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PROJECT MANAGEMENT

A GOOD PROJECT MANAGER CAN ANTICIPATE PROBLEMS AND PREPARE A PLAN TO ENSURE TIMELY DELIVERY OF A PROJECT WITHIN THE APPROVED COST. DIPAL GALA FINDS OUT HOW TRAINING CAN HELP GROOM EFFICIENT MANAGERS

While we know that a substantive push is required to maintain 9% GDP growth, the 11th Plan has a 20.5 lakh crore investment required by central and state governments and private sector including PPP in key infrastructure (power, road, bridges, telecom, railways, urban transport, irrigation, water supply and sanitation, ports, airports, storage, petroleum and natural gas).

NEED FOR PROJECT MANAGERS

Investment in infrastructure in the 11th Plan underscores the need for better project management in all sectors to steer timely delivery within approved cost. At present, project managers in government and private sectors may have good domain engineering knowledge and experience, but many of them lack formal training and certification in project management. The continued time and cost over-runs in projects indicate lack of training of project managers. Take a look at the central sector megaprojects (above 150 crore), 306 have time over-runs and 203 have cost over-runs. The cost of these over-runs is a massive Rs 1,05,237 crore. That is a loss of Rs 20,000 to Rs 25,000 crore a year, given that a typical project runs for three years. Even if a fraction of it is spent on training, it will lead to substantial savings in cost over-run.

WHY DO PROJECTS GO AWRY?

The typical reasons for time and cost over-runs include delay in land acquisition, delay in obtaining forest and environmental clearance, lack of infrastructure support and linkages, delay in tie-up of project finance, change in scope, delay in awards, law and order problems, increase in cost due to escalation, exchange rate variations, high cost of rehabilitation measures and so on. A good project manager can anticipate these and prepare a mitigation plan or else build some of these contingencies into the project. Many of these activities should be tackled by project authorities before the award of contract. Moreover, a review of performance of infrastructure shows shortfalls against the yearly targets in many of the sectors. It implies that even a commissioned or running project requires trained managers and efficient management. The private sector is already hiring trained and certified project managers.

Efficient project management application ensures efficient use of all types of resources leading to higher economic and sustainable growth. Ministry of Statistics and Programme Implementation monitors infrastructure projects costing Rs 150 crore and above and has identified project management as an important element for timely implementation of projects. It has not only advocated application of project management practices but also put them into action, which has given rich dividends in terms of substantial savings through reduction in time and cost over-runs in projects.

EDUCATION & TRAINING

In India, a number of projects and companies in the public sector in the past have failed as they were led by officials not having project management skills. In fact, getting managers with project management skills is difficult due to a large demand from public and private sectors.

Education and training will produce a large pool of lower and middle level managers urgently required by the industry for better project management. The Upside?

- Saving in terms of time and cost over-runs will take place
- Wider sharing of best practices
- Increase in capacity and enhancement of hard and soft skills
- Trained project managers would have the skills to move across sectors
- Trained project managers can manage risks more efficiently
- Education and training increases capability of project managers to negotiate and take practical and profitable decisions

SEPARATE DISCIPLINE

Project management as a separate

rate discipline is yet to emerge in the Indian context. Most project managers are qualified domain engineers, who have hands-on experience.

A study by Indicus Analytics and Ace Global gives deployment of 9,6399 project managers in India in 2007-08 which would increase to 2,15,187 in 2010-11, an average growth of about 40,000 project managers per annum. About 39,000 project managers attend post-graduate, executive development programme and other project management training annually, mostly in the IT sector.

According to the Project Management Institute (PMI) and IPMA, India has certified project managers in the range of 20,000 from PMI/IPMA. Project Management Associates is the Indian member of IPMA (International Project Management Association). Considering serious issues of time and cost over-run exist in projects in India, it is imperative that we have more postgraduate and executive PG development programmes for one or two year-duration on project management. This could include regular courses like a two-year MBA (Project Management) which need to be introduced in business schools.

FUTURE TRENDS

The Indian government and the industry have been proactive in adopting project management practices. This is an opportune time to deploy best project management practices. We have examples of best project management practices in India leading to success both in public and private sector such as the Delhi Metro, International Airport at Delhi and Hyderabad and so on.

THE WAY FORWARD

All professional institutions should start dedicated project management courses leading to a degree, post-graduation and fellowship. Project associations should organise training through modules and case studies. These modules should cover sector-specific experiences and learning.

PMI was founded in 1969 by working project managers. The PMI community has over 500,000 members and credential holders. Global standards are crucial to the project management profession and ensures a basic project management framework is applied consistently worldwide. PMI offers 12 global standards (including programme and portfolio management). It helps business professionals to start, build or advance their careers in project, programme and portfolio management. Some of the key credentials offered are Certified Associates in Project Management, Project Management Professionals, Program Management Professionals, Risk Management Professional, Scheduling Professional. The PMI network consists of training organisations, executive development centers at universities and in companies that provide quality training services. There are more than 1,200 organisations in over 60 countries. The PMI Global Accreditation Center for Project Management (GAC) is the world's leading global accrediting body for project management degree programmes.



PROJECT MANAGEMENT Overseas institutions offering PM courses		
SR.	UNIVERSITY	PROGRAMME
1.	University of Wisconsin	Master of Science in PM
2.	Montana State University	Masters in Project Engg and Management
3.	Northwestern University	Master of Project Management
4.	The George Washington University	Master of Science in PM
5.	Keller Graduate School of Mgt., DeVry University	Master of PM
6.	ESI International	Master's certificate in PM
7.	City University	Master of Science in PM
8.	RMIT University	Master of PM
9.	Western Carolina University	Master of PM
10.	American Graduate University	Master of PM
11.	Florida Institute of Technology	Master of Science in PM
12.	University of South Australia	Master of PM
13.	Hong Kong Baptist University	Master of PM
14.	Groupe des Ecoles des Mines (GEM)	Master of PM
15.	Queensland University of Technology	Master of PM

Indicative listing

GURUCOOL
SCHOOL OF DRAMA
HA HA HA!

Media research courses in JNU

MPHIL AND PHD COURSES IN MEDIA RESEARCH TO BE STARTED SOON AT JNU, REPORTS NEHA BHATIA

The recently approved Centre of Media Research at JNU is all set to start MPhil and PhD courses in Media Research soon. The courses have been specifically designed keeping in mind the growing demand for specialised courses in media at the research level. In contrast to traditional media courses, the new course will focus on research, analysis and application of media in diverse fields.

The University Grants Commission (UGC) has recently approved the setting up of Centre of Media Research at JNU. The aim of the new centre will be to make it a prime academic location which provides critical understanding about media and its engagement with society and economy in India. Talking about the approach of the course, Deepak Kumar, chairperson, Centre for Media Research, shares, "The centre will be different from other schools of media as it will prepare analysts and not just journalists. Interdisciplinary approaches in the field of evolution, role, relevance and impact of media will be encouraged here." Known for its path-breaking approach, JNU once again has taken the step to prepare youth for a successful career in media. The objective is to establish the Centre of Media Research as a national level research centre in the country for media research and analysis.

As compared to the other institutions offering courses in the field of mass communication and journalism, this centre stands apart as the focus here will be more on research and not on media studies per se. The curriculum too will focus on the areas that need in-depth media analysis and have a more focused approach. Plans are ripe to include subjects such as media and society, media organisation and state policy, media commerce and leisure industry, new media technology, media and sports, media and environment and other such areas like governance, processes, law, language, development journalism, and so on. The centre will engage historians, economists, socio-



The recently approved Centre of Media Research at JNU will act as a national level research centre in the country for media research and analysis

gists, politicians and senior journalists as faculty members for the courses. It is hopeful that the centre will be fully operational by 2012.

For those who want to pursue a career in media research it would be a good opportunity. "At present there are not many courses for those who want to go into media research. Most of the programmes being offered are post-graduate diploma or Master's programmes in mass communication. They do not offer any kind of specialisation. I think this course would have many takers and would be extremely popular among those who want to pursue a serious career in research," says Namita Gandhi, a student of Mass Communication in DU. Even the department shares the same view. Kumar emphasises, "Our aim is to prepare critical analysts who will focus on analytical results to build the society in a better manner and not just journalists who are a mirror of the society."

With an emphasis on interdisciplinary approach and focus on critical understanding of the role of media in diverse fields, the Centre of Media Research is likely to emerge as a premier institute for higher studies and research.

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Foundation in Fashion and Design	Mr. Snehasish Ray	Oct. / Nov. 2010
Design and Styling for fashion weeks	Mr. Somesh Singh	Oct. / Nov. 2010
CAD/CAM for Fashion Industry	Ms. Manka Vasti	Oct. / Nov. 2010
Digital Fashion Design & Merchandising	Ms. Kamal Kapur	Oct. / Nov. 2010

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