

## **Report on 5 Days Project Planning and Management Training at NASA**

### **(From 17<sup>th</sup> to 21<sup>st</sup> December 2012)**

The Infrastructure and Project Monitoring Division of MOSPI monitors and facilitate the implementation of all Central Sector projects costing Rs 150 Cr. and above. Due to high cost and the technologies involved in the infrastructure projects, the performance of the project depends on how the project manager deals the nitty-gritty of the project stages since the conceptualization to the 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 handling software.

The Infrastructure Project Monitoring Division conducted a training programme for five days on **"Project Planning & Management"** from **17th Dec to 21st Dec. 2012 at NASA, Greater Noida**. The training programme was inaugurated by **Shri D.K.Ojha, Director (Projects), IPMD**, Ministry of Statistics & Programme Implementation. During his inaugural speech, **Sh. Ojha** informed the participants about the functioning of Ministry of Statistics & Programme Implementation (MOSPI) in general and **Infrastructure and Project Monitoring Division, in particular**.

While welcoming the participants, Shri D.K. Ojha 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. Shri D.K. Ojha emphasized the pre-project planning and project scheduling using computer aided software like MS project 2010 and discussed the agenda of

the programme. Shri Ojha also 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 both from the public and private sector having vast experience in related field. Two days hands on activity on project schedule software i.e. MS Project, 2010 were also provided to the participants. The list of participants is given in Annexure – 1.

The following important topics were discussed during this training programme:

- a)** Pre-project activities and pre-project feasibility report.
- b)** Concept of project cycle.
- c)** Project formulation, Procedure for preparation of proposal.
- d)** Application of CPM/PERT/Project planning.
- e)** Appraisal of project and Preparation of -EFC, PIB Memo.
- f)** Project Budgeting appraisal.
- g)** Project monitoring & OCMS.
- h)** Lessons learned from Projects Failures.
- i)** Issues & Challenges in Project Management.
- j)** Cash Flow Management in large Infrastructure Projects.
- k)** Project Management-Planning, Scheduling, Monitoring & Execution of Projects by Microsoft Project 2010 etc.
- l)** Study on Project Schedule and Cost Overrun.
- m)** Project Performance Review.

Shri D.K. Ojha, introduced the concepts of performance measurement and Earned value Analysis (EVA) with some of the practical problems and their interpretation. Shri Ojha further emphasized the importance of monitoring the progress of projects by an independent agency like IPMD. He also delivered a

lecture on project management information system and elaborated the working of 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 discussed. Creation of separate project monitoring office (PMO) in each PSU's especially in Telecom sector was also emphasized.

Shri D.K.Ojha, also made a presentation covering pre-project activities, project Implementation & monitoring System. He discussed some ongoing projects of different sectors. He also discussed on current operating units, project under construction, project under various statutory clearance and new projects under DPR preparation stage. The participants were enthusiastic and were raising queries and holding group discussions relating to practical problems & bottlenecks being faced by their organizations. Though, it is being asserted that many Infrastructure Projects viz. Railway Projects( long gestation period) are being affected on account of Inter-organisational problems, funds, land acquisition, red-tapism & bureaucratic problem but, if there is proper Project Monitoring & controlling in place then these can be effectively addressed at their occurrence stage. The success of DMRC Project is one of the achievement in Infrastructure field. Shri Ojha, 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, 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

overruns. He also discussed the various aspects of earned value analysis of the Projects.

Shri Hemant Seigell, Sr. Vice President-Risk Management of Risk-pro made a presentation on "Project Risk Management." He discussed the crucial role played by risk-management in dealing with uncertainties by adopting strategical framework that mitigate 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 in detail the three key components of Project Risk Management, different types of risk associated in different stages of the projects & advantages associated with risk awareness & understanding by putting in practice the risk management process.

The Lecture on "Issues & Challenges in Project Management" was delivered by Sh. Ajay Shulka, AGM, NTPC. He discussed the criteria and various factors contributing in successful execution of projects viz., initiating with pilot project and its outcome evaluation, good quality data & Project scheduling for each activity. Issues & challenges in Project Management in PSU context in terms of Gap analysis, fundamental assumptions, focus, safety measures methodology for scheduling the projects, identification of resource constraint, role of buffer management in coping with uncertainty and various Strategy and tactics for new Project management framework. He made the session very interesting by engaging participation in two-way discussion and shared his experience in NTPC by making use of common phrases & terminology that is being used in organization for the disposal of the matters.

Shri Shatrughan Lal, former Joint Adviser (PAMD), Planning Commission made a presentation on the Appraisal of projects – EFC, PIB & non-PIB. During this session, the more emphasis was on Public Investment Board (PIB), Project Appraisal Division (PAD), Appraising Agencies, Forum for Appraisal, Approval Authorities as

per financial limits, different aspects of Project Approval, Project formulation, Cost estimation, Benefit cost Analysis, Environmental impacts, Risk & sensitivity Analysis, Financial & Economic Viability and Sensitivity Analysis etc. Shri Lal also shared some live examples of the project appraisal & the limitations in this area.

Shri Amit Nirmal, Joint Director, IPMD delivered the lecture on “Lessons learned from project failures”. He made understand the topic by citing three case studies namely, Hubble Space Telescope, Sydney Opera House and RMS Titanic. He elaborated that the projects Hubble Space Telescope and Sydney Opera House are very renowned and landmark projects which can be termed as highly successful projects but during project planning and execution phase these projects too faced failures due to non-applicability of Project Management. He discussed how lessons can be learned from failures of these projects so that such failures may not be repeated in future. The third case study was highlighted as a case study of failing in Risk management aspect.

The topic “Cash Flow Management in Large Infrastructure Projects” was discussed by Sh Asim Prasad, Manager, GAIL. He discussed about need for cash flow management and its various parameters viz, Project capital Structure, Identification and estimation of cost heads, cash outflow calculation based on DFR cost and preparation of contingency plan to minimize deviations and the importance for continuously monitoring the cash flows in detail.

Hands’ on activity on ‘MS Project 2010’ was taken up by Shri Sumit Chamoli, 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 scheduling the project activities and milestones of a real time project with the help of MS Project 2010. He explained the tools menu and icons like calendar, Gantt chart, Activity, Network diagram, Task uses etc. He also explained plan outline in

detail the 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. The participants had taken keen interest in using the IT techniques in real time situation. 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 Megastructure bridge connecting Denmark to Sweden was also shown. Recording also shows the various type of machinery, equipment, implements and complex procedures, processes that were used in its construction.

In the valedictory session Shri D.K .Ojha Director(Projects) invited the participants to express their views regarding the training. In an open environment, the participants expressed their views regarding the training course, its duration, contents, faculty members and their suggestion for future improvement.

Participants gave a positive feedback of the course material and the faculty. One of the suggestions was to include more case studies related to infrastructure project. This could be an open session where the project manager of successful projects could interact with the participants and share his/her knowledge regarding effective project management. This would be immensely beneficial to the participants as this would provide insight to practical aspects of project management besides the theoretical knowledge that they gain at such training programmes. It was also suggested that lectures on Resource Management, Budget monitoring, Project Financial Management can also be added and to increase the duration of Appraisal of Project session taken by Shri Shatrughan Lal consultant, Planning Commission. The Participant also suggested for engaging one or more assistant faculties to guide the participants in practical working knowledge of MS-Project 2010.

The participants were satisfied with the assistance/facilities provided by the staff/officials of NASA during their 5 days stay. Shri Ojha distributed the participation certificates & group photograph to all the participants and congratulated them for successful completion of the training. He expressed vote of thanks to all the staff official of NASA & Team - IPMD for their support in successful completion of this training.

**List of Participants in the Workshop on Project Planning & Mgmt. from 17<sup>th</sup> to 21<sup>st</sup> Dec. 2012 at NASA**

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**NATIONAL ACADEMY OF STATISTICAL ADMINISTRATION**

**Central Statistical Organisation  
Ministry of Statistics & Programme Implementaion  
Government of India**

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**Infrastructure and Project Monitoring Division (IPMD)**

**One Week Training Programme on "Project Planning and Management"**

**17th – 21st December, 2012**



**Left to Right**

**Siting : Ms.Sanchaita Behera, Sh.Santosh Thakur, Sh. Kailash Chandra(DD-IPMD), Sh.D.K. Ojha(Director- IPMD), Sh. Mahendra Singh, Sh.Bharat Bhushan.**

**Standing :**

**1<sup>st</sup> Row : Sh. Gautam, Sh.Nilesh Kumar, Sh. G.Ramesh, Sh.J.K.Sinha, Sh. Amit Kr. Gupta, Ms. K.B.R. Deepti, Sh. Tilak Bhowmick, Sh. Sanjay Sharma, Sh. Afzal Ali, Sh. Y.V.R.K. Rao**

**2<sup>nd</sup> Row : Sh. U. Sadanandam, Sh .Gagan Malik, Sh. H.Suresh, Sh. Alok Kulhare, Sh Abhishek Gupta, Sh. Pradeep Rawat, Sh.Rakesh Mohan, Sh. P.K.Jain, Sh. N. Arumugan, Sh.N.C. Pandey**

**3<sup>rd</sup> Row : Sh.G.Prabhakaran, Sh. Alak Baruah, Sh.Gaurav Gulathi, Sh. Rajan Raina, Sh. Sunil Kakkar, Sh. K.K. Pandey, Sh. D.C. Anand, Sh.Vijay Kumar, Sh. Harikrishnan K.P., Sh. R.Gnanaraj**

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

**Feedback Report**

**Name of Module:- PROJECT PLANNING AND MANAGEMENT**

**Period:- From 17<sup>th</sup> December to 21<sup>st</sup> December 2012**

To improve the training module in future 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 about the Structure / Design of the Module is based on the following point:-**

- a) **Duration of Module:-** The rating of the Duration of Module is based on the Average of total gain points which is 3.4, this is between Very good and Excellent.
- b) **Sequencing of Topics:-** The rating of the Sequencing of Topics is based on the Average of total gain points which is 3.2, this is between Very good and Excellent.
- c) **Content/Coverage:-** The rating of the Content/Coverage is based on the Average of total gain points which is 3.2, this is between the Very Good and Excellent. Overall the coverage of the training programme was appreciated.

**2) The Most interesting Topics in this Module: -** As per participants the first five most interesting Topics are as follows:-

Interesting Topics

- a) M.S.Project 2010
- b) Appraisal of project and preparation of EFC and PIB memo & Project Formulation.
- c) Earned Value Management.
- d) Application of CPM/PERT, project planning development of master network & milestones.
- e) Problems in Infrastructure Projects – case study of NTPC Dadri Project.

**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 of the program is 3.23

**4) Relevant topics that have not been included in this module: -** Participants have advised to include the following topics:-

i) Most of the Participants are in favor of inclusion of case studies of other PSUs., and lectures on various topics like Resource Management, Budget monitoring, troubleshooting technique/mechanism in projects. Project Financial Management, Project Feasibility Analysis has been proposed.

ii) More time for M.S.Project 2010 may be allowed

**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.