

# Marina Bay Sands SkyPark, Singapore

*A Project Management Marvel*



## Prakalp - PMI Mumbai Chapter Journal

Volume 12 - Issue 3 : July 2010



# PMI<sup>®</sup>

**PROJECT MANAGEMENT INSTITUTE - Mumbai Chapter**

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## Vision

“To be recognized as the organization of choice by evangelizing Project Management”.

## Mission

- ⇒ Evangelize project Management across industry, academia, community and government.
- ⇒ Provide a forum for project management professionals to promote the principles and ethical standards of PMI.
- ⇒ Promote networking among professionals, sharing project experiences and best practices, imparting training and enabling PMI certifications and ultimately enhancing quality of life.
- ⇒ Provide infrastructural facilities like library, portal & knowledge repositories

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## President's Message

### Dear Fervent Reader,

The office of PMI Mumbai Chapter has finally moved to the Goregaon training cum office premises under the guidance of Chandrashekhar Joshi, V.P.-Finance. I would like to personally congratulate not only the current board members for achieving this, but also all the board members till date who have no doubt contributed their heart and efforts towards achieving this milestone. I would also like to invite members to visit and experience the new office.

Brantlee Underhill, CAE, Director, Practitioner Markets Group, from PMI USA Global Operations Center visited the Chapter office followed by a dinner with the Chapter board. She expressed her pleasure at the achievement of the chapter for developing a fantastic training facility.

The business plan of the Chapter has been approved by PMI and we should be very soon receiving formal approval of our Ahmedabad and MPSTME Student Branches.

The restructuring of the chapter board is underway and chapter advisor, Shri Bharat Bhagat, has completed draft document for Roles & Responsibilities.

Under the leadership of Mitra Wani, the Chapter this year submitted the Component Awards applications in all categories including Component of the Year, Volunteer of the Year and Component Leader of the Year. We eagerly await the results of the same that shall be declared in the month of August. I must remind you that the Chapter won the Component of the Year Category II Award 2009 last year.

Rakesh Gupta, V.P. – Volunteer Development, organized a 'Team Building' Training workshop for volunteers of the Chapter. The two-day workshop at Khandala was conducted by Marita Nazareth and was a thumping success. Encouraging responses from attendees indicate desire to have more such workshops in the future.

The Chapter is in talks with Confederation of Indian Industry to conduct joint training programs at their Vikhroli premises. Sharad Harale, V.P. – Certification Training arranged Corporate Training programs at various companies.

The core committee for the PMI National Conference has been very active. The call for papers has been completed. The call for awards has been communicated to members all over India. Sponsorships are available for corporate entities wanting to make the most of the professional gathering and market their companies. Our V.P. – Membership, Amithanand D'Silva is heading the PMO for the PMI National Conference.

**Looking forward to your valued support for the PMI National Conference 2010 at Mumbai on 19-21 November!**

**Tejas Sura**, President - PMI Mumbai Chapter, India  
president@pmimumbaichapter.org



from the desk of the **Chief Editor**

Dear Friends,

2010 Q2-Q3 is looking north and that's keeping most of us management professionals busy and globe-trotting! Good signs! At the same time accept my apologies for a delayed release of your favorite Project Management Magazine PRAKALP. My special thanks to Co-Editor Nilima Prabhu for all the extra hours and dedicated efforts to get this release to us.

As Tejas conveys in the President's message, the PMI Mumbai Chapter office is now fully functional at Royal Palms, Goregaon, Mumbai. Let's dedicate this edition to the hard work and professionalism of the founder leaders of this chapter:

Rameshchandra Joshi, 1999

Rahul Mehta, 1999

Nitin Patwardhan, 1999

Tejas Sura, 1999

Kishor Karnik, 2002

Madan Narayan Namjoshi, 2002

Bharat Bhagat, 2002

Dwarkanath Kanjilal, 2002

From among the founders leaders RV Joshi, Bharat Bhagat and Tejas Sura continue to inspire new leaders in the chapter. That's total commitment. Let's also thank all active volunteers holding voluntary no-profit chapter positions since inception who have made this journey possible. Our special thanks to Raj Kalady, Managing Director - PMI India, for his active guidance and engagement with PMI leaders across the globe and PMI National Project Management Council of India (NPMCI). We as project managers, business leaders and industry professionals must continue to keep this quest going to take the Chapter and the philosophy of PMI to new heights! Congratulations to all.

The next edition should be focusing on 'Student Achievers in Management' and we would like to invite management students (the digital generation) to share their 'new' management ideas and next practices with us. If you are a young achiever, having contributed for the cause of society while pursuing your academic goals, you can be our Cover Page for the special elite student's edition!

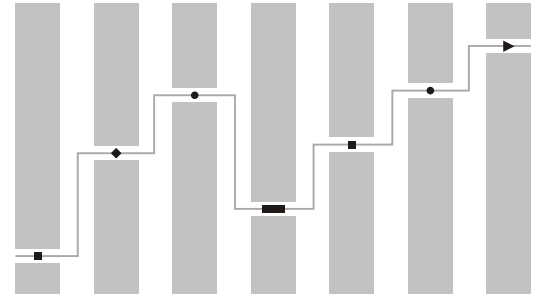
Rest of us can start working on articles after Students Edition with the theme 'Role of Managers in Reducing Carbon Footprint World Over'. I call it Green Management. Watch out for the cover page of the GREEN edition! If you have something better than what I have "already" planned then shoot in your photo shots to me at: [publications@pmimumbaichapter.org](mailto:publications@pmimumbaichapter.org). May the best Cover Page idea WIN!

**Kummur Vaalsalam, PMP**

Chief Editor (Prakalp) and Vice President (Publications)

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## ROLES AND RESPONSIBILITIES OF CO-ORDINATOR IN CONSTRUCTION PROJECTS



By **M.K. Ramesh**, BE MBA, PMP

In a construction project the role of a design coordinator is very important since he has to involve himself in the project from initiation stage to closing stage in all actions and activities. Particularly, in construction projects of energy sectors such as installation of plants and sub-stations the design coordinator role is more dominant as he has to interact with different suppliers and equipment vendors to get all the inputs to finalize the layout of buildings to house the equipments. This article is referring to the role and responsibilities of the design coordinator and his contribution to project success.

### Role of Design Coordinator:

First of all we must understand why the design coordinator is required in project co-ordination? The simple answer is - one point responsibility to co-ordinate with different project stakeholder will yield desirable output in achieving the project goal and successful completion of project.

The design coordinator role is discussed under following categories:

#### A. Understanding of Project Requirements:

- Project Charter
- Scope Statement
- Project requirement
- Stakeholders expectations and requirements
- Project site conditions and constraints
- Project assumptions

#### B. Collection of Project inputs from:

- Client/ Sponsor requirements
- Main equipment supplier design requirements, equipment layouts and support structure requirements
- Ancillary supports suppliers inputs such as fire fighting system, Air conditioning systems

- Civil agencies requirements
- Local authorities regulations (Such as town planning, Municipal authorities)
- Contract specifications

#### C. Design development:

On the basis of above inputs he has to forward the design inputs to approved design consultant /architect to develop necessary layout plans, design of foundations super structures. After interaction and co-ordination with all concerned, he has to collect the designs and layouts and to verify the same in line with the stakeholders' requirement and to get deliverables approved by client for execution. The deliverables are to be distributed in time to the site for execution.

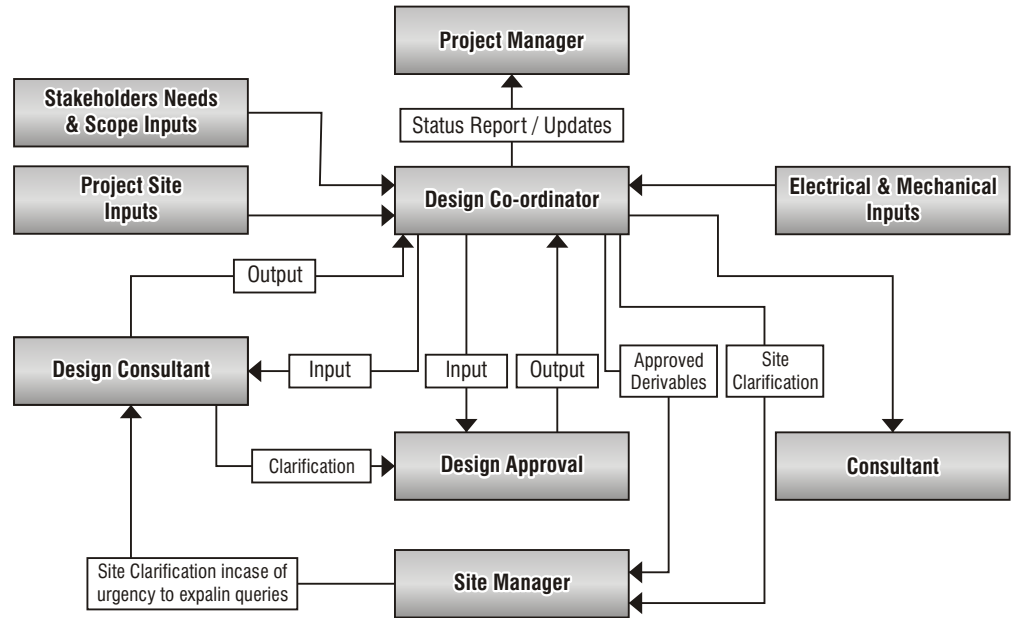
#### D. Execution co-ordination:

Based on the approved designs and layout, the execution agencies will execute the work. During execution as per site conditions if any change in design requirements are required, the necessary inputs collected from site is to be scrutinized and modifications required if any to be got approved from client and to be incorporated in revised drawings . The same shall be forwarded for execution.

## Responsibilities of design coordinator:

For any project success it is uttermost important for the design coordinator to take the responsibility to ensure timely availability of approved drawings and to have proper communication co-ordination with all site execution team and stakeholders to get the feedbacks and solving the site queries and requirements for timely completion of project. Any lacunae in this area will not only result in delay in time schedule as well as cost overrun, it will also lead to claims and counter claims if co-ordination responsibilities are not fulfilled as per project requirement.

The roles and responsibilities explained above are represented through Flow Chart for easy understanding:



**Conclusion:** For any project implementation and success, the role and responsibilities of design-coordinator is to be properly understood and coordinator to be identified accordingly by Project manager.

## About the Author:

**Manavasi Krishnamurthy Ramesh**, BE (Civil Engineering), MBA, PMP has more than 26 years of experience in managing the construction of substations and transmission lines for organization's operating within India's energy sector. Also having experience in consultancy project work in Middle East country. During his career, Mr. Ramesh has managed projects of various capacities across all the phases of project implementation, from initiation to closing.



Mark your calendars for the most exciting event of the year where the cream de la cream of the Project Management industry come together.

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**Venue : Grand Hyatt, Mumbai**

Be there to have the opportunity to listen to industry leaders, read the papers submitted by your peers and applaud the Projects of the year.

## Managed Services & Challenges For The Project Manager

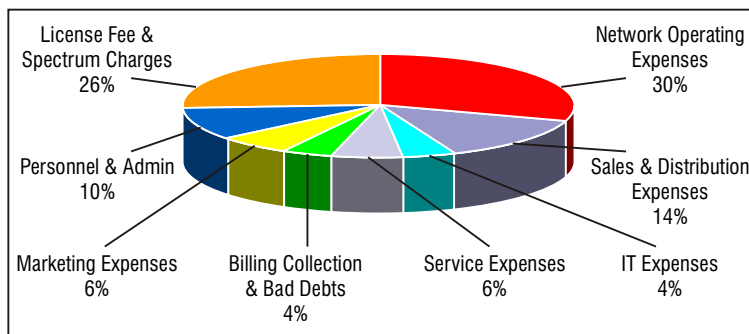
By Hemant G. Patil, PMP

### MANAGED SERVICES & GLOBAL TRENDS

Managed service (MS) is a service managed and delivered under a contracted service level agreement. However, it is definitely not a one-size-fits-all concept. The service has to be customized based on the needs & business objectives of the organization. There are many factors that drive the adoption of managed services and there are factors that inhibit the same. All these factors have to be considered while evaluating the right approach for the organization. Considering the example of Telecom and IT sectors where there has been explosive growth, globally, over the past few years, one cannot miss the changed business scenario –

- Network and device interfaces & protocols have been standardized
- Network elements have been commoditized
- Networks have become all pervasive

It's no more possible to promote these as competitive differentiators. Increased competitive pressures have forced service providers to look at alternate business models to remain profitable. A typical expense breakup of a telecom organization is as depicted below.



It was found that the highest cost contributor has been the operational expenses (OPEX). This led to the thought of optimizing the OPEX by way of outsourcing non-core activities to a third party who specializes in the domain and can offer economies of scale thereby allowing the

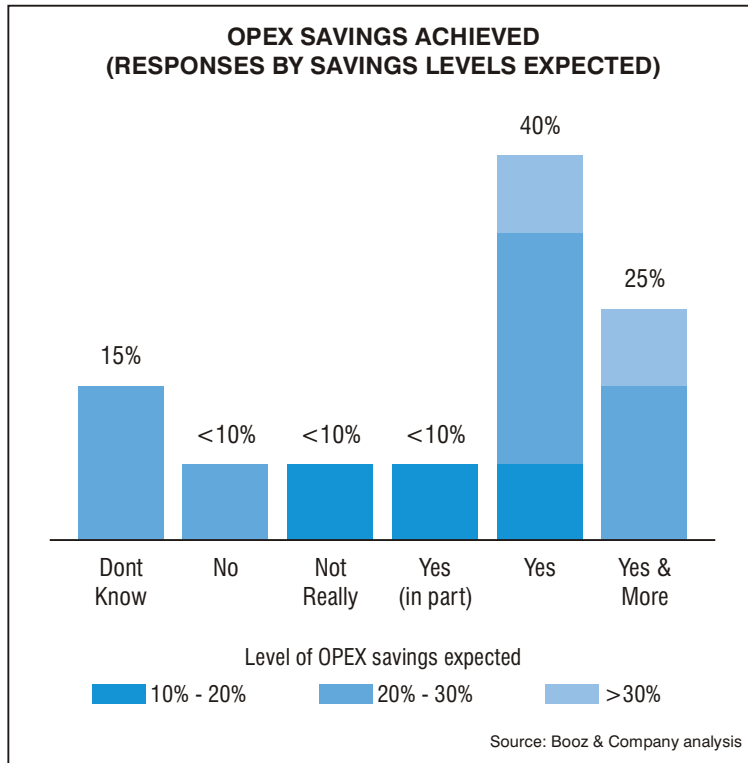
organization to focus on business activities and revenues. The third party was termed as a Managed Services Provider. The model did provide the anticipated savings and was globally accepted as a preferred model of operations across different sectors.

### A PROJECT MANAGER'S ROLE IN MS

MS is viewed as a long term project with stringent Service Level Agreements (SLA). It can span across geographies for global contracts. Once the charter is formalized and a project manager assigned, it is all about working out a meticulous project management plan and executing it to meet the deliverables. The primary objectives of a project manager are:

- Understand the contract terms, deliverables and SLAs
- Identify the stake holders. Often MS providers further outsource certain amount of work to sub-contractors whose organization becomes an integral part of the deliverables.
- Know target cost of project execution as this is the very basis of successful MS model.
- Know the activities to be executed and schedule them, as this has direct bearing on meeting the SLAs.
- Ensure that people with right skill sets are made available at different stages of project execution thereby assuring quality of service delivery.
- Ensure that status update of service levels and achieved/failed SLA reports are communicated to all stakeholders. This communication management is essential so that the entire MS organization knows about its performance and identifies areas of improvement thereby avoiding penalties due to possible defaults in SLAs. Having periodic meetings with the customer, escalating their grievances and updating the customer about possible steps being taken to improve the services ensures renewed business opportunities.

The market survey report below depicts that MS projects, if well managed, can actually provide 20-30% savings on OPEX for the client which is the very deliverable of MS.



A systematic approach has to be adopted to manage such services for benefit of both, the service provider and the customer. The beauty of the PMI framework is that it can be customized and put to use for achieving the project end objective. It helps a project manager to capture all aspects of the project across different functions that play a vital role in delivering the project profitably.

#### About the Author



Hemant Patil is a graduate in Electronics and Telecommunication Engineering and a certified PMP. He has been working in the field of telecom for the past 20+ years. He has been instrumental in broadband wireless network design and planning for Reliance Communications. He is currently working with GTL Limited as General Manager – Engineering, WiMAX & 3G.

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## PMI NATIONAL CONFERENCE

Conference Theme:  
**Leveraging Project Management efficiencies through Innovation and Strategic Partnerships**

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**Do you want to be a part of a Mega Project ?**

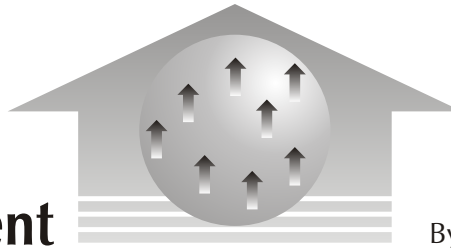
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## Effective Global leadership for Effective Project Management



By **Manish Sindgikar**, PMP

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**Whenever a project is a success all celebrate the occasion and when a project fails on the deadline the blame game starts. Its important to record the lessons learnt but after a failure nobody is in the right frame of mind to record the lessons learnt. The success or a failure of the project depends on a Project Manager.**

**So what is the success “Mantra” of a project success?**

**The “Mantra” is already there with a Project Manager, he has to just evoke it.**

**How do you go about it?**

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The following discussion in points will reveal the success “Mantra” for all of us:

- 1) A Project Manager should have authority over his projects  
When a Project Manger accepts a job as a project manager, he should make sure that he has complete authority over his project. This is possible in Projectized Organization. If he lands up in a functional organization he or she has to take major decisions with the help of department managers. The decisions could be delayed and ultimately the deadline of the project can be missed.
- 2) A Project Manager must be allowed to assign work to people on his project team. The decision of what work should be assigned & to whom should be done by Project Manager. This is because nobody knows the team members better than a Project Manager. The team leader knows each of team member's strengths & weaknesses. If a functional / departmental manager assigns work without knowing capabilities then it calls for trouble and important milestones will not be completed on time.
- 3) A Project Manager should be in control of project's budget. This is one of most important factor of a project. After the management has sanctioned budget for a project then complete authority should be with PM for spending the budget. This is because at what time & how much money is known by a Project Manager & nobody else. The responsibility should go hand in hand with authority. The Project Manager should show the status of the project spending to Management through EVM (Earned Value Management) techniques.
- 4) A Project Manager should focus on managing projects & not on irrelevant tasks: It means that a Project Manager should not focus on routine administrative duties. An important criteria of managing a project is to focus on the triple constraints of a project i.e. Cost, scope and time.
- 5) A Project Manager should be an excellent communicator. As we know that 90% of the time of a Project Manager is consumed by communication process. This is figuring out who should talk to whom and to keep everybody in the loop about the project.
- 6) A Project Manager should manage stakeholders expectations. Stakeholders are sponsors who pay for the project, the people who work on the project, the government, the society at large, the suppliers & contractors. A big part of PM's job is communicating with everybody & making sure their needs are met.

- 7) A Project Manager should follow robust change control process.  
A PM should use a change control system to avoid scope creep and gold plating. If there is no systematic change control process then the scope of project is affected leading to rework and delay in meeting important milestones. This happens particularly in IT (Information & Technology projects). The client goes on demanding new features in software and in order to keep client satisfied the project team goes on adding the features without looking into time and cost constraints.
- 8) A Project Manager should celebrate after achievement of important milestones of a project.  
A PM should celebrate along with all of his team members after achieving important milestones of a project. This gives entire team a sense of accomplishment and encourages the team members to focus on next important milestones of a project.

An excellent example of executing a successful project can be seen in a one of classic Hindi movie called "LAGAAN". The main character has a challenge to win against those people who are masters in the game of cricket. All the odds with regards to cost, time and resources are against the Indian Captain. While focusing on the end goal, he builds a team of local natives. He executes the role of a PM by motivating, directing & controlling his team members and ultimately wins the cricket match. The success "mantra" is revealed to one & all who have watched this movie.

Another point is that even though the prime responsibility of a project is on a project manager, the team members also play a crucial role. A project should be a project "of the team member", "by the team member" and "for the team member". Then only the team members will put their heart and soul into the execution of the project.

Management professionals are taught the management fundamentals in management schools. Before accepting a Project Managers role, the management graduates should keep in mind that sometimes actual situation demands out of the box decision making techniques. One suggestion is to work as a subordinate for a Project Manager and accept him as a "Guru" and take invaluable work experience and guidance from him. This is also one of crucial "Mantras" of success.

And last punch line is that "Treat your team members as human beings and not one of the factors of production".

## About the Author



**Manish Sindgikar** is a Post Graduate in Finance, holds a Diploma in Foreign Exchange and Risk Management and a certified PMP. He has been working in the field of Finance & Accounts for past 11 years and at present working with Larsen & Toubro Information Technology Ltd for past 3 years.

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share your views  
and keep yourself updated  
with the happenings!

## Technological Advancements in Insurance Underwriting

By Sandeep Mohol, PMP

Underwriting as an Insurance business domain is in a state of huge transformation. Underwriting Business Processes and Roles are under pressure to reduce costs and increase effectiveness. This has become even more pronounced in the aftermath of the financial slow-down. Insurers today are looking for tools that will help them free the time of underwriting team from some of the routine and non-value added jobs to the more core activities that have higher business impact. These tools are definitely not a silver-bullet but can provide insurance underwriters some process discipline in terms of their core activities viz. Risk Identification, Risk Assessment and Risk Pricing. This article discusses three such popular tools.

### A] Standalone Rating Engines (SREs)

Rating Engines enable underwriters to create differential rating-scales for different segments of customers. Simply put, insurers can apply different premium-rates for customers from different demographic backgrounds. For example, a good rating engine can allow for creation of differential premium rates for the Auto Policy of an 18-year old male driving a racing car as compared to that of a middle-aged female driver driving a hatch-back.

However, today most Insurers have Rating Engines as part of their Policy administration systems. Such in-built rating engines have limited capability to create multiple rating-scales. As the customer-base for Insurers increases, this becomes a critical functionality. Also they typically lack the facility to create detailed reports showing the history of rates created and versioning changes. These reports may be needed for compliance audits.

Leading IT vendors have now started coming-up with stand-alone rating engines to counter these drawbacks.

These can now provide Insurers the ability to create hundreds of rating-scales. In addition, such engines can be easily used in-conjunction with other Insurance systems such as Business Rule Engines (discussed later in this article) to provide a platform for underwriters to make sound decisions related to risk-writing.

Though SREs are a relatively new phenomenon, it has found widespread use already amongst the insurance community. Those insurers who are undergoing modernization of their legacy systems are particularly acquiring such standalone REs for future use. With advanced products coming into market, these also pack-in features such as role-based access levels to underwriters, higher levels of scalability, web services integration and minimum bug-related incidents.

### B] Predictive Modeling (PM) Systems

Though PM is still in its infancy, it holds a lot of potential for Insurers. Objective of a PM tool is to take factual data and help underwriters in making faster and better decisions. PMs typically assist under-

writers in identifying and segmenting risks. Core to any PM system, is a 'predictor' that is nothing but a variable that can be measured. For ex., for an Auto policy, predictors could be policy-holder's age, gender, driving record, prior loss history, make and specifications of vehicle, vehicle usage (purpose of use), credit history.

All these factors are used by PM tools to create a predictive model for extrapolating future behavior through statistical techniques. Actuaries and underwriters have been using such statistical techniques for long - mostly manually though. Usage of these techniques enables them to conclude with a degree of certainty, the expected losses for a given segment of business. An informed business decision can hence be made whether or not the insurer should write the risk.

However, there is no particular Off-the-Shelf (OTS) product for PMs that is singularly popular in markets. PM tools can easily be used in a JAVA, DOT NET kind of environment while also in a component based architecture model

like the SOA. However, the toughest part is getting access to the right data that is siloed in a typical Insurance organization. Accessing, Extracting & Feeding this data into PM tools are some of the challenges for next few years - for both Insurers & the Vendors.

A PM tool is only as good as the quality of business data it is fed with. Hence, first step for insurers is the cleansing of all existing data (predictors) & then working with a good vendor who can provide bespoke models of PM tools for the Insurer.

Widespread usage of PMs will still take some time but it is a good tool for Insurers to reduce manual tasks and increase effective time of their underwriters.

## C] Business Rules Engines (BREs)

Insurers have used BREs for many years in their Policy and Claim Administration Systems. Recently, BREs have found use in underwriting systems too - especially in the Personal Line of business i.e. Auto Insurance, Home Insurance etc.

BREs as products are quite commoditized in nature - i.e. they have specific features with well-defined functionalities that come at a specific cost to the Insurer. These products typically collect information from Third Party information sources (for instance road traffic database, vehicle registration database etc. in case of Auto Insurance policies).

In turn, Underwriting Administration systems can combine this data using BREs and arrive at informed business conclusions. For example, a potential customer with a clean driving record, driving a vehicle that has high safety-ratings under normal road conditions will get a preferential pricing on the

insurance premium. Features can be extended to cover policy-riders for modifying policy-coverage or policy-amount in case of changed driving conditions.

An added advantage is that once such business logic is put in place through BREs, it can be used by Agents/Brokers (field-force) to quickly & unambiguously provide quotes to potential customers right in their presence. Thus, the business process of exchange of client information and quotes between the underwriter and the field-force can be made redundant.

Most vendors of such BRE tools today, however, do not provide Off-The-Shelf (OTS) products that have specific insurance business rules. They however provide templates for these rules. The Insurance underwriter can then himself use these templates to create new business rules or the vendor can provide this extra service at a cost.

Some vendors have rule engines within their Policy and Claim Administration Systems. However, there is no product that provides a comprehensive package. However, instead of removing the existing Underwriting Administration solution and replacing with a new system, better option is to have a BRE that incorporates data from disparate underwriting systems and provides its output to the underwriter. This is especially relevant for retail/personal lines-of-businesses (LoBs) since an underwriter would want to spend more of his time on higher-margin LoBs like commercial (ex. engineering covers etc.) than on retail lines (ex auto, home) that tend to have lesser profit-margin per policy.

## Summary

Worldwide, BREs are more common in Underwriting function while SREs and PM tools are deployed by only a handful of large and technologically advanced insurers. PM & SRE tools are still in their infancy in terms of technological sophistication as compared to BRE tools.

However, business trend in Insurance is fast changing from Pricing Leadership to Risk Superiority. As such, focus of Insurers is now shifting from saving costs on back office applications (ex. Policy / Claims Administration) to investing in better Underwriting Administration systems and allied tools.

By promising to assist Insurers in selecting better risks, pricing them better, tools such as SRE, PM & BRE seem to have significant growth potential in future

## About the Author



**Sandeep Mohol** has been a PMI certified PMP for the last 1 year. In addition he is also a PRINCE 2 certified professional. Currently he is working as a Senior Consultant with Wipro's Business Consulting Practice. For the last 4 yrs., Sandeep has been working with leading IT Service Providers of India (Wipro, Satyam) in Project Management roles involving developing of IT Strategy Roadmaps for his clients & also helping them Rationalize & Outsource their Application Portfolios amongst others. He has worked with clients (mostly from BFSI domain) in geographies such as North America, Middle East, Europe and India. Before entering IT, he has spent 3 years in Non-Life Insurance as a Corporate Sales Manager with ICICI Lombard.



## Decision Making Impacting Time & Cost Overrun of Projects

By Pawan Agarwal

Decision making can be regarded as an outcome of mental processes leading to the selection of a course of action among several alternatives. Every decision making results in us making a choice. The output can be an action or an opinion regarding the choice.

We start making choices early in life. Choices can be regarding simple things like clothes, food, etc or about an important aspect of life. As in choosing the stream after secondary exams, choosing the path we want to shape our future career on. Even the smallest of decisions affects us. Decisions have multiple dimensions like financial, social, emotional, ethical etc.

In current scenario of globalization, Indian Industry is facing stiff competition from global giants who are utilizing best and proven practices. Indians are as competitive as their western counterparts, this has been proven by their performance worldwide. We have the technical knowhow and have one of the lowest manpower cost. One important aspect we lag is timely DECISION MAKING. Industries wherein we have been able to overcome this shortcoming, we are placed among one of the best. Construction being one of the most unorganized sector with huge capital investment lacks decision making by the key stakeholders, leading to abnormal delays and cost overrun. . As per the statistics provided there are numerous examples of delay affecting completion time and cost. As listed below we can see the impact caused by delays on various projects as highlighted in several newspapers.

### Delayed Projects and lost job opportunities

According to AEP Study "Delayed Projects and lost job opportunities," the 18 strangled projects of India Inc to the tune of INR 244,815.5 crore remained on papers, in the form of MoUs and agreements over the past 3 to 4 years, however the smooth implementation could have created job opportunities for at least 164,000 people directly and 270,000 people indirectly.

Many a times the whole purpose of a project is defeated if the time and cost overrun is beyond a certain limit. If we analyze the major reasons of delay for any infrastructure project, it can be concluded that following are the main issues

- 1 Decisions from approving authorities
- 2 Insufficient funds
- 3 Poor Planning & Monitoring system
- 4 Design changes
- 5 Changed market and economic scenario

6 Lack/Shortfall of resources

7 Social economical reasons

8 Force Majeure like earthquake, riots, war, epidemic etc

On further analyzing the above mentioned issues one thing that clearly emerges is that, proper decision making could have avoided delays in 70% of the cases. The basic problem lies in the fact that the people who can take decisions don't take it seriously and are lax which results in serious problems in the project. Sometimes the management tends to overlook a key factor which leads to delay of a project. The need of the hour is to have a push from management to arrive at a timely and proper decision while considering all the factors involved.

Every project is unique and so are the issues on which decisions are required. We have to be very particular that all the parameters are considered while taking a decision. Development of software specific to an industry will be of

great help. Over and above various futuristic scenarios can be built in software which can do the “what if” analysis and simulations. These simulations will provide us insight of various possibilities which will help in making a correct decision.

Business needs change. To initiate and respond to these changes, we need an integrated business management solution that provides a comprehensive, real-time view of critical information to take important decisions. This is required for effectively addressing the evolving demands of the business and taking correct decisions. The role of a software is to take into consideration all the factors impacting the issue, do “what if” analysis etc, and reflect the outcome both in terms of finance and time, this will help in taking a final call on the issue.

### **Critical success factor**

Considerations of various factors and data base to feed the input are critical for success. If any of the parameters is missed out then we may not get the appropriate outcome. Hence it is very important that before finalizing a model all the parameters which may impact are considered.

### **Quantified benefit to business**

It had been proven that in current scenario there had been substantial delay in various projects amounting to nearly Rs 40000 crores and close to 4.0 lacs employment opportunities. Most of the delays can be avoided or mitigated by taking timely and correct decisions. Taking corrective actions in case of a delay is also a part of decision making. It will be a speculation on the amount or employment opportunities but everyone will agree that it will help to a great extent. There is a huge potential where in a software or a model can assist in taking decisions.

### **Lessons Learnt**

There are numerous live examples of projects which were delayed due to delay in decision or wrong decision. Various corrective actions like increasing resources, crashing, doing parallel activities etc will help in reducing delays. While doing so we may have to spend some more money but this will avoid fixed cost of the project as well the resources (men, machine, and material).

### **Conclusion**

We are a developing country and need huge amount for infrastructure development. As per statistics the current delay is causing us nearly Rs 40000 crores and additional time. Our focus should be on reducing the impact of these delays by taking right decision at right time. Delaying a decision never solves the issue but most of the time the situation further worsens. Let us learn lessons from our past and take timely decisions

### **About the Author**



**Pawan Agarwal** is a Civil Engineer from IIT Roorkee with post graduation in Construction Management and a certified PMP. He has been working in the field of infrastructure for the past 15+ years.

He had been instrumental in driving various projects like Dabhol LNG, Delhi Metro, HMEL Bhatinda Refinery Project etc. He is currently working with Petron Civil Engineering as Senior General Manager.

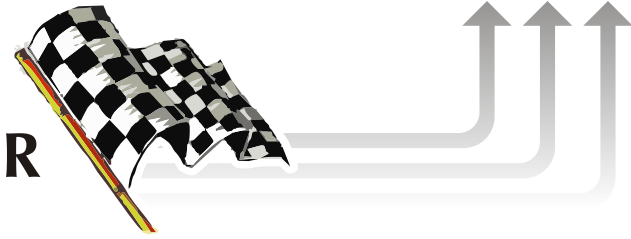
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### **PMI Launches Career Central on PMI.org**

- Follow this link to access <http://www.pmi.org/Pages/Career - Central.aspx>
- PMI has launched the PMI Career Central LinkedIn group
- the first official PMI group on this popular professional networking site.

## STARTING YOUR PROJECT MANAGEMENT CAREER



By **Josh Nankivel**, BSc PM, PMP

Getting started in project management can be tough. When starting out, there are many questions and challenges to face, and they are different based on your particular background and situation.

People who struggle with this come from various backgrounds:

**Project Newbies** - You might be a recent graduate or switching careers. If you have no experience whatsoever with working on or managing projects, it can seem almost impossible to get your foot in the door.

**Technical Gurus** - You have been on project teams and been “in the trenches” getting things done. Now it seems that managing these projects is your calling, but you have to go through a paradigm shift and learn new skills to make the transition.

**People Managers** - You have been managing people and are good at it. Now you want to expand your horizons and switch from the day-to-day management of functional teams to the dynamic environment of delivering unique projects.

You might be trying to break into project management, or you may be an “Accidental Project Manager” who looked up one day and asked, “What have I gotten myself into?” A project fell in your lap somehow. How do you get good at managing it, now that it is a great opportunity in your life?

The questions I get most from these groups center around expanding knowledge, gaining experience, and planning your career path. Answers change based on individual circumstances. Your personality attributes and background play heavily into the path forward.

### Hard and Soft Skills

Natural aptitudes vary from person to person, but you can acquire a level of competency for nearly all project management skills through education and experience.

Hard Skills refer to competency with the tools and techniques of formal project management. If you are analytical by nature, hard skills are relatively easy for you to acquire and master.

Soft Skills or “people skills” include competency in communication and relationships with other people. Outgoing “people persons” have a natural aptitude to be comfortable in this arena, but can also engage in many ineffective approaches when lacking in knowledge and experience. Do not confuse personal attributes with soft skills. I cannot influence personal attributes and aptitudes, but I can teach soft skills.

### Building Knowledge

Regardless of which group you belong to, you will need to expand your knowledge base.

Technical Gurus will likely pick up the hard skills quickly, but many of the soft skills practices of managing people effectively and politics may be somewhat new. People Managers will find soft skill nuances in project environments and many of the hard skills will be new territory. Project Newbies may be familiar with some of the theories in project management, but are going to need a lot of real-world knowledge, experience, and coaching to land that first job and formulate their project manager career path.

Some great sources of real-world project management education include:

**Blogs/Podcasts** - Use sites like <http://blogsearch.google.com> to find them

**Books** - Focus on the basics first, follow the cutting edge later

**Join PM Organizations** - Local PMI Chapters are a great example

**Training** - Focus on gaining useful knowledge, certifications come later!

## Finding a Mentor and Gaining Experience

A mentor is a huge boon to you if you can find one. You can find mentors by networking locally or online, but be sure you approach them in the right way and offer benefit to them in exchange for their wisdom. Your goal should be to offer valuable assistance to potential mentors, with the hope (but not expectation) they will reciprocate by sharing their lessons learned.

Do not just ask to “shadow” them. What value are you offering them? Ask if there are tasks (mundane as they may be) that you could do for them, to free their time up. If you are a project team member, ask if you can help compile the status report or take meeting minutes during project meetings.

Donate your time; this is in addition to your current responsibilities. Whether volunteering for another organization or within your own company, this is a great way to gain experience. Within your own organization you should let it be known you are interested in project management; not just through words but by your daily actions.

## What You Need To Grow

Is the organization you work for now a good environment for your desired career path?

Does your company make money by delivering successful projects, and/or do they respect Project Management as a

formal discipline worth investing in? If so, you will likely see opportunities for entry-level positions in project management that provide specialization such as:

- Project Controller
- Project Coordinator
- Project Assistant
- Project Analyst
- Project Scheduler
- Junior Project Manager
- Assistant Project Manager

Other organizations may have a progression of technical or management roles through which you can pass and eventually start managing your own projects. Whatever your situation, put yourself into the best environment possible, and plan out your career path ahead of time so you have a roadmap with goals to follow.

Oh, and when you get there, be a mentor for someone else!

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## About the author



**Josh Nankivel**, BSc PM, PMP is a noted PM expert and provides training and mentoring at <http://learn.pmStudent.com/ChapterMember>

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## 'COBRA' - TIMELY CAPTURE BY ODL!

By Deepak Jaiswal

**Project: Structural Detailed Engineering Services for a Well Head Platform (WHP) off Spain under Castor Underground Gas Storage Development Project.**

**Client: ACS Cobra Castor, Spain**

The script of this success story was concept-ualized on the day ODL was requested to quote for this slightly unusual, fast-track and high profile project. The schedule in the beginning seemed too tight to comprehend a successful completion. But sheer determination and perseverance by a young, dynamic but motivated team, under the able guidance of an experienced project-cum-department manager saw this Cobra project through with flying colours.

In May 2009, Offshore Dynamics Limited (ODL), Sharjah (a wholly owned subsidiary of GL Noble Denton) successfully completed their allotted scope of Structural Detailed Engineering Services for the offshore wellhead platform of CASGAS project for ACS Cobra Castor, Spain - thus, setting a precedence of completing work scope in a record-breaking 10-week schedule. This very schedule had seemed to be an impossible task at the onset.

ODL was entrusted with in-service and pre-service analyses of the jacket and topsides of WHP including critical structural analyses. These included Spectral Fatigue analysis, Floatation & Upending analysis of the jacket, etc. Preparation of design drawings & MTOs for the primary steel of jacket/piles and primary and secondary steel of topsides was also part of ODL's scope. ODL's deliverables conformed to a requirement of water depth of 60.0 m at platform location, lift weight of 1200 t for the jacket and 1375 t for topsides. All the above mentioned deliverables were offered by ODL at approximately US\$ 500,000.

The initial man-hour calculation predicted a schedule of 16-18 weeks. However, keeping in view the client's urgent requirement of completing the project in a very tight schedule of 10 weeks, ODL took it up as a challenge. Effective project management techniques were implemented to identify innovative means of fast-tracking the technical aspects of project. Trouble shoot-ing of various

aspects was carried out early in the project for a smoother progress in later stages. All information gaps were identified quickly and requisite design inputs were obtained from client. Communication was of paramount importance & was maintained to a satisfying, proactive level. Project team's internal communication was enhanced by an open and charismatic lead engineer, who displayed exemplary leadership qualities and led by setting examples.

Well planned strategies were adopted to mitigate risks involved with this tight-scheduled project. The boundaries of project requirements were frozen at an early stage of the project, thus minimizing any impact on the cost and schedule. A detailed work-breakdown structure was prepared to establish planning steps and to facilitate effective control of manpower resource allocation. List of dependencies that require client support were identified and sorted out at the initial stage of the project itself.

Resources having specific competence in key areas relevant to the project were identified and tasks assigned to them accordingly. Continuous monitoring was ensured on a daily basis during the entire schedule to pick up any signs of the project going off track at the earliest possible instance. Progress of each & every drawing / calculation / report was monitored regularly. Man-hours were maintained in meticulous detail to monitor progress against set targets.

Tight schedule notwithstanding, the project was so well-planned and effectively executed that it was even possible for ODL to optimise the weight of the piles so as to provide a substantial savings to the Client. This activity was done at ODL's initiative and the benefits were passed on to the client as value engineering. Lloyds Register, who had been engaged as the certifying agency for this project by the ultimate client (ESCAL), reviewed and approved the drawings & documents prepared by ODL.

Though it was an uphill task to keep the project on track with regards to project objectives, resources, deliverables, budget and schedule; but skillful application of project management systems and processes, professionalism and commitment, motivation of team members, effective implementation of project management knowledge and practices finally turned this project into a success & earned accolades from the client. Appropriate team-building & motivational activities were interspersed within project works to keep the adrenalin flowing throughout the 10-week period. This high-pitched drama culminated with a reward-ing party thrown by the management as a token of appreciation for the project team.

The success of this project established the fact that project management, as a methodology and technique, if applied successfully with a focused and strategic approach, can make impossible possible. Last but not the least, such a fruitful and on-time completion of the project would not have been possible without the commitment, motivation, hard work & team spirit shown by all the team members involved. A dedicated team with a common goal -to complete the project

within the stipu-lated time frame - could perform to-gether as one unit and deliver a difficult project. The odds were definitely stacked high but their determination and team-work saw them through.

## About the Author



**Deepak Jaswal** is a Marine Engineer Officer Class 1 (Chief Engineer, unlimited power) and an experienced Project Manager. He has been working in the Marine and Oil & Gas fields for the past 20+ years. He has vast experience of sailing on various types of merchant vessels on worldwide tramping and has been actively involved in new-construction, dry-dockings and management of fleet of vessels. He is currently working with GL Noble Denton as Manager – Projects, on Due Diligence, Engineering Design and Project Management Consultancy projects.

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Leveraging project management for excellence, growth and transformation



## PMI India invites nominations for **PMI Awards 2010**

Project Management Institute (PMI), India has established a number of awards to recognise and honour contributions to the institute and for achievements in the project management profession. The following are the categories for PMI Awards, which will be a part of the Project Management Conference India 2010.

### PMI India **PRACTITIONER** of the Year

Recognition of outstanding contribution(s) towards development and advancement of project management profession in India and the institute.

### PMI India **BEST PROJECT** of the Year

To recognise, honour and publicise a project team that has demonstrated superior performance and exemplary project management.

### PMI India Award for **Contribution to the Community** of the Year

To recognise and honour significant endeavours by organisations towards improving the well-being of a community. Either through project(s), or by applying project management principles to the pro bono delivery of goods and services in India.

**The last date for submission of nominations is August 15, 2010**

- Awards are open to ALL - PMI members and non members
- Only projects completed in India before March 2010 are eligible

Pro bono is defined as: volunteer work / materials provided without compensation in any form - whether financial, in kind or business advantage.

For details regarding each of the awards and also for nomination submission, please visit the PMI conference website: <http://www.pmi.org.in/conference2010/awards.asp>

All the winner and runners-up awards will be presented on 19th November at the PMI India Conference to be held in Mumbai, from 19th to 21st November 2010.

In case of any queries, feel free to write to [awards@pmi-india.org](mailto:awards@pmi-india.org)

# Good things happen when you stay involved with PMI!

PMI commends all 2009 PMI Component Award nominees for their service and contributions to PMI and the project management profession.

PMI Mumbai Chapter is happy to receive the 2009 PMI Component Award - Component of the Year (Chapter Category II) at PMI Awards Ceremony on Saturday, 10 October 2009, PMI® Global Congress 2009—North America.

The PMI Mumbai Chapter Board of Directors (BOD) would like to thank Mumbai Chapter members for making this possible!



**PROJECT MANAGEMENT INSTITUTE - Mumbai Chapter**

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