

PROJECT AND TECHNOLOGY MANAGEMENT FOUNDATION

(A non-profit Organization)

Member of Asia Pacific Federation of Project Management



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Editor's Note



Dear Readers

We have great pleasure in Presenting the June 2013 issue of E-News Letter of Project and Technology Management Foundation (PTMF). Mr Deepak Agarwal, Director General of CDC has consented to be the member of Advisory Board of PTMF. Mr G.K.Jain has joined Governing Council in his capacity as the chair-

man of PTMF Gujarat Chapter.

Presently, main focus of PTMF is to conduct research and prepare case studies detailing practical aspects for effective management of infrastructure projects. These will be shared with the professionals, academics, practicing project managers, government functionaries, business executives and others by way of conducting workshops and conferences. The modules will be developed to impart training in the areas which are of practical use to the project managers. PTMF has planned to start dedicated project management courses leading to a certificate, diploma and degree. It will organise training through modules and case studies in association with organisations such as CDC and AIMA.

The management of projects is a subject of considerable economic importance. India spends about one third of its GDP on projects ranging from large infrastructure projects to small projects in MSME sector. There is need for efficient and effective project management particularly in infrastructure sector. Projects in infrastructure sector include **power, road, bridges, telecom,- railways, urban-transport, water supply, and sanitation, ports, airports, storage, petroleum and natural gas and others.** Infrastructure projects in India held up due to poor implementation are estimated at over Rs 672,600 crores (Rs 539,038 crores in power sector, Rs 122,645 crores in Roads and Highways and Rs 10,788 crores in Ports.)

Modern project management has developed as a discipline over the last seventy years. There has been considerable progress in development of tools, techniques and methodologies for planning, managing and delivery of the projects. There is a belief that the road to successful project management is the use of the right tools and techniques. 'This is oversimplification of the real issues involved in managing projects.' Different methodologies are required for different projects due to geographical, social, economic, political and environmental considerations.

Readers are welcome to share their experience in managing projects as case studies, practical methodologies.

Best Wishes

Ramesh Tyagi

Mission Statement

The mission of PTMF is to create a dynamic network of professionals, practitioners, academics and students in India and abroad to exchange ideas, disseminate knowledge, carry out research, prepare case studies and provide training and accreditation in the area of project and technology management.

Advisory Board

1. **Dr Jyoti Bhat**, Joint Secretary and advisor, Ministry of Science &Technology, (Government of India)
2. **MrB.P.Muktieh**, CMD North Eastern Development Finance Corporation Ltd
3. **Dr. U. Venkateswarlu** Joint Secretary, Ministry of Food Processing Industries, Government of India
4. **MrT.K.Ananth Kumar**, Director -Finance, Oil India Ltd (A Govt of India Enterprise)
5. **Mr Deepak Agarawal** Director General, Consultancy Development Centre (CDC)

Governing Council

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2. **Mr. Ramesh S. Tyagi**, Former CMD, NIDC.
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4. **Prof. D.K. Banwet**, DMS,IIT Delhi.
5. **Dr. Sunil Abrol**, Former Director General CDC.
6. **Prof. N.C. Patnaik**, Former Prof IMI, NewDelhi.
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12. **Mrs. Sapna Subramani**, Program Manager, Nokia Siemen Networks, Bangalore
13. **Mr G.K. Jain** Chairman PTMF Gujarat Chapter



About Project and Technology Management Foundation (PTMF)

The Project and Technology Management Foundation (PTMF) was constituted in India as a non-government, non-profit registered trust in the year 2010 with a view to contribute to development and promotion of the latest concepts and practices in the profession of project management and technology management

Objectives

1. To develop case studies and share practical experiences for effective management of projects and programme;;
2. To organise training for skill development and award Certificates, Diplomas;
3. To organize, and conduct meetings, group discussions, lectures,, workshops, clinics, seminars and conferences;
4. To Interact with similar professional bodies in the international field;
5. To publish research papers, newsletters, articles in the print and on website to disseminate knowledge on the latest trends
6. To organise courses in the discipline of project management in association with academic institutes;

Years 2013 Initiatives

Year 2013 initiatives include the following:

1. Organise conference on "**Management Challenges of Mega & Complex Projects** " at PTMF Chapter in Gujarat
2. Start PTMF Chapters in Mumbai and Bangalore and Pantnagar
3. Initiate Certificate Programmes in Project Management in association with CDC and AIMA;
4. Short term programmes for Skill development in managing projects in association with B-Schools, CDC and AIMA;;
5. Network with similar professional bodies in International field.

Foreign Collaboration

PTMF has support of

LENS LIVING LABORATORY(Slovenia) &

NETLIPSE (Netherland) to conduct seminars and conferences in India

Project and Technology Management Foundation (PTMF) (A non-profit organization)

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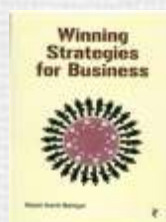
Members Forum

Prof Rajat Baisya



Professor Rajat Baisya founder president of PTMF and an international academic advisor for **PM Forum** and **PM World Today**, is the author

of **Winning Strategies for Business**, published in



Southeast Asia by SAGE publications and released globally.

"*Winning Strategies for Business* is a comprehensive strategic management resources that brings together all the business tools that managers need for surviving business

challenges and succeeding in the dynamic economic environment of today.

His latest book is **Branding in a Competitive Marketplace** also published by SAGE publication and released globally.



In a fiercely competitive marketplace, brand marketers need innovative ideas and strategies that will make their brand stand out in a clutter and result in definite sales. **Branding in a Competitive Marketplace** discusses core issues in brand management-the concept of brand, its value, and its strategic management. It also covers brand extension, brand positioning, brand acquisition, and

brand valuation and divestment as well as new models for successfully managing brands in a competitive business environment.

A complete book covering the entire spectrum of BRANDING, includes large number of relevant cases studies from Indian as well as International market. The book provides strategic directions and lessons for creating and developing brands.

Prof Baisya was awarded '**Bloomberg UTV B-School Excellence award**' for '**Best Professor in Marketing Management**' during the year 2013.

Mr Deepak Agarwal



Mr Deepak Agarwal, **Director General CDC** is new member of Advisory Board of PTMF

. Mr Deepak Agarwal is B. Tech in Metallurgical Engineering and post graduate in Business Management. He has more than 28 years of

experience in the industry. His area of specialisation is IT and Audit.

He took over as Director General of CDC in February 2012.

CDC is an Autonomous organisation of Department of Scientific & Industrial research (DSIR), Ministry of Science and Technology, Government of India set up for promotion, development and strengthening of consultancy skills and capabilities in the country including enhancement of export of consultancy and professional services

Mr G.K. Jain



Mr G.K. Jain has joined the Governing Council of PTMF as the Chairman of PTMF Gujarat Chapter. Mr Jain is a chartered engineer and a Management Consultant.

Mr G.K. Jain has wide experience in the Industry



Strengthening E-Commerce Product Launches - Improving Efficiencies from Development to Production



Siddhartha Paul
Tiwari

Abstract

There's an imperative need for an established and controlled product launch process which enables benefits to the business. It's become pretty common in the corporate environment that a product has been approved by the company board and the pressure is to get multiple parties, production, operations, marketing and consultants, etc, working productively to meet an aggressive product launch date. This challenge is often aggravated by globalization and by the vast volume of communication that flows between the project team. No two organizations are similar, neither their project management teams work similarly. However, if the end goal is effective product launch, the key strategies and process requirements are the same.

Background

Tough economic conditions have made launching product's more competitive than ever before. As a result there are fears of rising costs and unpredictable markets impacting businesses to make cautious product launches and creating challenges in meeting shareholder expectations.

Organizations today have time-reporting systems and project-scheduling tools with regards to launching new products, however even with such close monitoring organizations have failed to adhere to product launch dates.

The era of unprecedented challenges for new product launches includes the following:

Imperative Pace: To keep updated with a dynamic competitive landscape, product development must be fast and urgent. Product teams need to design, build, test, and release products in short intervals. Conventional slow testing sim-

ply cannot keep pace with the fast world of competition.

Online Presence: Poor online or Internet presence can damage the reputation of a product even before its launched. Users and industry experts are constantly provide writings and public reviews of pre product launches, it's impossible to not face online scrutiny if you are developing a new product. The impact of reviews and ratings can be catastrophic even before a product has launched.

Transitions: The action of moving from one process stage to another should be complete and explicit. If the project manager does not follow a transition, then product launch is lost during subsequent activities. One method of accomplishing focused transitions is to reserve specific communication channels only for transitioning between process stages. Transition also requires enunciating interim goals.

Localization in Sync with Globalization: Product that are customized to fill the needs of a big client with a big monetary value when launched in local markets tend to always have a huge mismatch between what engineering decided to build and what the sales team had promised (or at least wanted to promise) to the customer. The expectations need to be managed correctly. There's a need that globally diversified local teams need the ability to run remote product testing that validate functionality. Otherwise, the experience for local users could be quite different from that of the test cases. These challenges that arose with globalization drive a new set of requirements for functional local product test teams.

Solution

The solution to strengthening Product Launches comprises of examining the current processes and to modify them so that new product launches become less painful to execute. Additionally, implementation of the proposed strategies and best practices will provide focus on the entire new product launch, from development to production. The following are five proposed practices used to strengthen product launches for Improving efficiencies from development to production.

Increasing Project Agility

In a nutshell agility is nothing but making sure to keep the project flexible and open right from the start. Any project handling new product launch needs to be flexible

and allow space for the project management to trial either a top-down or bottom-up product planning approach this should be in directly correlation to the user needs. It's expected that flexibility will be enough for enabling to implement standards and methodologies across the project in the way that best relates to the new product development.

Data Based Decision Management

With access to the right and high end information the project manager should make sure to refer it to subject matter experts who can help an organization correctly interpret and implement it. A strong grasp can be made as to how the operating landscape for a new product launch is standing. The information also helps in how the project manager can intelligently move forward for successfully launching a product.

Customizing Project from an employee experience

Though project management is all about collaborative teamwork. For a new e-commerce product launch success is directly proportional on the integration of individual efforts, each with diverse backgrounds. This calls for a necessity to assign varying levels of information access to project participants, e-commerce development at Apple is a classic example of this.

Emphasis on correct timely reporting and Accuracy

When it comes to launching a new product one of the common issue that needs to be resolved is making sure there's no scope of stale reports combined with inaccurate status of the project. The project manager needs to conduct regular visits to the development team and the routine data quality assessments needs to be checked to ensure that reported data is accurate and in line with the project scope. The project manager also needs to make sure that he is well equipped to provide on-site coaching to project staff and project partners regarding data collection, accuracy and analysis to ensure action plans are implemented per the overall vision of the project

Coping with constant change and Integration

With the advent of e-commerce product launches and developmental processes at times teams are often geographically dispersed and work in parallel. This leads to releasing software at different cadences,

schedules and time zones. There are times you may require to obtain code from one set of team and finally merge, integrate, and test it with the work of others. If this is done regularly it sums up to the fact that the code merging is happening almost daily. With such huge chunks of time and effort the entire process is a time-consuming merging process that often brings the entire project a stand still.

There's a need for the project manager to have a dedicated team working towards integrating all the developmental processes.

Conclusion

The future products which a business needs to launch must develop the ability to anticipate and address customer requirements proactively, and eliminate problems preemptively wherever possible. The above listed strategies will help organizations in improving efficiencies from development to production for new e-commerce products. Reaching a level of efficiency is a constant evolutionary process that achieves total transformation founded on smarter data, smarter processes and smarter technologies. Integrating these three critical elements intelligently enables an organization to leverage innovative product launch processes, which in turn allows for the use of detailed data and technology to understand current performance and how to achieve business goals.

Siddhartha Paul Tiwari is

Program Manager, Google Asia Pacific, Singapore

The skills, tools and processes involved in project management are:

- **Skills:** Specialised knowledge and experience required to undertake the project.
- **Tools:** Work Break down Structure, Gantt chart, Pert Chart/CPM, Planning softwares (MS Project, Primavera and others)
- **Processes:** Time Management, Cost Management, quality Management, Risk Management etc.

Best in Class Manufacturing Practices



Arvind Gautam

The manufacturing companies today are competing in a global marketplace. To succeed in this global environment, the modern manufacturer must exhibit manufacturing excellence.

The question is: how do we achieve manufacturing excellence. The best way to start is by truly understanding the customer with both subjective and objective measures. This means getting inside the head of the customer and identifying what it is that they really want, and then to develop **production processes** that deliver to the customer exactly what they want, when they want it and how they want it.

The modern approach to quality recognizes this customer focus by allowing firms to identify the customer requirements and to design, and **subsequently modify, business processes** to consistently achieve nothing less than the minimum of customer requirements. Keep the customer happy, supply them with exactly what they want, and when they want it, and they will come back for more. Inherent in this approach is the requirement to keep costs down. Using a balanced approach, the modern manufacturer should develop customer intimacy, possess a customer-centric approach to quality, recognize the true value of time as a competitive weapon, and keep a balanced scorecard for performance measurement.

In other words, the manufacturer develops a capability of responding to competition with agility while being simultaneously competitive and cooperative.

Quality and productivity improvements should be identified and implemented using real business benefits. The result is a simultaneous focus on efficiency and flexibility.

In order that Organization becomes a preferred partner for customers it is important that implementation of Manufacturing excellence with the spirit discussed above. Going forward the company which want to do better in these times should embrace philosophy of manufacturing excellence using tools like 5S, TPM, TQM, IT, TQM etc.

The learning process will develop in stages and will have an interesting mix of process innovation and control.

The new environment will see global flexibility, strategy-driven charters, the demise of economies of scale, and a localized approach that has modular and flexible

Skill Development for Managing Projects



Dr Sunil Abrol

One of the key indicators of a successful and growing enterprise is reflected in its ability to keep pace with changing times particularly in realizing the rapidly changing skill requirement, education, training and the need for a favourable environment of knowledge nurturing the human talent for growth and development.

Projects require varied skills and development of such skills is crucial for effective implementation of projects.

It is known fact that skilled and knowledgeable workforce is the backbone of every business both big and small. It is these characteristics which form the driving forces of economic growth and social change of any country. These have become even more appropriate and significant given the rapidly increasing pace of industrialization, globalizations and technological advancement that is taking place both domestically and globally. Economies with higher and better levels of skills adjust more effectively to these challenges and opportunities of globalizations. Successful implementation of projects particularly infrastructure projects is important for economic growth of a country. Rapid advancement in technology for construction, information flow and supply chain management make it necessary that the team deputed on projects is skilled and properly trained.

As India moves progressively and requires world class infrastructure, it becomes even more important and necessary for project managers to focus in the area of skill development by way of evaluating the current skill set and also in identifying innovative new skills that should have relevance in the emerging economic environment. It is a fact that in old construction and project management systems, skill requirement was largely confined to manual skills. However, in new or emerging knowledge economy where IT plays a great role and effective interpersonal relations become important for achieving results, the skill sets range from professional, conceptual, managerial, operational behavioural to interpersonal skills and inter-domain skills all of which are complex and highly knowledge based

These necessitate a blend of formal education and practical training for successful implementation of projects.

For skill development initiatives enough care should be exercised by way of proper and careful need assessment and by adopting a holistic approach covering all aspects prior to conducting or offering skill development training program.. It is from this learning experience and exposure that an individual /trainee is transformed into a confident and well equipped professional who will be able to perform and deliver optimally in a competitive scenario. Identification of new and necessary skills in line with the job profile should be a constant endeavour which will go a long way in empowering the professionals by continuously honing their skills, knowledge and enable them to realize their strengths and inherent potential and continue to be competitive and productive.

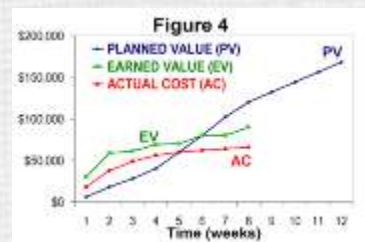
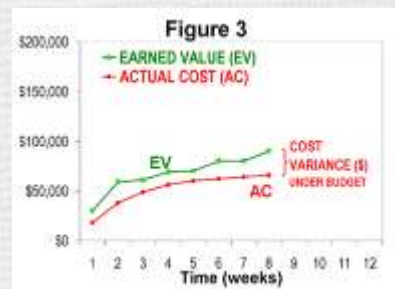
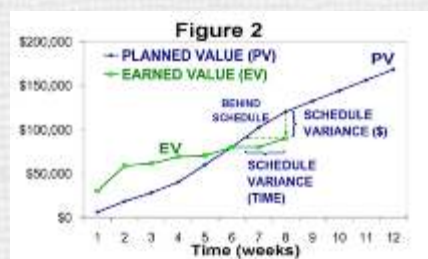
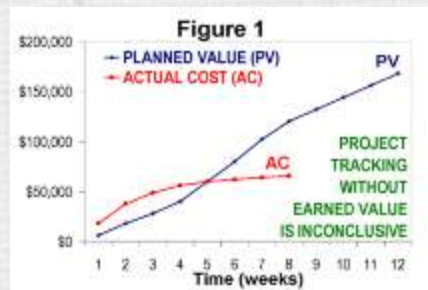
The purpose of skill development should target at increasing the productivity of managerial cadre and workforce deployed on the project.

In essence, the skill development for managing projects should include the following modules:

- Project life cycle;
- Scope of work;
- Project planning skills, use of various tools and software for planning a project;
- Resource planning including human resources, materials, equipment and financial resources;
- Standards and methodologies;
- Project organisation;
- Contract management skills;
- Risk Management;
- Safety, security and environment
- Interpersonal skills for working in a team;;
- Quality plan and management;
- Time management;
- Earned value management;
- Project delivery and closure.

To summarise,there is need to impart structured training for ensuring adherence to accepted standards and best practices in project management profession. .With increase in complexity of the projects, skill development has assumed great significance for successful implementation of the projects.

Dr Sunil Abrol is the former Director General of CDC



Concept of Earned Value

