Project Management Institute Bangalore India

PM Essence

November 2021
Volume - 9 - Issue 8



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- Shashank Hebbani, PMP

PM Essence

"The mission of PM Essence is to facilitate the exchange of information among professionals in the field of project and program management, provide them with practical tools and techniques, and serve as a forum for discussion of emerging trends and issues in project management. PM Essence is YOUR Newsletter and the Bangalore Chapter welcomes story ideas and/or suggestions to make it better. More information can be found on the Chapter's website".

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"Clear blue sky, Lush green Landscape, craggy hills, True delight to eyes"
Photo shot at : Megamalai, Tamilnadu, India
Photo Shot by : Suhas K C
Collected by : Chankit Jain

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Editor's Note

Dear Readers,

On behalf of the Editorial team, I wish you all a Very Happy, Prosperous, Peaceful and Safe Deepavali!

asato mā sadgamaya
tamaso mā jyotirgamaya
mṛtyor mā amṛtaṁ gamaya
om śāṁti śāṁti śāṁti

Translation:

Lead Us From the Unreal To the Real,

Lead Us From Darkness To Light,

Lead Us From Death To Immortality,

Let There Be Peace Peace Peace.

- Brihadaranyaka Upanishad 1.3.28

This festival may have many connotations in different cultures but it all confluences to mean to lead us from Darkness to Light. Let us hope to dispel the darkness of gloom and uncertainty this pandemic has led us to and let us look forward to a new beginning.

This year, 2021, has been a rollercoaster ride of sorts. We have seen a lot of businesses and projects downsizing or even closing down. At the same time, we have also seen new businesses, projects and ideas taking shape, surely future proofing themselves, all trying to adjust to the 'New Normal'. What is New Normal, you ask? This is what the Project Management South Asia Virtual Conference 2021 aims to explore, and it is happening on 10th & 11th December 2021, proudly hosted by PMI Bangalore Chapter. You can read more about it in our advertorial section.

In this edition, Mr. Shashank Hebbani gives a primer on Project Delivery Methods for Construction Projects. Mr. Somashekar N T, our seasoned contributor, and the senior most member of Essence Newsletter team, simplifies how to Manage Multiple Projects / Programs. We are also carrying short introductions from our Chapter President, Mr. Muktesh Murthy, Past President Mr. Lt Col L Shri Harsha (Retd.) and VP Academic Relations Mr. Kartikeyan Ramamurthy on the upcoming PM SAC 2021, originally published in Manage South Asia, Oct 2021.

As usual, we are sure you will enjoy the regular features of the newsletter viz., PM Capture, PM Cartoon, PM Crosswords along with our Chapter news and Membership corner. Without the support of my fellow teammates, this edition wouldn't have been as quick and smooth. Thank you all.

We hope you will enjoy this newsletter as much as we did in bringing this to you. May this Deepavali fill into our lives, new expectations for future, and new dreams for a better tomorrow.

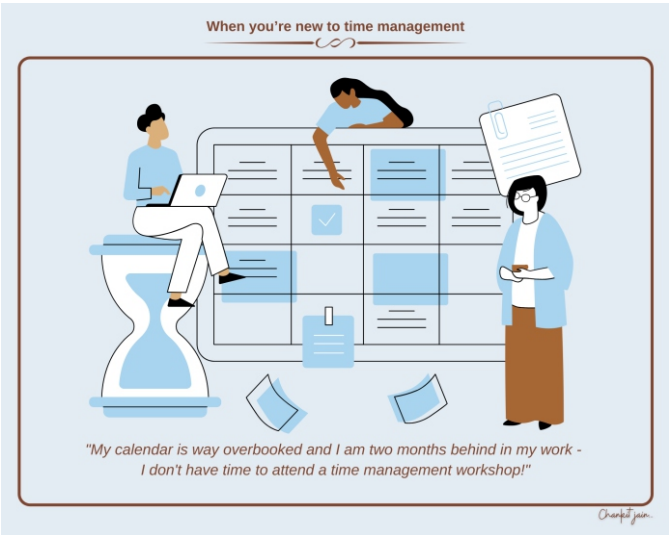
With lots of love,

Team Essence

Editorial Content Credit : Shashank Hebbani

For feedback - avpmarcom@pmibangalore.org

PM Cartoon





Project Delivery Methods for Construction Projects

Shashank Hebbani

PM Guest Article

The journey is as important as the end result. All construction projects require a gamut of services viz., Planning, Design, Finance, Construction and other necessary services for organizing, executing and completing a building facility. In a Construction Project, there is no single project delivery method which is "one-size-fits-all". Each method satisfies specific purposes and is best suited for certain types of projects, choosing which, becomes imperative to the success of the project.

Selecting a construction project delivery method mainly depends on two factors:

1. Type of project (Repair, Renovation, New Construction...) &
2. Characteristics and requirements of the Project Sponsor/Owner Viz., Budget, Design, Risks, Schedule and Expertise of the Sponsor/Owner

The main stakeholders in a construction project are the Sponsor/Owner, Designer/Architect and the Contractor/s and depending on the delivery method we choose, these roles may overlap.

Contract:

A contract is an agreement with specific terms between people or entities where there is a promise to do something in return for some consideration. In terms of construction, the contract defines what is to be built, defines the period for design and construction completion. The contract is enforceable by law.

The following are the most commonly used types of project delivery methods:

1) Design-Bid-Build (DBB)
2) Design-Build (DB)
3) Construction Manager at Risk (CMAR)
4) Integrated Project Delivery (IPD)
5) Public-Private-Partnership (3P)

1. Design-Bid-Build (DBB)

Also known as hard bid or the "traditional" form of project delivery, the Designer/Architect and the Contractor/s work directly for the Sponsor/Owner who direct the project and is supposed to result in the lowest construction cost. This method presents plenty of opportunities for the Sponsor/Owner's input on the project starting with the appearance of the building being designed by the architect. Here there are two contracts – one for Design and the other for Construction.

While this method provides a clear process to address litigations if any, however, it is best suited for projects that are simple and those which are not under a tight time schedule and limited budget, as this method usually suffers time and cost overruns.

2. Design-Build (DB)

In a typical DB project delivery method, the Sponsor/Owner hires a team under a single contract to deliver and complete the construction project from start to finish. Here, some of the advantages of this method are that is time saving, cost saving, one point of contact, fewer change orders and reduced risk to the sponsor/owner/. Loss of control of design and loss of quality due to minimal involvement of the sponsor/owner are some of the main disadvantages of the DB method.

3. Construction Manager at Risk (CMAR)

In this project delivery method, the Sponsor/Owner hires a Construction Manager (CM) to oversee the design process and quality of construction. The CM is treated as the owner's representative and will manage the contract on the sponsor/owner's behalf. This makes CMAR ideal for project sponsor/owners who want an expert's help in managing the project and communicating between parties. The CM accepts the risk for meeting the project deadline and sponsor/owner's cost requirements, which are usually expressed as a Guaranteed Maximum Price (GMP). This insulates the sponsor/owner from price escalations, if any, which will be borne by the CM. This method helps to keep the project on track in terms of cost and time schedule.

4. Integrated Project Delivery (IPD)

In this relatively new project delivery method, the Sponsor/Owner and other stakeholders such as the

Continued on Page 6 ...

Shashank Hebbani

Shashank Hebbani is a partner with Overseers Consulting LLP - a Construction Project Management Consultants (PMC) & Turn-key Projects & Consultants firm, who has 15+ years of experience in managing multimillion dollar projects successfully. Shashank is a volunteer at PM Essence Magazine.

Guest Article



Managing Multiple Projects / Programs

Somashekar N T

Juggling multiple projects is a challenge that a Project Managers face (both new and seasoned PM's). It may get complex based on the project's components. How does a project manager prepare to handle such a scenario? Following are some of the strategies that a PM can use –

- **Preparation -**

o Proactiveness – Prepare well in advance. Understand the business priorities and gain knowledge of the projects that the organization is focusing on. Understanding the overall organization ecosystem and the focus areas will go a long way.

o Communicate – Speak to your business stakeholders, Project Management office, Portfolio / Program Managers. Set periodic connects with your stakeholders' group to have a pulse of the organization.

o Put yourself out there – Be available for discussions and contributing your ideas on any of the business strategies and projects that you feel passionate about. Share your thoughts on how we as an organization can deliver this project.

- **Executing –**

o Create Plans / Simulations – Share plans / simulations of how you can deliver projects. Having options will be the distinguisher in your conversations with stakeholders.

o Documenting – Recording the plans, decisions made will help set a baseline and instils confidence with the project team and stakeholders on the success of the project. If there are changes to the plans, follow the change management process to get the changes updated.

o Metrics and Report – Agree on the key metrics for the project. You can leverage on the triple constraints – Time, Scope and Cost. Identify the project reporting needs and incorporate these metrics into reports.

o Tool – Use a single project management tool across all your projects. Select a tool and stick to it. Having different projects on different tools will cause a lot of rework & reconciliation of data. Use the tool to address any reporting needs.

o Communicate – Organize regular connects with your stakeholders to update on the progress. Discuss on the Risks, Assumptions, Issues, and Dependencies (RAID); escalate if needed. Seek inputs from the stakeholders in managing the RAIDs more effectively.

- **Closure –**

o Completion checklist – Having a clearly documented acceptance criteria will help you articulate completion of work. Involve the user group in UAT to familiarize with the solution built and increase the confidence level on the product created.

o Warranty period and post go live support – Partnering with BAU team would help resolve any customer complaints during the warranty period. Post warranty period if needed continue communication with BAU team. Proactive interactions with BAU team will highlight any new emerging user requirements that can help in building new functionality or maybe even a new product.

"The best way to predict the future is to create it." – Abraham Lincoln & Peter Drucker

Somashekar N T

Somashekar is a Project Portfolio Manager with 18 plus years of experience with leading brands like Diageo, Capco Technologies (Consultant for HSBC), Crisil GRA Poland (Consultant for Credit Suisse), Deutsche Bank, Thomson Financials. He is certified in PMP, Prince2 Practitioner, Lean Six Sigma Black Belt, PPAC, PSM1, and ITIL foundation. He has also trained colleagues on Project Management methodologies, Six Sigma, and Design thinking.

What's new on the block ?

ACADEMIC MUSINGS

PMI Bangalore Chapter's Academic Relations Quarterly Newsletter

CLICK HERE

Introduction to PM SAC 2021

PM Guest Article



Muktesh Murthy
President, PMI Bangalore India Chapter

How to Navigate the New Normal with Greater Effectiveness

The last 18 months have been the most disruptive times in the recent past, with all the elements of volatility, uncertainty, complexity, and ambiguity (VUCA) impacting us in every aspect of our lives. Having lived through these tough times, it is important for us to recollect what we experienced and move ahead.

March 2020 will go down in history as one the most defining times of our lives. Our normal lives were upended as countries across the globe waged a war against COVID-19. During these months, we experienced many personal tragedies and setbacks, and made changes to our day-to-day lives.

So it was not a surprise that in March 2021, when PMI South Asia ran a poll on the topic for a global conference, over 60 percent of the total 800 entries voted for a discussion on the new normal.

Hence, we decided to focus on the theme, Project Management:

Embracing the New Normal, for our upcoming Project Management South Asia Conference 2021, to be held on 10-11 December. The idea behind this initiative is to help our community understand how to navigate the new normal with greater effectiveness. Our focus is to equip you with the best experiential learning opportunities, help you to get some answers, and provide you with coping strategies for negative situations in the future.

It has been our constant endeavour to bring industry best practices and knowledge to the project management community. We have invited global speakers to use the conference as a platform to share their valuable insights and experiences in handling disruptions.

Gone are the days where everyone was eager to progress their career by learning new skills. In today's time, when everything is thrown out of the gear, many are keen to go back to the basics, and learn, relearn, and unlearn.

Muktesh Murthy is the president of PMI Bangalore India Chapter and practice head at Tech Mahindra. He is a seasoned IT professional with over 28 years of experience in program and project management, information security, delivery, and quality management.



Lt Col L Shri Harsha (Retd.),
PgMP, PMP, DASSM, Past President, PMI Bangalore India Chapter

Managing a 'Faceless' Employee – A Test in Leadership

Adaptability and agility have remained key to the survival and growth of organizations. The global pandemic has pushed organizations to adapt to newer ways of working, including remote working.

This 'new normal' has given rise to 'faceless' employees, which is posing new challenges in people management. Managers sometimes find themselves in situations where they need to manage the expectations of not only employees but also employees' families. Employees, who had earlier used the office as an escape route from family pressures, are now finding it difficult to manage the dynamics of both the work and home fronts from the same physical space.

Managers need to keep this new dimension in mind and adopt a firm yet compassionate approach, something that they are not trained for. With health and safety concerns causing anxiety among team members, project managers need to show empathy while ensuring that the project does not suffer.

Before the pandemic, it was a common practice to prioritize time and effort to ensure that work responsibilities were carried out smoothly. But the practice of work from home has led to re-prioritization of time and effort, with office work encroaching on the rest time of employees. Managing the physical and mental fatigue of team members is a new responsibility of leaders at all levels – teams, projects, human resources, and business leaders. Empathy and counselling are the new skills that must be part of a project manager's arsenal.

Lt Col L Shri Harsha (Retd.), PgMP, PMP, DASSM, is COO, Sankalp Infrastructure Pvt Ltd. He is a multi-faceted professional who juggles his time between practice, community service, knowledge sharing, and self-enrichment

Continued on Page 6 ...

Chapter News

Arun Malavalli

The Chapter conducted below events successfully

PM Footprints Webinar: Chapter conducted PM Footprints webinar on 9th October 2021. Topic was "5G - Will it live up to the hype?". Speaker was Ms. Swapnil Srivastava. The event was well received with over 70 participants attending.

E&C PM Footprints Webinar: Chapter conducted E&C PM Footprints webinar on 9th October 2021. Topic was "Effective Monitoring & Control through integration of top down & bottom-up approach". Speakers were Mr. Nambiappan & Mr. Rajan. The event was well received with over 70 participants attending.

PMP QUEST: PMP QUEST was successfully conducted on 23rd, 24th, 30th & 31st October 2021.

Project Delivery Methods for Construction Projects ... continued from Page 3

Designer/Architect, Contractor etc., share the risk and reward unified under a single contract. It is based on the ideology of lean construction. IPD strives to involve practices through all phases of design and construction to improve project efficiency and reduce wastes. It is best suited for projects in the private sector that are complex, under a tight schedule, or maybe mostly undefined. Public entities usually cannot use IPD as a delivery method due to the lack of a bidding component.

5. Public-Private-Partnership (3P)

In the construction industry, the 3P model involves a contract established between a government (Public) entity and a private corporation/company (Private) to fund, construct/renovate, and usually operate and maintain the public infrastructure. Projects like affordable housing and infrastructure are often the result of these types of agreements. Like private projects, they are controlled by a private company which helps create efficiency and add expertise. Like public projects, there's a steady project owner, decreased payment risks, and a project that will greatly benefit the general public.

Some of the PPP project delivery methods are Build, Operate and Transfer (BOT), Build-Own-Operate (BOO) or Build-Own-Operate-Transfer (BOOT), and Design-Build-Finance-Operate (DBFO) or Design-Build- Finance-Operate-Maintain (DBFOM)

The ultimate success of a project delivery method depends on the level of collaboration, quality, and experience of the owner and service provider/s. Each of these project delivery methods has its own merits and potential shortcomings. Hence, it is important to choose the best method before embarking on a particular project.

Introduction to PM SAC 2021 ... continued from Page 5



Kartikeyan Ramamurthy
PMP, PfMP,
Director of Strategy, Amadeus Labs

Is My New Normal Different from Yours?

In the past decade, we discussed (VUCA) mostly at a conceptual level. But now we are experiencing it as our reality. The COVID-19 pandemic has pushed us to reconsider how we perceive our world, and the phrase that effectively conveys this reality in a positive manner is the new normal.

The words 'new' and 'normal' are unique for these times, underpinning the urgency to accept the new. The questions that arise are – What fits into this new paradigm? Is the new normal same or similar, or different for different organizations, sectors, and industries? Is everything out there, and clear? Is my new normal different from yours?

Some trends are identifiable but may not be defined yet.

Leadership is not only about surviving the crisis, but thriving while crafting new business models, fluidity of business enterprises across segments, and resilient and boundary-less supply chains. To create an effective new normal, leaders must ensure to keep business continuity strategies in place, such as an innovative risk management approach, hyper scaling of IT infrastructure, and a flexible organizational structure. The focus should also be on making location agnostic work models and adopting intelligent agents that augment human capabilities. Additionally, organizations must prioritize environmental, social and governance (ESG) practices for sophisticated, sustainability-based management.

Some or all of these will impact not only the projects we choose, but also how we manage them. We need to rethink the role of the project manager in this new normal and consider the new set of challenges that they will be facing.

The PMI South Asia Conference 2021 will be a great platform to bring yourself up to speed with these shifting concepts and the emerging reality.

Kartikeyan Ramamurthy, PMP, PfMP, is director of strategy at Amadeus Labs. He is the India ambassador for PMO Global Alliance, a member of the board of directors at PMI Bangalore India Chapter, and a DevOps leader.

Advertorial

Project Management South Asia Virtual Conference 2021 hosted by PMI Bangalore Chapter!

Conference Overview

There is much talk about the New Normal. What exactly is it? Truth is that it is still unravelling. What we do know though is that everything will continue to be in a state of flux. We are in for a time where change will be the only constant. So how do you manage your world of work in such a situation? By embracing change. By gaining the skills and the mind-set that will help you navigate change on a recurring basis. Is that even possible? Yes, it is! In fact, it is compelling the project management community across the globe to think out of the box. To pull those proverbial rabbits out of their skill hats. It is incredible how many organizations across the globe have thrived during this period of uncertainty and change. What did they do right?

This is what the Project Management South Asia Virtual Conference 2021 aims to explore. It's a virtual event that celebrates change and all the positivity it brings. Under the theme – Project Management: Embracing the New Normal, it will feature impactful real-world stories. You will hear first-hand experiences from celebrity guests and engage with premium content from the region's most accomplished individuals. It will inspire you to embrace change and thrive. To change your world and direct it towards where you want it to go. Don't miss!



Why attend?

- Listen to visionary Keynote speakers and SME's
- Learn about the latest technologies and trends in the profession
- Earn up to 10 PDU's
- Acquire skillsets covered under The PMI Talent Triangle ™

Sneak list of Topics and Speakers

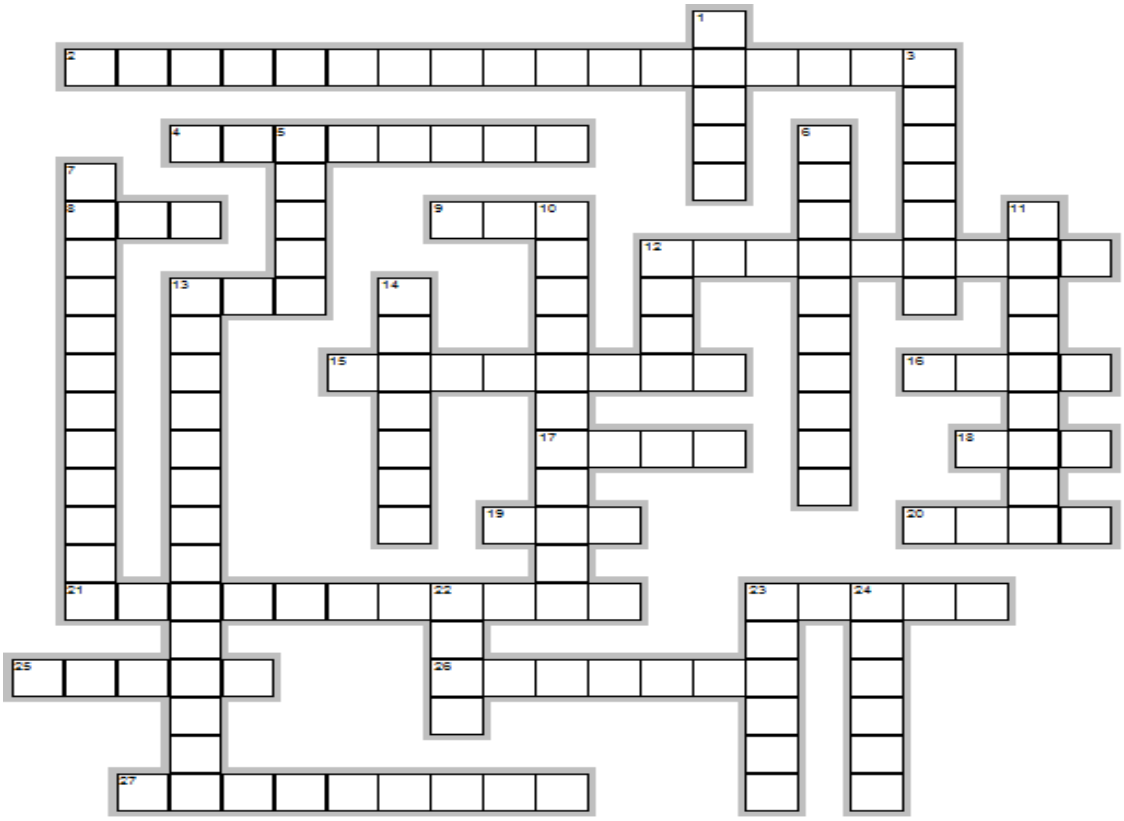
Inaugural speaker - Guest of Honour	**Mr. Ram Kumar Narayanan** MD VMWare, Nasscom, Chair of Product Council
Keynote Speaker 1 Leadership Challenge in New Normal	**Col. Anand Swaroop**
Special Session I Role of Defence and Aerospace Industry in India's quest for Self-Reliance post Covid	**Mr. Alok Nanda** MD, John F Welch Tech Centre - GE India CTO, GE South Asia and CEO, GE India TechCentre
Keynote Speaker 2 Process and Technology, Key Driver in shaping Future Economy	**Ms. Padma Parthasarathy** Senior Vice-President and Global Head Consulting and Digital Services, Tech Mahindra
Panel Discussion Future Fit Organisational Model and Workplace Ecosystem	Representatives from START-UPs **Prakshep** (Satelite launch for agri monitoring), **Marut Drone Tech** (Medicine delivery by Drone), **Invento Rebotics** (Mitra Robot), **Devnagri** (Translate AI engine to 22 local lingo), **Fluid Robotics** (Difficult civic maintenance), **PathPartner** (AI driven Road safety).

For more information:
Click Here!

For registration:
Click Here!

Understand how PMI can add value in your professional growth

PM Crosswords



Compiled by
Chankit Jain

Across

2. Tasks, knowledge, and techniques required to identify business needs and determine solutions to business problems.
4. A diagram that shows what factors can be contributing to an issue or problem.
8. Mathematical measurement that provides a way to forecast future performance based on what's happened thus far in the project.
9. Used to translate customer requirements to engineering specifications.
12. A collection of projects whose objectives are not related to each other.
13. A schedule network analysis technique.
15. A task or series of tasks performed over a defined period of time.
16. A piece of work requiring effort, resources and having a concrete outcome.
17. Any factor that potentially can jeopardize the successful completion of a project.
18. A tender document that defines the procurement requirements of a project.
19. Deliverables-oriented, graphical, hierarchical representation of the work required to fulfil the project scope statement.
20. A procedure for analysis of potential failure modes by the severity and likelihood of the failures.
21. This happens when the requirements and work on a project expand in an unmanaged manner.
23. Sum of knowledge within the profession of project management that is standardized by PMI.
25. A type of bar chart that illustrates a project schedule.
26. A statement of the scope, objectives, participants, roles and responsibilities in a project.
27. Graphical representation of a process, showing sequential activities, branches, and decision points within the process.

Down

1. The time a task can be delayed without delaying the project.
3. Member of senior management who supports the project and ensures adequate funding and resources are made available.
5. An iterative, incremental methodology for project management often seen in agile software development.
6. A review that is done at the end of the project, during the project closure.
7. Description of product functions or deliverables that collectively will satisfy the overall business goal.
10. A contractually required work product, produced and delivered to a required state.
11. A key event during the life of a project.
12. A model to analyse and represent the tasks involved in completing a given project.
13. The practice of identifying, documenting, approving and carrying out changes within a project.
14. First meeting with the project team and the client of the project.
22. Matrix for clarifying roles and responsibilities in projects.
23. A histogram chart showing the values in descending order.
24. An estimate of funds and/or resources planned to cover a program or project.

Answers:

Across:
2. BUSINESS ANALYSIS
4. FISHBONE
8. EVA
9. QFD
12. PORTFOLIO
13. CPM
15. ACTIVITY
16. TASK
17. RISK
18. SOW
19. WBS
20. FMEA
21. SCOPE CREEP
23. PMBOK
25. GANTT
26. CHARTER
27. FLOWCHART

Down:
1. FLOAT
3. SPONSOR
5. SCRUM
6. POSTMORTEM
7. REQUIREMENTS
10. DELIVERABLE
11. MILESTONE
12. PERT
13. CHANGE CONTROL
14. KICKOFF
22. RACI
23. PARETO
24. BUDGET

PM Member's Corner

We welcome all new members and thank members who have renewed their membership in October 2021.

Members completing their Anniversaries in October 2021

There are a total of 59 chapter members who have completed their anniversaries in October 2021. We from the chapter would like to thank them all for being with us through thick and thin and support us for these long years. Some of the notable long terms (10 years and above) are given below.

16 Years (Since Oct 2005)

- Mr. M Hiremath

15 Years (Since Oct 2006)

- Mr. Madhukar A
- Dr. Tom George E
- Mr. Keshavachandra Chilkunda
- Mr. Sathish Kumar Srinivasa

14 Years (Since Oct 2007)

- Mr. Krishna Rao
- Mr. Thimmayya Madapa
- Mr. Jagadish Koodiyedath

13 Years (Since Oct 2008)

- Mr. Devesh Kumar

12 Years (Since Oct 2009)

- Mr. Biju Jose

11 Years (Since Oct 2010)

- Mrs. Rama Komarabathini

10 Years (Since Oct 2011)

- Mr. Raghavendra Udupa
- Mr. Guruprasad Jaya Rao
- Mr. Nishantkumar Panchal
- Mr. Kartikeyan Ramamurthy
- Mr. Kapil Gupta

For any queries or suggestions, please write to **Balakumar Chinnaiyan,** VP Membership Services, PMI Bangalore India Chapter at **membership@pmibangalorechapter.org**

Member Benefits:

PMI membership includes many free resources that can help you power your career and earn valuable PDUs.

- 1000+ tools, templates and webinars
- 4 virtual events each year
- Discounts up to 30% off live events, online courses and popular books in the PMI Store
- Networking with project managers around the world

Plus, PMI membership includes free access to these digital publications:

- PMBOK® Guide (available in 12 languages)
- 19 digital editions of the PMI Standards
- 57 digital editions of PMI-published books

Happy Learning and earning PDUs!!! Feel free to revert for any further clarifications.

https://www.pmi.org/membership

CHAPTER EVENTS

PMP QUEST
PMI BANGALORE CHAPTER

Important Online PMP QUEST Training Dates :
20th, 21st, 27th & 28th November 2021

E & C PM Footprints Webinar — Nov. SAT 13

PM Footprints Webinar — Nov. SAT 13

PM Open Space Webinar — Nov. FRI 26

ValueWorks; mail@valueworks.co.in