Report on 5 Days Project Planning and Management Training at NASA

(From 18th to 22nd March 2013)

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 **18th to 22nd March 2013 at NASA**, **Greater Noida.** The training programme was inaugurated by Director (IPMD), Ministry of Statistics & Programme Implementation. During his inaugural speech, he 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, 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 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 monitoring & OCMS
d) Application of CPM/PERT/Project planning.
e) Project Budgeting & Financing.
f) Project formulation, Procedure for preparation of proposal.
g) Appraisal of project and Preparation of -EFC, PIB Memo.
h) Case study of NTPC Project.
i) Issues & Challenges during Project execution in context of PSUs.
j) Project Risk Management.
k) Lecture on Building Information & Modeling Systems.
l) Project Management-Planning, Scheduling, Monitoring & Execution of Projects by Microsoft Project 2010 etc.
m) Study on Project Schedule and Cost Overrun.
n) Project Performance Review.

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 updating 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.

Director (IPMD), also made a presentation covering concept & Importance of Project Management, Project life cycle, CPM (Critical Path Method), WBS (Work Breakdown Structure), Gantt Chart, PERT(Programme Evaluation & Review Technique), Role of PMO(Project Management Office) and PMO function in 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 mgmt 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, 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 is a Progressive elaboration 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 Sandeep Dash of M/o Finance made presentation on Plan Budget & Public Financial Management (PFM). The PFM has contributed much in effective stewardship of Public resources and efficient provision of services and it is a key to the Fiscal Policy of the Govt. Several changes/Reforms has taken place in the paradigms of Performance Budgeting, Planning , Macroeconomic Policy, fiscal consolidation, Corporate practice of PFM to keep it paced with the current complex operating scenario of Projects. The foundation of PFM may be strengthened by **Macroeconomic stability, Increased efficiency in Government operations, Supporting Technical Infrastructure and putting in practice effective accountability framework**. He discussed in detail the Budget Preparation process, types of Budget document needed, Budget exercise, Budget Parameters, components of Budget flexibility and Constitutional Provisions of **Fiscal Responsibility and Budget Management Act, 2003.** He elaborated the concept of Plan and Non-plan expenditure and Expenditure Management Initiatives through

Real time monitoring by CPSMS. Initially CPSMS is used for monitoring in **Plan schemes only (pilot roll out of 4 schemes MGNREGS, PMGSY, SSA, NRHM)** and its coverage is planned to be extended for Non-plan schemes also.

Shri Shatrughan Lal, former Joint Adviser (PAMD), Planning Commission made a presentation on the Formulation & Appraisal of projects – EFC, PIB & non-PIB. During this session, the functioning of Public Investment Board (PIB), Project Appraisal Division (PAD), Appraising Agencies, SFC, EFC, Forum for Appraisal, Approval Authorities as per financial limits, different aspects of Project Approval, Project formulation, Cost estimation, Benefit cost Analysis, Environmental impacts, Financial & Economic Viability and Sensitivity Analysis etc. were discussed in detail. He also shared some live examples of the project appraisal & the limitations in this area.

The Lecture on "Issues & Challenges in Project Management" was delivered by Sh. Ajay Shukla, AGM, NTPC. He discussed in detail various issues governing project management viz, success factors in the implementing the project, focus of the Project delivery, clarity and measurement of Project progress, planning, focus, innovation, collaborative work and critical chain project Strategy & Tactics and reasons for Project Failures. He also gave in depth view of 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 framework for managing uncertainty. 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 K.M. Chaudhari, C.E.O. of PMAC Consulting Pvt. Ltd. made a presentation on "Project Risk Management." He discussed the crucial role played by risk-management in dealing with uncertainties by adopting strategically 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.

Guest Faculty Prof. Anil Sawhaney from Indian Institute of Technology (IIT), Delhi gave a lecture on Building Information and Modeling Systems (BIMS). It is a process involving the generation and mgmt. of digital representations of physical and functional characteristics of a facility. The resulting building information models become shared knowledge resources to support decision-making about a facility from earliest conceptual stages, through design and construction, through its operational life and eventual demolition. For The professional involved in a project, BIMS enables a virtual information model to be handled from the design team (architects, surveyors, civil, structural and building services engineers etc.) to the main contractors and subcontractors and then on to the owner/operator; each professional adds discipline-specific data to the single shared model. This reduces information losses that traditionally occurred when a new team takes 'ownership' of the project, and provides more extensive information to owners of complex structures. BIMS uses goes beyond the planning and design phase of the project, extending throughout the building life cycle, supporting processes including cost, construction, project management and facility operation.

Hands' on activity 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. He 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 most of the functions of MS-Project 2010 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 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 Director(IPMD) & other officers of MOSPI 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 sector specific case studies like coal, shipping etc. 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 Cost estimation of the Project, Project feasibility analysis, **Training on Primavera**, Project Time Management by Industry expert, Guidelines for Project clearance, Measures of dealing with Project constraint issues like Bureaucratic Procedure, minimizing slippages, managing cost & Time overrun may be added and if possible, lecture on challenges in Project Implementation may be elaborated to cover real issues affecting project execution.

The participants were satisfied with the assistance/facilities provided by the staff/officials of NASA during their 5 days stay. Director(IPMD) 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.

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List of nominees in the Workshop on Project Planning & Management from 18th to 22nd March 2013 at Greater Noida

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5.	D.D.Kode	Ch manager (Min.)	-do-	-do-
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25.	Prakash Chandra Tiwari,	DM(Civil) Emp. 110667X	-do-	-do-
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Government of India
Ministry of Statistics and Programme Implementation
Infrastructure and Project Monitoring Division
"Project Planning and Management-focus on MIS&Risk Management"
18 – 22 March, 2013

Left to Right

1st Row : Vivek Shukla, Vikash Kumar, Pedhambkar S Sonu, Vivek Mishra, P.S.N.Murthy, S.K.Paliwal, Amit Nirmal, D.K.Ojha, Kailsh, Jyoti, Deepika, Aparesh Bhattacharya, Mukul Mittal, Sunil Kumar.

2nd Row : Jayarama Bhat.M, Mahesh M.P. , V.M.S.Prakash Yerubandi, Anil Tiwari, Vikash Kumar, Sudheer Idupulapati,Ramesh Golla, Ashok Mattoo.

3rd Row : Shivabas.D, Narayan Bhoi, Anil Jain, Rezwanur Rahman, Neeraj K.Sharma, Madhan Kumar G, Davinder Singh, Diwakas D.Kode, Meraj Ahmad, Prakash Chanbra Tewari, Shailesh Kumar Singh.

4th Row : Manish Kumar, Prakash Rai, Abhay Sharma, Alok Rai, Vijay Kumar Dodeja,Domingos Savio Dsouza, Piyush Pandey.

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

Feedback Report

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Name of Module:- PROJECT PLANNING AND MANAGEMENT-
FOCUS ON MIS AND RISK MANAGEMENT

Period:- From 18th March to 22nd March 2013

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) Project Budgeting and Financing.
   b) Project Risk Management.
   c) MS Project 2010.
   d) Challenges in Project Implementation – Case study of NTPC Dadri Project.
   e) Project Monitoring & Control through OCMS.

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 3.35

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 sector specific case studies of Successful & Unsuccessful project like coal, Shipping, Guidelines for Project clearance, Measures of dealing with Project related constraint like Bureaucratic Procedure, minimizing Slippages and managing Cost & Time Overrun, Training on Primavera, Project time Management by Industry Expert and Lecture on challenges in Project Implementation if possible may be elaborated to include real issues affecting Project execution, Topics on the cost estimation of the Project, 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.