

Report on Project Planning and Management Training at NASA

(From 17th February to 21st February, 2014)

Infrastructure and Project Monitoring Division (IPMD) of MOSPI monitors and facilitate the implementation of all Central Sector projects costing Rs 150 Crore and above. Due to high cost and technology involved in the infrastructure projects, the performance of the project depends on how the project manager deals with the nitty-gritty of the project stages since conceptualization to commissioning of the project. During the project cycle, the role of project managers become very crucial in deciding day to day planning, taking financial decision, providing labour welfare measures and winning the confidence of the local community/ leaders. In the complex project scenario, the skill of project manager also requires to be updated by way of providing focused technical inputs and knowledge of latest IT tools including project scheduling and project handling software.

With a view to provide focused and updated technical inputs and knowledge of the latest IT tools, IPMD conducted third training programme in the year 2013-14 for five days on **"Project Planning & Management"** from **17th February to 21st February 2014 at NASA, Greater Noida**. The training programme was inaugurated by Dr. Davendra Verma, DDG (PI) in presence of Shri Yogendra Singh, DDG (NASA) and Shri DK Ojha, Director (IPMD) of the Ministry of Statistics & Programme Implementation. During his inaugural speech, DDG (PI) informed the participants about the functioning of Ministry of Statistics & Programme Implementation (MOSPI) in general and particularly role of **Infrastructure and Project Monitoring Division** in the field of Monitoring. He also briefed to the participants about the importance of Project Management and role of effective Project Management in successful commissioning of different projects.

DDG (NASA) welcomed the participants and informed them about various activities of NASA including different training programmes conducting by NASA and the facilities provided to the participants during the training programmes.

While welcoming the participants, Director (IPMD) commented that the successful delivery of Infrastructure Projects becomes most important in the current complex scenario and inefficient project delivery would be detrimental to economic growth. He further emphasized the pre-project planning and project scheduling using computer aided software like MS project 2010 and discussed the agenda of the programme. He added that this training programme apart from the theoretical components also includes practical aspect as hands on activities on project management's software i.e., MS Project 2010.

The faculties were invited from the private/corporate sector having vast experience in the related field/area. The list of participants is given in Annexure – 1.

The following important topics were discussed in detail during this training programme:

- a)** Introduction of Project management
- b)** Project Management-Monitoring and Controlling.
- c)** Project Monitoring & OCMS
- d)** Project formulation and Procedure for preparation of PFR/DPR.
- e)** Importance of Project Planning and Project Success Criteria
- f)** Case study of NTPC Project. Issues & Challenges in Project contract Management in context of PSUs.
- g)** Project Risk Management.
- h)** Project Management-Planning, Scheduling, Monitoring & Execution of Projects by Microsoft Project 2010 etc.
- i)** Importance of Project Planning with presentation of EIL
- j)** Project Appraisal Method in government
- k)** Challenges in Planning and Execution of an Infrastructure Project

Director (IPMD) emphasized the importance of monitoring the progress of projects by an independent agency like IPMD. He elaborated the working on Online Computerized Monitoring System (OCMS). OCMS has been developed on oracle software with two tier authentication system for timely updation of progress of projects. The Ministry's initiatives to further improve the shared monitoring mechanism through computer software were also elaborated. The role of MOSPI as a project management office (PMO) at apex level in the Government of India was highlighted.

Director (IPMD) also made a presentation on *Project Management- Monitoring and Controlling* covering concept & Importance of Project Management, field of project monitoring, control of adverse situations of the projects, Project life cycle, Role of PMO (Project Management Office) and PMO function is providing Training, Software, Standardized policies & procedures for successful execution of Projects. He discussed in detail the components of Project Management and its Process groups and Knowledge areas covering the various parameters in Project management viz, Integration, scope, time, cost, quality, Human Resource, communication, risk, procurement and economic models. He paid more emphasis on schedule completion of the projects to save time, cost & manpower which could be used otherwise. He discussed various problems, which are responsible for time and cost overrun and measures to be taken up in advance. He further discussed various steps/procedure relating to project formulation, preparation of Detailed Project Report (DPR), implementation and monitoring to cut short the delays. He also emphasized the Milestones in the projects, prioritization of projects with reference to available resources and several other project based interventions. He also stressed on accountability for time and cost overrun and highlighted the concept of rolling wave planning which a Progressive elaboration is planning, where the work to be accomplished in near term is planned in detail and future work is planned at higher level of WBS.

Shri Ajay Kumar Shukla, DGM-NTPC made a presentation on *Challenges in Project contract and Management* including a case study of NTPC with related issues. He discussed the concept and the issues related to Project Contract. He also discussed the useful steps to control the contract lead time along with the techniques of controlling the cost of the project with better contract management. Another important thing he explained was the *Seven Sutra of Project Contract Execution* which describes very useful things to be kept in mind while executing the contract. He also discussed the issues relating to the contractors along with discussing the methods to manage the contractors in a better way. After this, he also discussed a case study of NTPC related to contract management. His presentation and discussion will surely help the project managers/contract managers in choosing most suitable contractor from existing alternatives.

Shri K.M. Chaudhari, PMP and C.E.O. of PMAC Consulting Pvt. Ltd., made a presentation on *“Project Risk Management-Basic Introduction”* in forenoon and *“Risk Identification and Mitigation Techniques”* in afternoon. He discussed in depth the crucial role played by risk-management in dealing with uncertainties by adopting strategic framework that mitigates the adverse impact of risks & potential threats. This aspect of Project Management will help in ensuring the successful completion of the projects and set good Corporate Governance in organization. He elaborated the various key steps of Project Risk Management i.e. planning for risk management, identification of risk, qualitative & quantitative analysis of Risk, plan risk response and monitor and control the risk. He also discussed the different types of risk associated with different stages of the projects & advantages associated with maintaining the risk register by adopting the risk management processes.

Shri R.Y. Kadeer, Ex. Joint Adviser Planning Commission made the presentation on *“Project Appraisal and Techniques in the Government”*. He discussed the methodology adopted by the government for Appraisal of Projects. He elaborated the structure of the appraisal mechanism in the government. He discussed the role of various agencies like Planning Commission, Department of Expenditure and Ministry of Environment & Forest etc. involved in the project appraisal. Further he described the Risk and sensitivity Analysis of the projects before the approval. He also covered includes financial viability analysis and economic viability analysis. Criteria for investment decision based on FIRR and EIRR was also discussed in his presentation. Various viability indicators for analysis like FIRR, EIRR, pay back method and NPV were also discussed with their practical usage in Project Appraisal and Approval mechanism.

The Lecture on *“Project Planning- A key to successful Projects”* was delivered by Shri. Sudershan Kumar, GM, EIL and his Team. The team started with the overview of the EIL including the background of the organization and key milestones and achievements in the field of Project Management. Shri Sudershan Kumar during his dynamic session emphasized on in depth planning before execution of any project to make it a complete success. In the second part of their presentation they started with the introduction of Project Planning and lifecycle of the Projects with various phases like conceptualization, planning, organization, implementation and controlling of the projects. Further Shri Sudershan Kumar discussed the importance of Planning and scheduling and various levels thereof. He also explained the progress measurement method under the project monitoring head. He presented a video as a case study of interceptor sewer project of Govt. of Delhi showing resolving various challenges before its execution.

Hands' on activity for two days on *"MS Project 2010"* was taken up by Shri Sumit Chamoli, Consultant of Pro-I Solutions and also a Microsoft certified trainer on MS- Project 2010. Shri Chamoli discussed the various stages of project life cycle and ways to translate them into computer software using project scheduling activities and milestones of a real time project with the help of MS Project 2010. He explained the functions of MS-Project 2010 like calendar, Gantt chart, Activity, chart, Network diagram, Task uses, resources allocation etc. He also explained plan outline in detail like project Set up, Task details, Duration against task, Link tasks, Check & adjust, Assign resource and Costs, Resolve resource allocations, baseline of the Plan, Manage-track projects, sharing of project information etc. Various handout were also given to the participants for entering the given data in the system and for working on the project with a certain given set of resources. The soft copy of the guide book on MS Project 2010 was also distributed among the participants for future reference. An Audio-visual depicting live coverage of the super-performance of renowned Mega Structure Bridge connecting Denmark to Sweden was also shown. Recording also shows the various types of machinery, equipment, implements and complex procedures, processes that were used in its construction. Shri Chamoli also shared his experiences in transforming the project milestones into work breakdown structure and activities using MS Project 2010.

Shri Aadesh Jain, president, of PMA - India was invited to share his thoughts on *"Issues involved in project implementation"*. The main emphasis was on the Thinking about projects on various aspects. Shri Jain shared his vast experience of handling mega projects in USA, Canada, and China etc. He emphasized on adopting standard practices of project management. He also advised to follow a uniform methodology to address the cross sector issues. He also urged the participants to take a lead on creating competency based leaving in project management for successful delivery of the projects. Further he focused on the specialized training of the project Managers to make them high in competency.

Participants gave a positive feedback of the course material and the faculty in an open session which provided insight to practical aspects of project management besides the theoretical knowledge that they gain at such training programmes. It was also suggested that the more lecture should be planned in the training on project appraisal, financial aspects, data base management. Apart from the above suggestions, some participants suggested the Primavera training and more case studies also included in the training programme. The participants were satisfied with the assistance/facilities provided by the staff/officials of NASA during their 5 days stay, some participants suggested the duration of this training programme should be long atleast 15 days. Director (IPMD) distributed the Certificates & group photographs to all the participants and congratulated to the participants and team IPMD them for successful completion of the training.

**List of Participants in the Workshop on Project Planning & Management from
17th to 21st Feb. 2014 at NASA, Greater Noida.**

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One week Residential Training Programme on
“Project Planning & Management”
17th – 21th February, 2014, at NASA, Greater Noida, U.P



Left to Right

Sitting : Sudhir Kumar Singh, Kailash Chandra(Dy.Dir), Dr. Davendra Verma(DDG.PI), Sri Yogendra Singh (DDGNASA), D.K.Ojha(Dir.IPMD), P.Narola.

Standing

1st Row : B.L.Meena, Priyankar, P.Murugesan, L.R.Gangwar, Ajai Kumar Gupta, Dinesh Pangtey, Ashok Tyagi.

2nd Row : M.Karupiah, K. Athinamilagi, Rajeev Ranjan, Dheeraj Kumar, U.K. Biswas, V.K. Sharma, Pradeep Kumar Negi.

3rd Row : G. Devendar, D. Venkatesham, Deepak Gurav, Rhitwick Dutta, Sudhangshu Sinha, Vishal Chouhan, Mohd. Afzal.

4th Row : V.P.Prasad, M.R.Patil, Gopal Kandoi, Rohit Das Ghidora, Sriharsha Panda, Parveen Kumar, Ajinder Singh Ahuja, Kalam Mohammad, Sunil Kumar Sharma, R.K.Sahu, K.V.Ramana Murthy, Raktim Saikia.

Ministry of Statistics & Programme Implementation
(Infrastructure & Project Monitoring Division)

Feedback Report

Name of Module:- PROJECT PLANNING AND MANAGEMENT

Period:- From 17th to 21st February 2014

To improve the training module in future training programme of IPMD, MOSPI collects the data through Questionnaire. Feedback report is based on the summary of questionnaire which has been filled by the participants. In this questionnaire participants use codes as per the instruction wherever applicable. The summarized feedback is as following:-

1) Rating of the Course Module

The overall rating of the Course Module is based on the Average of total gain points which is **3.31** this is between Very good and Excellent. Overall the coverage of the training programme was appreciated.

2) Interesting Topics in the Module

As per participants the first five interesting Topics are listed below

- a) Project Risk Management – Basic Introduction and Risk Identification & Mitigation Techniques.
- b) Project Monitoring and OCMS
- c) MS Project 2010.
- d) Challenges in Project Contract and Management.
- e) Project appraisal and Techniques in the Government.

3) Performance Appraisal of the Faculties

Performance Appraisal of the faculties are based on five attributes of knowledge, clarity of concepts, presentation skill, quality of notes/study material & overall class management. The participant give marks to each faculty based on their performance. Max. marks allowed is 4 only. **Overall rating on this parameter is 3.14**

4) Relevant topics that have not been included in this module

Most of the Participants are in favour of including the case studies of Successful Projects of PSUs and also desired to hold lecture on implementation of mega projects by eminent personalities and stressed for increasing the duration of MS-Project 2010 exercise.

- 5) The overall rating of the course module, as per the perception of the participants are excellent. Every participant expressed their gratification for the excellent hospitality and accommodation extended by programme organizer. Mr. Ojha and his team are really admirable and will always be appreciated. The participant has shown satisfaction over the modules covered in this training programme.