construction Management and Economics*, <https://www.tandfonline.com/doi/full/10.1080/01446193.2018.1498591>
21. Biesenthal, C., Clegg, S., Mahalingam, A., & Sankaran, S. (2018). Applying institutional theories to managing megaprojects. *International Journal of Project Management*, 36(1), Pp 43-54.
22. Venkata S.K. Delhi and Mahalingam, A (2017). "Factors Influencing the Post-Award

- Governance of PPP Projects: A Proposed Framework”, *Engineering Projects and Organizations Journal*, 7(1), Pp 114-134.
23. Sahu,B. and Mahalingam, A. (2017) Implementation of Building Information Modelling in Planning and Design of Military Construction Projects, *Journal of the Institution of Military Engineers*, June 2017, 29(1), Pp 22-35,
 24. Ramalingam, S. and Mahalingam, A. (2017) Implementation of BIM Execution Plan: An Experimental Study in Global Teams, *NICMAR Journal of Construction Management*, Vol.XXXII, No.III, July-September 2017, pages - 47-58.
 25. [Mohan Kumaraswamy](#), [Gangadhar Mahesh](#), [Ashwin Mahalingam](#), [Santhosh Loganathan](#), [Satyanarayana N. Kalidindi](#), (2017) "Developing a clients' charter and construction project KPIs to direct and drive industry improvements", *Built Environment Project and Asset Management*, Vol. 7 Issue: 3, pp.253-270, <https://doi.org/10.1108/BEPAM-02-2017-0013>
 26. Kumar, A., Lodha, D., Mahalingam, A., Prasad, V. and Sahasranamam, A. 2016. "Using 'design thinking' to enhance urban re-development: a case study from India", *Engineering Project Organization Journal*, DOI: 10.1080/21573727.2016.1155445
 27. Mahalingam, A., Yadav, A.K and Varaprasad, J. 2015. "Investigating the Role of Lean Practices in Enabling BIM Adoption: Evidence From 2 Indian Cases", *ASCE Journal of Construction Engineering and Management*. p.05015006.
 28. Rajan, A.T., Prachita, J., Devkar, G.A, Mahalingam, A. and Deep, A. 2014. “Impact of Private Sector Participation on Access and Quality of Services: Systematic review of evidence from the Electricity, Telecommunications and Water supply sectors”, *Journal of Development Effectiveness*, <http://dx.doi.org/10.1080/19439342.2014.955519>
 29. Ramalingam, S., Lobo, S., Mahalingam, A. and Whyte, J. 2014. “Achieving Reliability in Transnational Work on Complex Projects: New Directions for Research”, *Engineering Project Organization Journal*, 4(4); 193-208
 30. Matos, J; Mahalingam, A. and Dewulf, G. 2014. “Unpacking the Path-Dependant Process of Institutional Change for PPPs”, *Australian Journal of Public Administration*, 73(1), 47-66
 31. Tang, A; Taylor, J.E and Mahalingam, A. 2013. “Strategic Structure Matrix: A framework for explaining the impact of superstructure organizations on the diffusion of wind energy infrastructure”, *Energy Policy*, 63 (C), Pp 69-80.
 32. Devkar, G.A; Rajan, T; Mahalingam, A. and Deep, A. 2013. “Impact of Private Sector Participation on access and quality in provision of electricity, telecom and water services in developing countries: A systematic review”, *Utilities Policy*, 27, Pp 65-81.
 33. Devkar, G.A, Mahalingam,A, and Kalidindi, S. 2013. “Competencies and Urban Public Private Partnership Projects in India : A Case Study Analysis”, *Policy and Society*, 32(2), Pp 125-142.
 34. Francis, A. and Mahalingam, A. 2012. “The Impact of the Lean Technique of Value Stream Mapping in Indian Construction Sites on Reducing Carbon Emissions”, *NICMAR Journal of Construction Management*, 27(4), Pp 5-20
 35. Venkata, S.K. Delhi, Mahalingam, A. and Palukuri, S. 2012 “Governance Issues in BOT based PPP infrastructure projects in India”, *Built Environment Project Asset Management Journal*, 2(2), Pp 234-249.
 36. Mahalingam, A. and Venkata S.K. Delhi, 2012. “A Contested Organizational Field

perspective of the diffusion of Public Private Partnership regimes: Evidence from India”, *Engineering Projects and Organizations Journal*, 2(3), Pp 171-186. **Winner of the EPOJ Best Paper Award for 2012**

37. Mahalingam, A., Devkar, G.A., and Satyanarayana, K.N. 2011. “A Comparative Analysis of Public-Private Partnership (PPP) Coordination Agencies in India: What Works and What Doesn’t”, *Public Works Management & Policy*, 16 (4), Pp 341-72.
38. Nair, B., and Mahalingam, A. 2011. “An application of Lean Construction Techniques to MEP Systems in Indian Building Construction Projects”, *Journal of the Institution of Engineers, India*, 92, Pp 3-8, August 18, 2011. **Winner of the Best Paper Award**
39. Mahalingam, A. and Vyas, A. 2011. “A Comparative Evaluation of Land Acquisition and Compensation Processes for Infrastructure Development in India”, *Economic and Political Weekly, New Delhi*, 46 (33). Pp 94-102. August 6, 2011.
40. Kanagaraj, G. and Mahalingam, A. 2011. “Designing Energy Efficient Commercial Buildings – A Systems Framework”, *Energy and Buildings*, 43(9), Pp 2329-43
41. Shobha, R., and Mahalingam, A. 2011 “Enabling Conditions for the Emergence and Effective Performance of Technical and Cultural Boundary Spanners in Global Virtual Teams”, *Engineering Projects and Organizations Journal*, 1(2), Pp 121-141
42. Kadarkarai, R., Mahalingam, A. and Basu, S. 2010. “Simulation and Optimization of Breakwater Construction”, *NICMAR Journal of Construction Management*, Vol 25, No. 3, Pp 5-25
43. Mahalingam, A., Kashyap, R. and Mahajan, C. 2010. “An evaluation of the applicability of 4D CAD on construction projects”, *Automation in Construction*, Vol 19, Pp 148-159
44. Mahalingam, A, 2010. “PPP Experiences in Indian Cities: Barriers, Enablers, and the Way Forward”, *ASCE Journal of Construction Engineering and Management*, Vol. 136, No. 4, April 2010, Pp 419-429
45. Potnuru, K. and Mahalingam, A. 2010. “Assessing the Institutional Readiness for PPPs”, *Urban India*, 30(2), Pp 118-137
46. Mahalingam, A. and Kim, J. 2007. “Private Risk in Public Infrastructure – A Review of the Literature”, *NICMAR Journal of Construction Management*, 22(3), Pp 5-23
47. Mahalingam, A., and Levitt, Raymond. E. 2007. “Institutional Theory as a Framework for Analyzing Conflicts on Global Projects”, *ASCE Journal of Construction Engineering and Management*, Vol. 133, No. 7, July 2007, Pp 517-528
48. Mahalingam, A., Levitt, Raymond. E. 2007. Safety Issues on Global Projects, *ASCE Journal of Construction Engineering and Management*, Vol. 133, No. 7, July 2007, Pp 506-516
49. Mahalingam, A., and Kim, Julie. 2007. “Private Risk in Infrastructure”, *Transnational Dispute Management*, Vol 4, No. 2, April 2007
50. Mahalingam, A, 2006. “Unintended Consequences of Vigilance Activities in Two Project Settings in India”, *Asian Journal of Political Science*, Vol 14, No. 2, December-2006, pp 163-188

Conference Publications

1. ‘Digital transformation and the role of institutional entrepreneurs’ by S. Sreelakshmi and Ashwin Mahalingam presented at the 40th EGOS Colloquium in Milan, Italy from July 4-6, 2024.

2. 'How are institutional logics guiding BIM adoption pathways?' by S. Sreelakshmi and Ashwin Mahalingam presented at the Engineering Projects and Organizations 2024 conference, in Bar Harbour, Maine, USA from June 11-14, 2024. **Winner of the Best Paper Award**
3. 'BUSINESS MODEL CHANGES FOR SUSTAINABLE CONSTRUCTION: A SYSTEM DYNAMICS PERSPECTIVE' by D. Shrikarpagam and Ashwin Mahalingam presented at the Engineering Projects and Organizations 2024 conference, in Bar Harbour, Maine, USA from June 11-14, 2024.
4. 'Effects of the Exogenous Shock of COVID-19 on BIM Subsidiaries in India' by Shobhit Maheshwari and Ashwin Mahalingam presented at the Engineering Projects and Organizations 2023 conference, in Berlin.
5. 'Understanding digital transformations of construction firms: A case from India' by S. Sreelakshmi and Ashwin Mahalingam presented at the Engineering Projects and Organizations 2023 conference, in Berlin.
6. 'Geometric Control of Shortline Match Casting using Computational BIM' by Nandeesh Babanagar and Ashwin Mahalingam, presented at the 40th ISARC Conference, 2023, in Chennai.
7. 'BIM for Accurate Quantity Estimation', by Anil Sai Brahmadevi and Ashwin Mahalingam, presented at the Indian Lean Construction Conference 2021, held at Ahmedabad, Gujarat from Dec 1-4, 2021.
8. 'Quantity Estimation of Executed Works Using Image Analytics' by Vikranth Gundapuneni and Ashwin Mahalingam, presented at the 38th ISARC conference, 2021 at Dubai (conducted online).
9. 'The Becoming of a Vanguard: An account of megaproject-based innovation in the Nagpur Metro' by Mahesh Balasubramani and Ashwin Mahalingam, presented at the 8th International Megaprojects Workshop: Theory Meets Practice 2020, held online.
10. 'Framework for an effective BIM Implementation process in construction sites: a qualitative comparative analysis' by Devendran Rajendran and Ashwin Mahalingam presented at the Engineering Projects and Organizations 2020 conference (conducted online)
11. 'Leveraging Mimicry to organize vanguard megaprojects: evidence from an Indian metro rail project' by Mahesh Balasubramani and Ashwin Mahalingam presented at the Engineering Projects and Organizations 2020 conference, (conducted online). **Conference Best Paper award finalist**
12. 'Temporality, innovation and megaproject-to-megaproject learning across continents: The case of Crossrail and Nagpur Metro' by Mahesh Balasubramani, Ranjith K. Soman, Jennifer Whyte and Ashwin Mahalingam presented at the European Group for Organization Studies 2019 Conference at Edinburgh, UK, 2019
13. 'Stakeholder Management for Public Spaces - Role of Integrator' by Kavitha Selvaraj, Parama Roy and Ashwin Mahalingam presented at the Engineering Projects and Organizations 2019 conference, Vail, Colorado, USA, 2019

14. 'Exploring the Path Dependency leading to sustainable PPP Policies and Practices - a Case of the Tourism Sector in Kerala, India' by Amritha John and Ashwin Mahalingam presented at the Engineering Projects and Organizations 2019 conference, Vail, Colorado, USA, 2019
15. 'Decluttering Cost Estimation and Addressing Cost Overruns in Construction Projects - an Estimators Perspective' by Shubham Bajaj and Ashwin Mahalingam presented at the Engineering Projects and Organizations 2019 conference, Vail, Colorado, USA, 2019
16. 'Making contingent decisions in megaprojects - Governance lessons from an imitation and adaptation perspective' by Mahesh Balasubramani and Ashwin Mahalingam presented at the Engineering Projects and Organizations 2019 conference, Vail, Colorado, USA, 2019
17. 'External Stakeholder Management in Megaprojects - a Framework of Strategies and Power in Practice' by Johan Ninan and Ashwin Mahalingam presented at the Engineering Projects and Organizations 2019 conference, Vail, Colorado, USA, 2019
18. 'Feasibility of flexible term concession based real options in public private partnerships in Indian highway sector' by Manu Poulouse and Ashwin Mahalingam presented at the 15th World Conference on Transport Research, 2019, Mumbai, India.
19. 'Managing the Project Community in Infrastructure Projects' by Johan Ninan, Ashwin Mahalingam and Stewart Clegg, presented at the PMI India Research and Academic Conference, Kozhikode, India, 28th Feb - 2nd March, 2019.
20. 'Simulation Exercise for collaborative planning system/Last planner system (colplasse)' by N. Raghavan, K. Varghese, Ashwin Mahalingam and V.S.K, Delhi, presented at the 26th Annual Conference of the International Group for Lean Construction (IGLC 2018), Chennai, India.
21. Madhumitha Senthilvel, Ranjith Soman, Ashwin Mahalingam, Jennifer Whyte, Benny Raphael, Ioannis Brilakis and Koshy Varghese (2018). "Towards Digital Delivery of Metro Rail Projects in India" Proc. of CIOB World Construction Symposium 2018, Colombo, Sri Lanka.
22. 'Public Private Partnership Field Evolution viewed through a Strategic Niche Management Perspective' by Amritha John and Ashwin Mahalingam presented at the Engineering Projects and Organizations 2018 conference, Brijuni, Croatia, 2018.
23. 'Initial Euphoria to Sustained Change - Mainstreaming Lean Culture' by Delhi VSK, N. Raghavan, Ashwin Mahalingam and K. Varghese, presented at the 25th Annual Conference of the International Group for Lean Construction (IGLC 2017), Hersonissos, Crete, Greece.
24. 'Enhancing BIM to Adopt BOQs for faster Adoption in India' by Arnab Gogoi and Ashwin Mahalingam, presented at the Indian Lean Construction Conference 2017, IIT-Madras, Chennai, India
25. 'INTEGRATION OF DESIGN STRUCTURE MATRIX & SOCIAL NETWORK ANALYSIS FOR DESIGN MANAGEMENT' by Wahid Khan and Ashwin Mahalingam, presented at the Indian Lean Construction Conference 2017, IIT-Madras, Chennai, India

26. ' Stakeholder management in public space design projects – strategies for sustainable change: the luz church road case in Chennai' by Kavitha Selvaraj, Parama Roy and Ashwin Mahalingam presented at the Engineering Projects and Organizations 2017 conference, South Lake Tahoe, USA, 2017
27. 'STAKEHOLDER MANAGEMENT STRATEGIES IN INFRASTRUCTURE MEGAPROJECTS – A DIMENSIONS OF POWER PERSPECTIVE' by Johan Ninan and Ashwin Mahalingam presented at the Engineering Projects and Organizations 2017 conference, South Lake Tahoe, USA, 2017
28. 'SHAPING MEGAPROJECTS AS INSTITUTIONAL EXCEPTIONS' by Mahesh Balasubramanian and Ashwin Mahalingam presented at the Engineering Projects and Organizations 2017 conference, South Lake Tahoe, USA, 2017
29. 'INSTITUTIONAL STRUGGLE BEHIND THE DIFFUSION OF CONSTRUCTION AND DEMOLITION (C&D) WASTE RECYCLING PRACTICES' by Ram Venkatraman, Ashwin Mahalingam and Satyanarayana Kalidindi presented at the Engineering Projects and Organizations 2017 conference, South Lake Tahoe, USA, 2017
30. 'Conducting Parametric Analysis on Non-Metric data using Levene's test in Transnational Projects' by Shobha Ramalingam and Ashwin Mahalingam presented at the PMI India Research and Academic Conference, New Delhi, India, March 2-4, 2017.
31. 'Enabling BIM Adoption through Design Thinking' by Kumar, A., Lodha, D., Mahalingam, A., Prasad, V. and Sahasranamam, A. presented at the Engineering Projects and Organizations 2016 conference, Seattle, USA, 2016. ***Winner of the Best Methods Paper Award.***
32. 'Introducing the Lean Construction Philosophy in E-P-C phases of a large industrial project' by Raghavan, N, Venkata S.K. Delhi, Ashwin Mahalingam and Koshy Varghese, presented at the 24th Annual Conference of the International Group for Lean Construction, Boston, USA, 2016
33. 'Assessment of Stakeholders' Management Practice in Infrastructure Projects - An Indian Case Project' by Hemanta Doloi, Santhosh Loganathan, Satyanarayana Kalidindi and Ashwin Mahalingam, presented at the Construction Research Congress 2016, San Juan, Puerto Rico.
34. 'Relating institutions and governance strategies to project outcomes: a study on public-private partnerships in infrastructure projects in india' by Venkata S.K. Delhi and Ashwin Mahalingam presented at the Engineering Projects and Organizations 2015 conference, Edinburgh, UK, 2015
35. 'Designing Technology, Services and Systems for Social Impact in the Developing World: Strong Sustainability Required' by Gavin Melles, Blair Kuys, Ajay Kapoor, James Rajanayagam, Joseph Thomas and Ashwin Mahalingam presented at the ICoRD '15 Research into Design Across Boundaries Conference in Bangalore, India, January 12-14, 2015.

36. 'Virtual Workspaces in Architecture, Engineering and Construction: Challenges, Opportunities and Future Directions', by John E. Taylor, Semra Comu, Carrie Sturts Dossick, Timo Hartmann, Josh Iorio, Ashwin Mahalingam and Pauli Alin, presented at the 11th International Congress on Advances in Civil Engineering, Istanbul, Turkey, October 21-25, 2014.
37. '"Publicness" in PPP projects: A tale of two water supply PPP projects in India', by Venkata S.K. Delhi and Ashwin Mahalingam presented at the Engineering Projects and Organizations 2014 conference, Devils Thumb Ranch, CO, USA, July 28-30, 2014.
38. 'Beyond a Boundary: Towards a Dynamic Theory of Boundary Spanning in Global Virtual Teams', by Subir Paul and Ashwin Mahalingam presented at the Engineering Projects and Organizations 2014 conference, Devils Thumb Ranch, CO, USA, July 28-30, 2014.
39. 'A study on significance of System Dynamics Approach in adoption of information technology in building construction projects', by Vinay Mathews, Koshy Varghese and Ashwin Mahalingam presented at the International Symposium on Automation and Robotics in Construction and Mining (ISARC 2014), Sydney, Australia, July 9-11, 2014.
40. 'Exploring BIMs as Avatars: Using 3D Virtual Worlds to Improve Collaboration with Models', by Anne Anderson, Carrie Sturts Dossick, Rahman Azari, John E. Taylor, Timo Hartmann and Ashwin Mahalingam presented at the ASCE 2014 Construction Research Congress, Atlanta, GA, USA, May 19-21, 2014.
41. 'A Framework for Post Award Governance of Public Private Partnerships in Infrastructure Projects', by Venkata S.K. Delhi and Ashwin Mahalingam presented at the Engineering Projects and Organizations 2013 conference, Devils Thumb Ranch, CO, USA, July 9-11, 2013.
42. 'Cross Boundary Coordination Practices in Global Engineering Firms' by Shobha Ramalingam and Ashwin Mahalingam, presented at the Engineering Projects and Organizations 2013 conference, Devils Thumb Ranch, CO, USA, July 9-11, 2013.
43. 'The Transnational Work Practices of Virtual Engineering Teams: Starting Points for Research' by Shobha Ramalingam, Sunila Lobo, Ashwin Mahalingam and Jennifer Whyte, presented at the Engineering Projects and Organizations 2012 conference, Rheden, The Netherlands, July 10-12, 2012. **Best Paper Award Finalist**
44. 'The complex interplay between the institutional context and PPP Project Outcomes' by Julieta Matos Castano, Geert Dewulf and Ashwin Mahalingam, presented at the Engineering Projects and Organizations 2012 conference, Rheden, The Netherlands, July 10-12, 2012
45. Muthumanickam, A., Varghese, K., Mahalingam, A. (2012). "Investigation of BIM adoption strategies in Indian AEC industry." Proc. of CIOB World Construction Conference 2012, Colombo, SriLanka, 276-284. **Winner of the Best Paper Award**
46. 'Institutional issues related to project governance of infrastructure PPP projects in India', by Venkata S.K. Delhi and Ashwin Mahalingam, presented at the Construction Research Congress, Purdue University, USA, May 22-24, 2012.

47. 'The Transition towards a sustainable PPP regime', by Geert Dewulf, Ashwin Mahalingam and Stephan Jooste, CIB W92 Conference, Cape Town, South Africa, Jan 2012. **Winner of the Best Paper Award**
48. 'Organizational Field Configurations for State Level Public Private Partnership Programs in India', by Venkata S.K. Delhi and Ashwin Mahalingam presented at the Engineering Projects and Organizations 2011 conference, Estes Park, CO, USA, August 9-11, 2011. **Best Paper Award Finalist**
49. 'Investigation of the effects of Project Structure on BIM adoption', by Aruna M, Ashwin Mahalingam and Koshy Varghese, presented at the Engineering Projects and Organizations 2011 conference, Estes Park, CO, USA, August 9-11, 2011.
50. 'Impact of Communication Technology on Virtual Team Process and Project Performance in Offshored Engineering Projects', by Shobha Ramalingam, Ashwin Mahalingam and Timo Hartmann, presented at the Engineering Projects and Organizations 2011 conference, Estes Park, CO, USA, August 9-11, 2011.
51. 'The Transition towards a sustainable PPP regime', by Geert Dewulf, Ashwin Mahalingam and Stephan Jooste, presented at the Engineering Projects and Organizations 2011 conference, Estes Park, CO, USA, August 9-11, 2011.
52. 'Governance Issues in Public Private Partnerships in Infrastructure Projects in India', by Venkata S.K. Delhi., Seshanka Palukuri and Ashwin Mahalingam presented at the Engineering Projects and Organizations 2010 conference, Lake Tahoe, CA, USA, Oct 2010. **Best Paper Award Finalist**
53. 'Enabling Conditions for Effective Virtual Team Performance in Global Construction Projects', by Shobha Ramalingam and Ashwin Mahalingam presented at the Engineering Projects and Organizations 2010 conference, Lake Tahoe, CA, USA, Oct 2010
54. 'Strategies for Development of Competencies for Implementation of Urban PPP Projects in India', by Ganesh A. Devkar, Ashwin Mahalingam and Satyanarayana, K.N. presented at the Second International Conference on Infrastructure Systems and Services, Chennai, December 2009
55. 'Institutional Capacity and Governance for PPP Projects in India', by Ashwin Mahalingam and Vikram Kapur presented at the LEAD 2009 conference on Leadership and Management in Construction, Lake Tahoe, CA, USA, Oct 2009
56. 'Analyzing the Institutional Framework for Urban Public Private Partnerships in Indian States', by Ganesh Devkar, Ashwin Mahalingam and Satyanarayana Kalidindi, presented at the ASCE Research Congress, Seattle USA, April 2009.
57. 'PPP Bottlenecks in Indian states: Bottlenecks, Enablers and Key Issues', by Ashwin Mahalingam presented at the LEAD 2008 conference on Leadership and Management in Construction, Lake Tahoe, CA, USA, Oct 16-19, 2008.
58. 'The Entrepreneurs, the Environment and the Ties between them: A Case Study of the Process of Social Entrepreneurship' by Ashwin Mahalingam, Paul Basil and Ayush Nigam,

presented at the International Forum of Social Entrepreneurship, Hangzhou, China, May 26-28, 2007

59. 'Capacity Building for Public Private Partnership Procurement in Urban Local Bodies', by Ganesh Devkar, Ashwin Mahalingam and K.N. Satyanarayana, presented at the World Congress on Urban Infrastructure in Developing Countries, New Delhi, India, Nov 12-16, 2007
60. 'Automation of Scheme Preparation and BOQ Calculation for L&T Aluform' by Sattigari Nagireddy, Ashwin Mahalingam and George Thomas, presented at the International Symposium for Automation and Research in Construction, Kochi, India, Sep 19-21, 2007
61. 'An Integrated Project Planning System for Tsunami Mass Housing in India' by Ashwin Mahalingam, Koshy Varghese, Anil Sawhney and Sivakumar Palaniappan, presented at the Construction Research Congress, Bahamas, May 6-8, 2007
62. 'Understanding and Mitigating Challenges on Global Projects: The Role of the Freelance Expatriate', by Ashwin Mahalingam and Dr. Raymond Levitt, presented at the Construction Research Congress, San Diego, California, USA, April 2005
63. 'Cultural Clashes in International Infrastructure Development Projects: Which Cultures Matter?', by Ashwin Mahalingam, Dr. Raymond Levitt and Dr. W. Richard Scott, presented at the International Symposium on Procurement Systems CIB Conference, Las Vegas, Nevada, USA, Feb 2005. **Winner of the Best Paper Award**
64. 'The Legacy of Failed Global Infrastructure Projects: - A Review of the Literature and Questions for Consideration', by Ashwin Mahalingam and Dr. Julie Kim, presented at the General Counsels Roundtable, Stanford University, USA, January 2005
65. 'Challenges on Global Projects – An Institutional Perspective', by Ashwin Mahalingam and Dr. Raymond Levitt, presented at the International Symposium of CIB W92, Chennai, India, January 2004
66. 'A Computer Aided Heavy Lift Planning Model', by Ashwin Mahalingam, Harikesh S. Nair and Dr. Koshy Varghese, presented at the International Conference for Computing in the Construction and Building Industry (ICCCBE), Stanford University, USA, August 2000

Books and Book Chapters

1. Mahalingam, A. 2024. "Challenges in Administering and Governing Megaprojects in India", in *Administration in India* Pp 115-124
2. Mahalingam, A, and Portugali, J. 2023. "Governing cities democratically through partnerships", in *The Crisis of Democracy in the Age of Cities*
3. Ninan, J., Krishnamurthy, M. and Mahalingam, A. 2023. "Making sense of 'new-age data sets' : researching from afar" in *A research agenda for construction management*
4. Bajaj, S. and Mahalingam, A. 2023. "How cost estimators develop estimates: experiences from the Indian context" in *Building a body of knowledge in project management in developing countries*

5. Bugalia, N., Misra, S., Mahalingam, A. and Seetharam, KE, 2022. *Policy Messages for Planning and Implementing High Speed Rail in Asia*, ADB Institute, Tokyo
6. Mahalingam, A, 2020. "Megaproject Leadership in the Developing World: An Indian Perspective" in *Megaproject Leaders, Reflections on Personal Life Stories*, Drouin, N, Van Marrewijk, A, Sankaran, S and Muller, R. Eds, Edward Elgar
7. Taylor, J.E, Alin, P., Anderson, A., Comu, S., Dossick, C., Hartmann, T., Iorio, J., Mahalingam, A. and Mohammadi, N. 2018. "CYBERGRID: A Virtual Workspace for Architecture, Engineering and Construction" in *Transforming Engineering Education: Innovative Computer-Mediated Learning Technologies*, Mutis, Ivan., Fruchter, Renate., and Menassa, C. Eds. ASCE Press
8. Mahalingam, A., Levitt, R.E and Scott, W.R. 2011. "Rules versus results: sources and resolution of institutional conflicts on Indian metro railway projects" in *Global Projects: Institutional and Political Challenges*, Scott, W.R, Levitt, R.E. and Orr, R.J.. Eds. Cambridge University Press, UK
9. Garvin, M.J. and Mahalingam, A. 2011. "Project Delivery and Financing: Conventional and Alternative Methods" in *Organization Management in Construction*, Chinowsky, P. and Songer, A. Eds. Spon Press, UK
10. Mahalingam, A. 2013 "Implementing PPP Programs in the Urban Water and Sanitation Sector: Some insights from the Indian experience in selected states" in *Water Governance: An Evaluation of Alternative Architectures*, Gunawansa, A. and Bhullar, L. Eds. Edward Elgar Publishing Ltd.

Monographs, Edited Conference Proceedings and Book Reviews

1. Roy, P., Kumar, K., Ayyangar, A., Ramachandran, A., and Mahalingam, A. 2019. " A Platform for Integrated Water Governance in Metropolitan Chennai: Developing Future Scenarios and Strategies through Participatory Simulations" *released by the Tamil Nadu State Land Use Board.*
2. Graft A., Mahalingam, A., Ramachandran, A., Ayangar, A., Hemasree, O., Mankar, D., Sai, Naveen U., Roy, P. 2019. "Chennai: State of Water" *released by the Tamil Nadu State Land Use Board.*
3. Roy, P., Kumar, K., Karunakaran, Z., Ayyangar, A., Ramachandran, A., Banerjee, A., Graft, A. and Mahalingam, A. 2019. "Chennai: Urban Visions" *released by the Tamil Nadu State Land Use Board.*
4. Mahalingam, A. 2017. "Managing Indian Megaprojects" *released at the PMI National Conference in Chennai.*
5. Mahalingam, A, and Seddon, J. 2015. "Designing for Change: Flexibilities in Infrastructure PPPs", *written for the Kelkar Committee on Revisiting and Revitalizing the PPP Model of Infrastructure Development*
6. Palaniappan, S. and Mahalingam, A. 2013. "Advances in Building Sciences" *Proceedings of the International Conference on Advances in Building Sciences held at IIT-Madras*

7. Mahalingam, A. 2008. "Book Review: Infrastructure Planning Handbook (Planning, Engineering and Economics) by Alvin Goodman and Makarand Hastak" in *Construction Management and Economics*, Vol. 26, July 2008, Pp 781
8. Mahalingam, A., and Orr, R. 2008. "Confronting India's Infrastructure Bottleneck: Practical, Collaborative Solutions to Increasing the Flow and Success of PPP Projects in Gujarat, Tamil Nadu and Uttar Pradesh", *published as the proceedings of the CRGP-IITM Roundtable on Public Private Partnerships held on 4-5 April, 2008 at IIT-Madras*
9. Varghese et al. 2007. "Automation and Robotics in Construction" *Proceedings of the 24th International Symposium on Automation and Robotics in Construction*

Popular Articles

1. Mahalingam, A. 2020. "Rethinking Construction", *Construction Philosophy*, February 2020, Pp 50-51
2. Mahalingam, A. 2011. "Lessons from a PPP", *Asian Water*, March 2011, Pp 12-16
3. Mahalingam, A. and Devkar, G. 2010. "Structuring and Governing the Use of Public Private Partnerships in Water", *IWA WaterWiki*, October 2010. URL: <http://iwawaterwiki.org/xwiki/bin/view/Articles/StructuringandGoverningtheUseofPublicPrivatePartnershipsinWater>

Case Studies for Teaching

1. Bhattacharjee, K., Jayaraman, S., Bugalia, N. and Mahalingam, A. 2024. "A Case Study on the adoption of digital technology by the RRTS", *A teaching case study developed for the Rapid Rail Transit System*.
2. Mahesh, B. and Mahalingam, A. 2019. "A Case Study on the development and implementation of 6D digital infrastructure delivery tools in the Nagpur Metro", *A teaching case study developed for the Nagpur/Maharashtra Metro Rail Limited*.
3. Mahesh, B. and Mahalingam, A. 2019. "A Case Report on the Chennai Metro Rail Project", *A 2 part teaching case study developed for the Chennai Metro Rail Limited*.
4. Delhi, V.S.K. and Mahalingam, A. 2015. "Case Studies on Public Private Partnerships", *10 Teaching Case Studies developed for the IDFC Foundation as part of the National Capacity Building Program*
5. Delhi, V.S.K. and Mahalingam, A. 2014. "Tirupur Water Supply Project – A Case Study", *Developed along with a Teaching Note and Policy Note for the Tamil Nadu Infrastructure Development Board*
6. Delhi, V.S.K. and Mahalingam, A. 2014. "Tholakappia Poonga Project", *Case A, B and a teaching note developed for the Project Management Institute*
7. Devkar, G. and Mahalingam, A. 2014. "Urban PPP Case Studies in Tamil Nadu", *Eight teaching cases developed for the Tamil Nadu Urban Development Fund*

8. Mahalingam, A., Devkar, G. and Kalidindi, S. 2009. "Creating the Alandur Sewerage System: Project Structuring and Risk Management", Case No. IWP/CR/2/2009. Teaching Case for the Institute for Water Policy, LKY School, NUS Singapore
9. Mahalingam, A., Devkar, G. and Kalidindi, S. 2009. "Teaching Note: Creating the Alandur Sewerage System: Project Structuring and Risk Management", Note No. IWP/CR/TN/2/2009. Teaching Note for the Institute for Water Policy, LKY School, NUS Singapore
10. Mahalingam, A., Devkar, G. and Kalidindi, S. 2009. "Long Term Governance Challenges for PPPs: The Case of the Tirupur Water Supply Project", Case No. IWP/CR/3/2009. Teaching Case for the Institute for Water Policy, LKY School, NUS Singapore
11. Mahalingam, A., Devkar, G. and Kalidindi, S. 2009. "Teaching Note: Long Term Governance Challenges for PPPs: The Case of the Tirupur Water Supply Project", Note No. IWP/CR/TN/3/2009. Teaching Note for the Institute for Water Policy, LKY School, NUS Singapore

4. Professional Affiliations

Editorial Board Affiliations and Academic Memberships

1. **Editor** of the Engineering Project and Organizations Journal, EPOS, 2018-Present
2. Editorial Board Member of the Engineering Project and Organizations Journal, EPOS, 2010-2018
3. Editorial Board Member of Construction Management and Economics, Taylor & Francis, UK, 2017-Present
4. **Guest Editor** for a special issue titled '*A Festschrift in Honour of Ray Levitt*' in Construction Management and Economics, Taylor & Francis Publishers.
5. Editorial Board Member of IEEE Transactions on Engineering Management, IEEE, 2016-Present
6. Editorial Board Member of Built Environment Project and Asset Management (BEPAM), Emerald Publishing, 2015-Present
7. Assistant Specialty Editor of the ASCE Journal of Construction Engineering and Management, ASCE Press, USA, 2007-2015
8. Member of the Engineering Project Organization Society (EPOS) and a former member of the American Society for Civil Engineers (ASCE).
9. I have been on the scientific and technical committees of several national and international conferences conducted by organizations such as EPOS, IAARC, ILCE etc.

Membership on Boards and Committees

1. **Co-Founder and Director**, Okapi Advisory Services, Chennai, Tamil Nadu. 2012-Present
2. **Governing Council Member**: Center for Urbanization Buildings and the Environment, Chennai
3. **Board Member**: Interise Project Management Private Limited

4. **Former Board Member:** IIT-Madras Incubation Cell, Villgro Innovations Foundation; Chennai Tada Tollway Limited, Western Andhra Tollway Limited; Panipet Elevated Corridor Limited; Krishnagiri Thopur Tollway Limited; Beawar Pali Pndwara Toll Road Limited
5. **Advisor:** Athena Infonomics Private Limited; Modulus Housing Pvt Ltd; Nadhi Information Technologies Pvt Ltd
6. **Expert Advisor:** Kelkar Committee set up by the Government of India to revitalize PPPs, Government of Tamil Nadu on drafting the Tamil Nadu Infrastructure Development Act and revising the Transparency in Tenders Act
7. **Chairman:** Awards Committee, CII Connect 2019
8. **Member:** Several committees at CII, MCCI, GOTN, GoI etc

5. Significant Honors and Awards:

- **Young Faculty Recognition Award**, Indian Institute of Technology, Madras, 2012
- **Best Paper Award**, Engineering Project Organizational Journal, 2012
- **Distinguished Service Award**, Engineering Project Organization Society, 2013
- **Key Technology Partner Visiting Fellow**, University of Technology, Sydney, 2016
- **Pathfinder Award**, Engineering Project Organization Society, 2023

6. Selected Invited Talks:

I have regularly spoken at a variety of events organized by industry, government and academia.

I am a regular speaker at the Lal Bahadur Shastri National Academy of Administration (LBSNAA) in Mussorie where I regularly teach project management and the management of PPPs to senior and junior IAS officers.

I have been invited to give keynote talks at a variety of national and international conferences – the Engineering Project Organization Conference, and the Indian Lean Construction Conference, to name a few.

I have been a panelist at many industry forums organized by groups such as the Confederation of Indian Industries (CII), the Madras Chamber of Commerce and Industry (MCCI) and Government Departments. As an instance, I was a panelist at Tamil Nadu's first Global Investors Meet organized by the Government of Tamil Nadu in 2016. Below I list a few selected talks that I was invited to give - these do not include the engagements that I have described above.

1. Gave a talk on 'Culture, Architecture and Sustainability' at the International Winter School on Sustainable Architecture organized by the Center for Social Innovation and Entrepreneurship on December 9, 2019
2. Gave a Keynote Talk on "What do we need to do to adopt BIM successfully on projects" at the Indian Lean Construction Conference held at NICMAR, Pune on November 16, 2019

3. Gave an Invited Talk on "Indian Construction 2050" at the workshop on Risk Perception of Artificial Intelligence (AI) in the Indian Construction Industry, organized at the Hong Kong University of Science and Technology, Hong Kong on 14th November, 2019
4. Gave a Keynote Talk on "Financing Urban Infrastructure Using PPPs" at the Urban Planning and Governance Seminar in Dehradun, organized on the occasion of the 36th Foundation Day of the Mussoorie Dehradun Development Authority (MDDA) on 24th October, 2019
5. Gave an Invited Talk on "Megaprojects: Challenges, Solutions and Theoretical Directions" at Imperial College, London on 2nd July, 2019
6. Gave a Talk on 'Autonomous UAV-based Identification and Classification of Road Defects using Artificial Intelligence' at the 7th Annual Megaprojects Workshop: Theory meets Practice, at Montreal on June 13th, 2019
7. Gave a Keynote Talk on "Megaprojects: Challenges, Solutions and Theoretical Directions" at the Workshop on Megaprojects: Theory and Practice, organized by CEPT University Ahmedabad on March 13th, 2019
8. Gave an Invited Talk on "Use of BIM for a Metro Project" at Lean in Public Sector (LIPS) conference in New Delhi on March 6th, 2019
9. Gave a Keynote Talk on "Doing Research on Megaprojects: Challenges and Theoretical Perspectives" at the PMI RAC conference at IIM Kozhikode on March 2nd, 2019
10. Gave an Invited Talk on "Addressing Cost and Time Overruns Using BIM" at the Urban Mobility India conference organized by the Ministry of Housing and Urban Affairs in Nagpur on 3rd November 2018
11. Gave an Invited Talk on "Addressing Cost and Time Overruns Using BIM" at the Bentley Digital Advancement Academy in Pune on 30th October 2018
12. Gave a Keynote Talk on "Megaprojects: Mega-Success? Mega-headache? How to govern them" at the AACE National Conference held at IIT-Madras on 4th August 2018
13. Gave an Invited Talk on "Governing Metro Rail Projects in India: Practical Challenges and Agendas for Research" Stanford University, USA on 30th May 2018
14. Gave an Invited Talk on "Public Private Partnerships" at the Phase 3 Training Program for IAS officers in Mussorie in April 2018
15. Gave an Invited Talk on "Public Private Partnerships" at the Phase 3 Training Program for IAS officers in Mussorie in December 2017
16. Gave an Invited Talk on "Addressing Cost and Time Overruns" for Engineers from the Tamil Nadu Slum Clearance Board at Chennai on 28th October 2017
17. Gave a Keynote Talk on "Improving Project Performance Using BIM" at Indian Lean Construction Conference at IIT-Madras on 29th July 2017
18. Gave a Talk on "The Innovation and Entrepreneurship Ecosystem at IIT-Madras" at the 7th Annual Deshpande Symposium at the University of Massachusetts, Lowell, USA in June 2017

19. Gave an Invited Talk on "Selecting PPPs" at the Phase 3 Training Program for IAS officers in Mussorie on April 17th 2017
20. Gave an Invited Talk on "Governing Complex Projects in Modern Times" at the Phase 3 Training Program for IAS officers in Mussorie on April 17th 2017
21. Gave an Invited Talk on "Governing Complex Projects in Modern Times" to Officers from the Indian Forestry Service at Mahabalipuram, in 2017
22. Gave an Invited Talk on "Technology, Organization and the Construction of Metro Rail Systems in India" at the University of Technology, Sydney, on 8th December 2016
23. Gave an Invited Talk on "Flexible Contracts for PPPs" at the launch of the UTS-Helmsman Center for Megaprojects at the University of Technology, Sydney, on 28th November 2016
24. Gave an Invited Talk on "Improving Project Performance Using BIM" at Chennai Metro Rail Limited, Chennai on 29th August 2016
25. Gave an Invited Talk on "Addressing Cost and Time Overruns Using BIM" at the Central Secretariat, Chennai, Government of Tamil Nadu on 19th August 2016
26. Gave a Talk on 'Megaproject Coordination: Innovating vertically down the project organization - Examples from India' at the 4th Annual Megaprojects Workshop: Theory meets Practice, at Rome on May 19th, 2016
27. Gave an Invited Talk on "Public Private Partnerships" to Officers from the Indian Forestry Service at Mahabalipuram, on 20th January 2016
28. Gave an Invited Talk on "Post-Award Governance of PPP Projects" at the Phase 5 Training Program for IAS officers in Mussorie on Nov 12th 2015
29. Gave an Invited Talk on "Governing PPPs" at the Phase 3 Training Program for IAS officers in Mussorie on June 5th 2015
30. Gave an Invited Talk on "PPPs and Governance" at the Phase 4 Training Program for IAS officers in Mussorie on May 9th 2015
31. Gave an Invited Talk on "Designing PPP Projects for Governability" at INSEAD, Singapore on April 11th, 2015.
32. Gave a Lecture on "Post Award Governance of PPP Projects" at an Executive Program organized by the Lauder Institute at the Wharton School of Business, University of Pennsylvania on March 18th, 2015
33. Gave an Invited Talk on "Success and Failure Stories of PPP in the water sector" at the Indo-German Center of Sustainability, in Chennai on March 11th, 2015
34. Gave an Invited Talk on "Governing Complex Projects in Modern Times" at the Project Management Institute India Chapter's Annual Conference in Kerala on June 6th, 2014
35. Gave an Invited Talk on "Post-Award Governance of PPPs" at the National Capacity Building Program workshop in New Delhi, India on March 2014.
36. Gave an Invited Talk on "Post Award Governance of Water PPPs in India" at Utrecht University, Netherlands on November 21st, 2013.
37. Gave an Invited Talk on "Post Award Governance of Water PPPs in India" at the Zentrum fuer Entwicklungs Forschung, Bonn, Germany, on October 13th 2013

38. Gave an Invited Talk on "PPPs, Water and Food Security: The issue of Governance" at the University of Hohenheim, Germany on October 16th, 2013.
39. Gave an Invited Talk on "Navigating Urban PPPs" at the Indian Institute of Human Settlements in Bangalore on May 1st, 2013.
40. Gave an invited talk on "5 Principles of PPPs" at a National PPP workshop organized by the International Finance Corporation (World Bank Group), in Bhubaneswar on April 10, 2012
41. Gave three invited lectures on "PPPs for Service Delivery: Myths and Solutions" and "Governance of PPPs" at a training program on PPPs for senior IAS officers, in Chennai From January 2-7, 2012
42. Gave an invited talk on "Organizational Issues for Lean Construction" at a seminar on Lean Construction organized by the Institute for Lean Construction Excellence, in Chennai on Nov 19, 2011. Gave an Opening Plenary Session Talk on "Institutional Environments for PPPs" at SumInfra 2011, in Hyderabad, India, Sept 21, 2011
43. Gave a keynote lecture on "PPPs as viewed through Strategic Action Fields (SAFs): Evidence from India" at the Engineering Project and Organizations Conference, Estes Park, Colorado, August 9-11, 2011.
44. Gave an invited talk on "Creating an Enabling Ambient Environment for PPPs" at the PPP Nodal Officers Roundtable, in Jaipur on June 16, 2011
45. Visited the Institute for Water Policy, LKY School, NUS Singapore from Feb 21-23, 2011 and delivered an invited lecture on "PPPs for Service Delivery: Myths and Solutions" at a workshop on 'Water Governance: An Evaluation of Alternative Architectures'.
46. Gave an invited lecture on "PPPs for Service Delivery: Myths and Solutions" at a training program on PPPs for senior IAS officers, in Chennai on January 10, 2011
47. Visited the Institute for Water Policy, LKY School, NUS Singapore from June 21-27, 2010 and delivered an invited lecture on "Public Private Partnerships in the Water Sector" as part of an Executive Education Program organized by the school.
48. Gave an invited talk on "Managing Cross-Cultural Teams" at the *Autodesk University* conference in Las Vegas, USA from Dec 1-3, 2009
49. Gave an Invited Talk on "The Delhi Metro Story...and what Chennai can learn from it" to the Chennai Metro Rail Limited, on Nov 26th, 2009
50. Visited the University of Weimar, Germany from Nov 13-17, 2008 as a visiting researcher and gave an invited talk on "Qualitative Methods in Construction Management Research"
51. Gave an invited talk on "PPPs and Capacity Building Issues for Urban Infrastructure" at a meeting of the High Powered Expert Committee (HPEC) on Urban Financing, in Chennai on October 11, 2008
52. Gave an Invited Talk at the 'International Workshop on Engineering Education for Sustainable Development' on "Sustainable Development in Engineering Education in India" from Oct 31-Nov 2, 2006 at Tsinghua University, Beijing, China

7. Research and Consultancy Projects

S.No	Title	Duration	Sponsor	Value (INR)
1	Development of an Analysis Framework and Tools to Identify and Mitigate Risks in the Planning Phase of Infrastructure Projects	June 2007-May 2010	IIT-Madras	5,00,000
2	Promoting Effective Water Management Policies and Practices – Water Utilities Data Book	August 2007-Oct 2008	Asian Development Bank	6,25,225
3	Evaluating Alternative Financing Approaches for Phase IIB of ORR Project	Sept 2007-June 2008	Hyderabad Urban Development Authority	10,96,915
4	Integrated Construction Practice Laboratory	Apr 2008-Mar 2012	Autodesk India Pvt Ltd	22,75,827
5	Evaluation of the Applicability and Benefits of 4D CAD in the Indian Construction Industry	May 2008 –Jan 2010	Autodesk India Pvt Ltd	5,04,000
6	Expectation and Experiences from PPP Projects in Tamil Nadu	Nov 2008-Dec 2010	Tamil Nadu Urban Infrastructure Financial Services Lts.	5,00,000
7	Shaping the Fuzzy Front End: Risk Mitigation and Governance of Infrastructure Projects	Nov 2008-August 2009	IIT-Madras	1,65,000
8	Case Studies of the Alandur Sewerage and Tirupur Water Supply Projects	Mar 2009-Sept 2009	Institute for Water Policy, Singapore	1,27,320
9	Decentralized waste water management, benchmarking of public utilities and PPP	May 2009-Dec 2011	Ministry of Urban Development	2,00,27,000
10	Effective Utilization of Building Information Models for Integrated Project Delivery	Mar 2010-Mar 2011	Value and Budget Housing Corporation Pvt Ltd	2,55,670
11	Developing Toolkits for Policy Makers Engaged in Designing and Managing Cross-Sectoral PPPs	July 2010-April 2011	World Bank	16,50,000
12	Private Public Partnerships in the Health Sector	July 2010-March 2012	APAC-VHS Chennai	25,35,000
13	Assessment for Developing Monetary and Planning Skills	Nov 2010-June 2012	Larsen & Toubro ECC	15,22,140

	Programme			
14	A Study on Enhancing the Teaching-Learning Process in Civil Engineering through BIM	July 2011-June 2012	Autodesk India Pvt. Ltd	9,60,000
15	Does Private Involvement in the delivery of water, ICT and Electricity Services lead to improved access and quality	July 2011-June 2012	Australian Agency for International Development	38,15,010
16	Augmenting TCS' Construction Project Management	Sept 2011-Jan 2012	Tata Consultancy Services	2,50,000
17	Development of Project Management System for Erection and Commissioning of Electrostatic Precipitator	Nov 2011-June 2012	Bharat Heavy Electricals Ltd	20,06,000
18	Independent Review of Urban Water Supply Project in Mysore	Nov 2012 - Aug 2013	Icra Management Consultants Pvt Ltd	3,37,080
19	Development of a Project Management System for ESP R&M works at NSCPL Rourkela	Feb 2013-Jan 2014	Bharat Heavy Electricals Ltd	22,47,200
20	Case Studies of PPPs in Infrastructure in India	May 2013-May 2014	IDFC Foundation	9,57,307
21	Lean Construction Training and Implementation Program	June 2013-May 2014	Institute for Lean Construction Excellence	33,70,800
22	Developing a Case Study on the Tirupur Water Supply Project	August 2013 to June 2014	Tamil Nadu Infrastructure Development Board	1,34,832
23	Post Award Governance Strategies for PPPs in India	30 Jan 2014-31 Dec 2014	Athena Infonomics	7,00,000
24	Evidence on what makes an effect urban planning framework in low income or informal settlements	April 2014-June 2015	DFID	44,94,400
25	Developing a Case Study on the Adyar Poonga Project	July 2014-Jan 2015	Project Management Institute	3,00,000
26	Development and Evaluation of Virtual Modes of planning and execution of ESP projects	Sept 2014-April 2015	Bharat Heavy Electricals Ltd	11,79,780
27	Center for Urbanization, Buildings and the	Aug 2016-Aug 2017	IIT-Madras	4,15,00,000

	Environment			
28	Innovation Ecosystem	April 2016-April 2019	IIT-Madras	50,00,000
29	Integrated Urban Governance in Metropolitan Chennai	August 2017 - Jan 2019	Cholamandalam Investment and Finance Company Limited	84,42,925
30	Analyzing Infrastructure Capacity Creation through Development of an Intelligent Database for Infrastructure in India(IDII)	March 2018 - Sept 2019	IIT-Madras	10,00,000
31	Smart Secure - Elderly Assistance Device	March 2018 - Feb 2019	Fullerton India Credit Company Limited	5,90,000
32	Innovation Ecosystem - Phase II	Jul 2018 - Jul 2020	IIT-Madras	1,00,00,000
33	Innovation Ecosystem	Apr 2019 - Apr 2022	IIT-Madras	1,00,00,000
34	Nirmaan - Enabling Entrepreneurship	Sept 2019 - Aug 2023	IIT Madras Alumni Association	1,00,00,000
35	Engineering Advisory Services for Mukkombu	Oct 2019 - Nov 2019	Water Resources Department, GoTN	15,27,778
36	Lean Champions Project	Dec 2019 - March 2020	Center for Urbanization, Buildings and the Environment/Institute for Lean Construction Excellence	22,89,155