Leena George
Ashok Bhat

MANAGEMENT FOR ENGINEERING AND CONSTRUCTION

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CHAPTER 1

A BRIEF OVERVIEW ABOUT PROJECT MANAGEMENT

Ms. Leena George, Assistant Professor,
Master in Business Administration (General Management), Presidency University, Bangalore, India,
Email Id-leenageorge@presidencyuniversity.in

ABSTRACT:
Across a range of sectors, including engineering and construction, project management is essential to the efficient completion of projects. In order to better understand project management in the context of engineering and construction projects, this abstract highlight its importance as well as its fundamental ideas and methods.A methodical approach to planning, organizing, and regulating all project operations is necessary for effective project management in engineering and construction. It includes developing a defined project scope, specifying project goals, and locating project stakeholders. The job of the project manager also includes managing timelines, monitoring development, and assuring compliance with quality standards. Engineering and construction project management success involve a blend of technical expertise, leadership abilities, and the capacity to adjust to changing project dynamics. Additionally, it calls for a significant focus on safety, legal compliance and sustainable practices. Engineering and construction project management is a comprehensive profession that guarantees projects are completed effectively, fulfilling goals, on schedule, and within budget. Project managers may successfully negotiate the complexity of these projects by adhering to established principles and practices, resulting in successful outputs and satisfied clients.

KEYWORDS:
Budget, Construction, Design, Management, Project.

INTRODUCTION

A project is an endeavor started with the goal of delivering the outcomes the requester is looking for. For the purposes of this book, a project may be both design and building, or it may be both. Three things make up a project: the scope, the money, and the timetable. The first time a project is given to a project manager, it is crucial that all three of these elements be specified. The word Scope refers to the volume and caliber of work that must be completed throughout this book. The budget describes expenses that are expressed in dollars and/or the number of hours worked. The logical order and time of the tasks to be done are referred to as the schedule. As shown in Figure 1, a project's quality must satisfy the owner. It is an essential component of project management[1]. An essential project management concept is shown in Figure 1 as an equilateral triangle a balance between the scope, budget, and timeline is required. There is a certain quantity of work that must be completed for each project, as well as a cost and timeframe for doing the job. Any expansion of the work's scope necessitates a comparable expansion of the budget and timeline.

On the other hand, every reduction in the scope of the task has a proportional impact on the budget and timeline. This idea holds true for each and every one of the three project elements. For instance, each change in scope necessitates a corresponding change in budget and/or timetable. Sometimes, both in the early stages of project development and throughout design and construction, the straightforward idea of a balance between scope, money, and schedule is not completely appreciated[2]. Failure to accurately define the project scope is the cause of many issues that arise throughout a project. Too frequently, just the money or schedule

isconsidered. The scope, budget, and timeline all need to be clearly specified, but they also need to be connected since one has an impact on the others both individually and collectively. The creation of the project scope should come first, before the creation of the budget or the timetable, since it specifies the work that has to be done. Expert project managers agree that the scope informs the budget and timeline. The project team is often asked to determine a scope to fit the budget when upper management defines a project budget or timetable. This is not a smart project management practice since it defines a project backward.A project manager must make sure that the project's scope, budget, and timeline are all connected. Budgeting is crucial because it determines how much money the owner will pay to acquire the project and how much money the design and construction firms will be paid to complete the task.

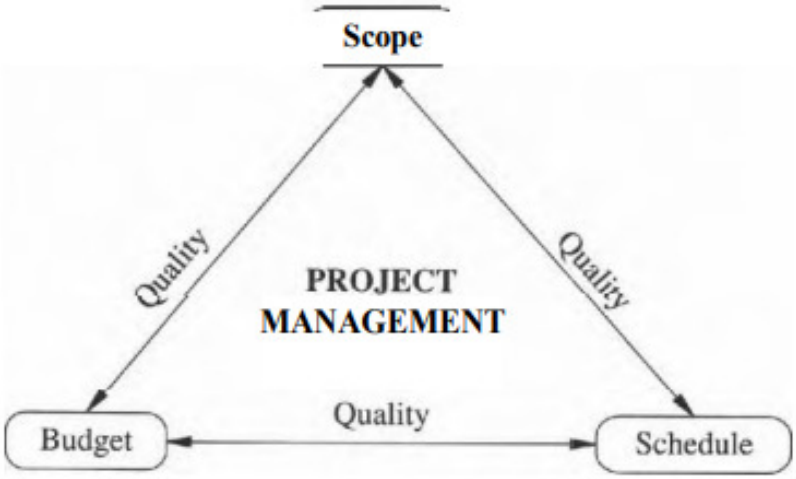

Figure 1: Quality Is an Integral Part of the Scope, Budget, and Schedule [Access Engineering Library].

Project cost overruns raise worry since they have a negative impact on profitability and deteriorate relationships between the stakeholders. Scheduling is crucial because it combines project concepts, personnel, finances, resources, time, and working techniques to determine the project's logical flow of tasks. The timetable serves as the benchmark against which all actions are judged and is the result of scope definition, budgeting, and planning. An effective strategy and schedule are necessary for project monitoring and management. Quality is a component that is incorporated into and between the scope, budget, and timeline of a project.It should not be understood to mean only producing drawings with a minimal number of mistakes, supplying machinery that complies with criteria, or constructing a project to satisfy contractual obligations[1], [3]–[5]. These elements undoubtedly contribute to quality, but there are many more. The ultimate end user of the project, the owner, must be satisfied, and that means that quality must be achieved. All project participants, including all levels of management and employees in each of the primary parties, are accountable for the project's quality. Every employee has to adopt a quality-oriented mindset that permeates the whole workplace. What can we do to pass quality control or final inspection shouldn't be the mindset. What should be asked instead is What can we do to improve our work and what is the best way we can furnish a project that meets the needs and satisfaction of the owner?

DISCUSSION

The three main players in a project each have a specific responsibility throughout the different stages of design, development, and construction. To accomplish the project in the quickest possible time, the owner, designer, and contractor must work together in a team environment. Too often, a bad connection develops that is not in anyone's best interest. The operating standards for the finished project must be established by the owner. As examples,

consider how a structure is used, how many barrels of crude oil are processed each day, how much gas is delivered via a pipeline per hour, etc. It is also necessary to describe any specialized tools, supplies, or business standards that will be used on the project. Owners must also specify their degree of engagement in the project, including the review procedure, any necessary reports, and the approval levels. The owner is also in charge of establishing limits for the project's overall cost, cost reimbursement, significant milestones, and completion date[6], [7].

Producing design options, calculations, drawings, and specifications that satisfy the owner's requirements is the designer's responsibility. The owner may also provide the designer with additional responsibilities, such as on-site or recurring inspections, the approval of shop drawings, and in certain cases, the purchase of land and permissions. It is the responsibility of the designer to provide a project design that complies with all national, state, and municipal guidelines, standards, environmental protection laws, and safety laws. Additionally, a design budget and timetable that aligns with the owner's schedule should be created. To ensure that the project can be finished by the construction contractor when the owner wants it, the design timetable and the construction timeline should be inextricably linked. Although there have been certain instances when the designer has been held legally accountable for the construction price, generally speaking, designers are not required under standard-form contracts to guarantee the cost of a project's construction.

Because of Designers often produce an estimate of the likely construction cost for the design they have created as part of their design duty. The cost estimate provided by the designer serves as the foundation for the owner's major project decision-making. The design phase of a project has the largest impact on and is the easiest to modify its cost and operational features. Because of this, the designer plays a crucial role in the early stages of a project by collaborating with the owner to keep the project on schedule and provide the greatest possible owner/contractor relationship. The completion of all work in accordance with the contract papers that the designer has created is the construction contractor's responsibility. This includes providing all labor, tools, supplies, and know-how required to complete the job. Due to the fact that building consumes the majority of the project money, the construction phase is crucial. Furthermore, the quality of the building work is crucial to the project's operation and upkeep once it is finished. The contractor is responsible for creating an accurate project estimate, a workable construction plan, and a strong project management system for cost, schedule, and quality[8]–[10].

Who Does the Project Manager Work For?

Although he or she may be engaged by the owner, designer, or contractor, the project manager works for the project. In order to oversee the design, procurement, and construction phases of major projects, a team made up of the owner's project manager, the designer, and the contractor is formed. For modest projects, the owner may designate an owner's representative to serve as a liaison and represent the owner's interests while leaving the main project management to a design consultant or a professional construction manager[11]. The Construction Industry Institute (CII) has funded research and written a tonne of papers on a range of project management-related subjects. The relationship between project managers for the owner, designer, and contractor is well-described in Organising for Project Success, a CII book. The project management teams that are covered in the article are summarized in the paragraphs that follow.

An Investment Management Team is established inside the owner's organization to offer overall project oversight once the owner has committed to investing in a project. Typically, the key areas are represented, including marketing, engineering, finance, and production. The team is often led by a project executive who reports to the head of the business unit that approved the project. The Project Manager for the Owner is a member of this group.A project

management team led by the owner's project manager is made up of each design project manager and construction project manager who has been given a contract by the owner. They have the task of carrying it out, which includes organizing the engineering, procurement, and construction stages.

This team is led by the Owner's Project Manager, who performs one of the project's most crucial management tasks. Even if the Owner's Project Manager only has a few resources at his or her disposal, he or she is nevertheless in charge of completing all tasks.

The job is not under her direct supervision since it has been farmed out to several businesses. Each Design Project Manager and Construction Project Manager receives reports fromthe Work Managers who adhere to their contracts' obligations. For contractual issues and their parent company for business issues, each Design and Contractor Project Manager reports to the Owner's Project Manager.

The teams that actually carry out the task are led by the work managers, who are also the design leaders and supervisors. For the portion of the contract that their project manager has given they direct responsibility. Additionally, they must coordinate their activities with Work Managers from other organizations via communication. Typically, this communication happens horizontally amongst those doing the task rather than vertically via a chain of command. They must collaborate and communicate with their project manager as well.

Purpose of Project Management

The practice and science of organizing resources like people, tools, money, and schedules in order to finish a project on schedule and within budget. A project manager spends a lot of time organizing people and working with them to find challenges and solutions. A manager has to be well-organized, able to handle problems, and good with people. People are what can come up with ideas, spot issues, figure out solutions, communicate, and complete tasks. People are the project manager's most valuable resource as a result. In order to make use of everyone's potential, the project manager must establish positive working relationships with everyone. To successfully complete a project, a project manager is responsible for assembling a team of workers and directing their efforts in the same direction. Four questions must be answered throughout the project management process Who? What does it? How much and when? People from organizations other than project managers often participate in the necessary tasks. Even if they do not directly answer the project manager, it is nevertheless important to establish productive working relationships[12].

An ambitious achiever with a can does mentality is required of a manager. There are several challenges that must be solved during a project. The manager has to have perspective and be able to anticipate how to get outcomes.

The desire to get things done must constantly be there. Additionally, everyone working on the project has to adopt this mindset. For a manager, effective communication skills are essential. Coordination of people and information is necessary for project management. The coordination is accomplished through efficient communication. Poor communication is the main cause of most project management issues. Too often, the other person is given information that is unreliable, insufficient, or delivered too late. The information may sometimes just never reach you. The project manager has a duty to guarantee that everyone participating in a project interacts with one another and is a skilled communicator.

Types of Management

Functional management, also known as discipline management, and project management are the two categories into which management may be classified. Functional management is organizing repetitive tasks of a similar type performed by the same individuals. Examples include overseeing the design engineering, surveying, estimating, or buying departments. Project management entails the coordination of one-time work by a group of individuals who often have never worked together before. Examples include the administration of the

planning and building phases of a substation, mall, refinery unit, or water treatment facility. Both of these kinds of management have different characteristics, despite the fact that the fundamentals of management apply to both.

The majority of people start their careers in the management discipline. A person often selects a job in a field that is closely connected to their formal degree after graduating from college. Design engineers, estimators, schedulers, and surveyors are typical examples.

The working environment places a premium on offering technical expertise for a specific discipline while concentrating on how and who will carry out the task. The purpose of a career is to become an expert in a certain technical field.

To coordinate the overall demands of a project while relying on others to offer the technical skills, project management requires a multidisciplinary perspective.

The project manager must have the ability to distribute power and responsibility to others while yet maintaining attention on the process of bridging disciplines. Project managers should concentrate on the project's goals rather than becoming bogged down in minute details or assuming control of the discipline in which they were trained. Project management is based on the core idea that work should be organized around the project.

The workplace focuses on what has to be done, when it needs to be done, and how much it will cost.

The objective of project managers' career development must be to become generalists with a wide administrative perspective.

The capacity of a project manager to direct the efforts of a group of professionals with the necessary technical skills is essential to the project's success. The link between discipline management and project management is shown in Table 1.

Table 1:Table summarized the link between discipline management and project management.

DISTINGUISHING BETWEEN PROJECT AND DISCIPLINE MANAGEMENT	
Project management is concerned with	Discipline management is concerned with
What must be done	How it will be done
When it must be done	Who will do it
How much it will cost	How well it will be done
Coordinating overall needs	Coordinating specific needs
Multi-discipline focus	Single-discipline focus
Reliance on others	Providing technical expertise
Project quality	Technical quality
Administrative viewpoint	Technical viewpoint
A generalist's approach	A specialist's approach

Functions of Management

Planning, Organizing, staffing, directing, and managing are the five core tasks of management. Although business managers have created and applied these fundamental management skills, project managers may also use them.

1. **Planning:** It is the process of developing a strategy to lead a project to success. It begins with the scope of work at the outset of a project and continues throughout its duration. Major components of planning include the setting of milestones and taking

into account potential restrictions. The best way to ensure successful project planning is to include every party involved in the project. To be certain a detailed operational strategy that will direct the project as a whole.

2. **Organizing:** It is the methodical placement of resources to suit the project strategy. The work that has to be done must be the focal point of a project. The job that has to be done must be divided into manageable, definable, and measurable components. Tasks, subtasks, and work packages make up the multilevel system known as the work breakdown structure of a project.
3. **Staffing:** Itis the process of choosing those with the knowledge to do the assignment. Every aspect of a project is influenced by the people that are allocated to the project team. The majority of project managers would quickly concur that the most crucial resource is the team members. The knowledge needed to plan, organize, and build the project is provided by people. People are responsible for resolving the various issues that occur over the course of a project.
4. **Directing:** It is the direction of the effort necessary to finish a job. A strong team must be formed from the project staff members who provide a variety of technical specialties. Despite the fact that each individual contributes labor in their own area of expertise, this work must be jointly directed towards a shared goal.
5. **Controlling:** It is the creation of a framework for tracking, reporting, and predicting changes to the project's scope, budget, and schedule. What is the goal of project control?

Role of the Project Manager

A project manager's responsibility is to guide the team and guarantee that the project is completed on schedule, on budget, and with the desired scope. A project is a singular, non-repetitive enterprise, and since each one is different, it is impossible to anticipate with complete certainty how it will turn out. Despite all the dangers and difficulties, a project manager must complete the task. Success relies on completing the necessary activities in a logical order and making the greatest use of the resources at hand. The five fundamental management tasksplanning, organizing, staffing, directing, and controllingmust be completed by the project manager.The core of effective project management is project planning. The project manager must understand that planning must begin early on in the project and that it is their responsibility.

Throughout the course of the project, planning is a continuous activity that requires input from all project participants in order to be successful. The methods and instruments of planning are widely known. Plans may be made using the criteria. Each project should have an organizational chart created by the project manager.

The chart should make it obvious which channels are best for communicating with those involved in the project. To prevent misunderstandings and rework, project team members must be aware of each other's authority. Work that is well-organized produces success and a feeling of achievement. Rework results from disorganized work. Rework results in mistakes, poor output, and disgruntled team members.Project staffing is crucial since actions are often driven by people. People are the most valuable resource on a project, most people will quickly agree. They come up with concepts, work out issues, make designs, run machinery, and put materials in place to make the finished product. Each project is unique, hence the project

1. Organize the project around the work to be accomplished.
2. Develop a work breakdown structure that divides the project into definable and measurable units of work.
3. Establish a project organization chart for each project to show who does what.
4. Define clearly the authority and responsibility of all project team members.

CONCLUSION

In engineering and construction, project management is a crucial subject that makes it possible to complete complicated projects successfully. Effective project management makes ensuring that goals are reached, resources are used effectively, and stakeholders' expectations are satisfied throughout the whole project lifetime.Precise planning, effective risk management, clear communication and cooperation, strict quality control, and ongoing monitoring and control are essential elements of project management in engineering and construction. Together, these components reduce risks, improve project performance, and provide high-caliber outcomes.In order to supervise project operations, coordinate teams, and make wise choices, project managers are essential.

They must have a broad range of skills, including technical know-how, leadership potential, and the flexibility to adjust to changing project needs.Project managers can overcome the difficulties posed by engineering and construction projects by adhering to accepted project management concepts and best practices.

They can deal with unanticipated challenges, manage project deadlines, finances, and scope, and ensure adherence to safety rules and industry standards.In engineering and construction, effective project management not only results in projects being completed on time and under budget but also generates customer satisfaction and long-term partnerships. Additionally, it strengthens the organization's reputation and general development, making it more competitive in the market. The success of engineering and construction projects is ultimately driven by the discipline of project management. Project managers may overcome obstacles, produce outstanding outcomes, and develop the industry as a whole by using tried-and-true processes, utilizing technology, and prioritizing good communication and cooperation.

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CHAPTER 2

A BRIEF OVERVIEW OF PROJECT LIFE CYCLE

Dr. Ranganathan kumar, Associate Professor,
Master in Business Administration (General Management), Presidency University, Bangalore, India,
Email Id:drsenthilkumar@presidencyuniversity.in

ABSTRACT:
A framework known as the project life cycle describes the numerous stages a project goes through from inception to completion. Knowing the project life cycle is essential for efficient project management since it offers an organized method for organizing, carrying out, and managing projects. An overview of the project life cycle, including an explanation of its important stages and their role in project management, is given in this abstract. Project managers may plan, carry out, and maintain projects in an organized way according to the project life cycle, which offers a systematic approach to project management. It aids in locating important project checkpoints, controlling project risks, and making sure that project deliverables are completed within the allotted time and budget.Project success depends on an understanding of and successful management of the project life cycle. Project managers may increase project results, stakeholder satisfaction, and organizational performance by adhering to the phases of the project life cycle and customizing them to the demands of each project.

KEYWORDS:
Document, Life Cycle, Project, Phase, Scope.

INTRODUCTION

The definition of a project is a collection of tasks with beginning, middle, and ending times. Depending on the nature of the project, these activities change from one project to the next. For instance, the qualities of a cultural, social, or civil project, such as the construction of a home, hospital, road, or bridge, or an industrial project, varies. The analysis that comes next restricts its focus to industrial initiatives. According to the scope and cost of the project, civil projects often differ from one to the next. It might be anything from building a nuclear facility to a security room. As a result, particularly in poorer nations, the quality varies depending on the magnitude of the project. Applying quality control to a small project may be adequate only in cases where local engineering firms or contracting firms do not want to compete internationally. Because raising the quality will increase the overall cost of the project they will complete, it is as if these businesses had quality assurance monitoring systems that will likewise raise the project's overall cost. As a result, they often limit their quality control to the building's structural safety[1]–[3].

There are several execution firms or engineering offices at work on large projects. Because of this, we also need to consider how important and essential it is for businesses to create quality assurance methods, as well as how important it is to carry out quality control based on project requirements at every stage of the project. Construction project stages begin with a feasibility study, followed by project preliminary studies, comprehensive studies, and detailed drawings. The project will then be given to the operation team to manage. A successful project that can provide advantages and a fair return on investment to the owner and other parties involved in the project requires many different forms of quality control at each step. The life cycle of each project is shown in Figure. 1. This statistic shows that just 5% of the project's progress is accounted for by a feasibility study, and only 25% of the project's

progress is accounted for by the completion of the engineering designs. The implementation phase of a project is by far the most time- and money-consuming[4]–[6].

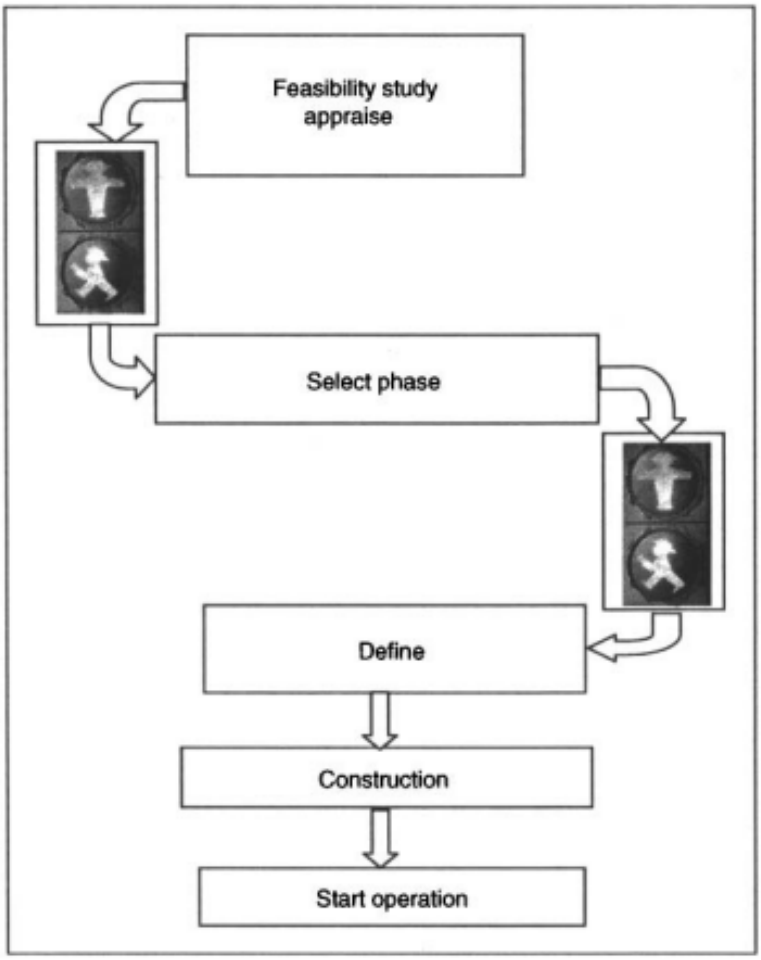

Figure 1: Represting the Project life cycle[AccessEngineeringLibrary].

According to Figure.1, senior management needs to be able to provide a definitive response in response to the following query: Will the project be completed or abandoned? If the situation is favorable, go through this gate to the subsequent level, where the preliminary research will provide a more precise evaluation of the project.

The project will next need to go to the detailed engineering and construction phase, which will need another decision.

The project owner, the contractor, and the consulting engineer all have a part to play in each phase. Every system has a unique project management technique, and each step of these techniques has unique qualities and conditions that adhere to aChanges to the scope of work (SOW) in the employment context make each step clear for each of the three parties.The project life cycle's tendency to vary periodically is one of its characteristics.

The initiative employs a variable amount of people throughout each time period. For instance, the number can be relatively low at the start of the project before rising as more activities are completed and then progressively falling till the project is completed. The alteration in the projects staffing levels[7]–[10].

DISCUSSION

Like an owner, an engineering consultant, and a contractor, there are several project managers involved in every significant project. The steps we will go through should be followed by all of them, but each individual will follow them differently depending on their objectives, targets, and corporate systems. Typically, the drafting of a formal agreement known as the project charter marks the beginning of every project. The Project Management Professional

(PMP) handbook describes the project charter, however, each firm has a different name for it. This paper is crucial for kicking off a project in the appropriate way. Starting a project may be done for a variety of reasons. Making money is often a commercial and industrial company's primary motivation when undertaking a project. To follow rules and laws set forth by the government, to improve a company's health, safety, and environment (HSE), to assist in the immediate cleaning of the Gulf of Mexico following the 2010 oil spill, and for a variety of other reasons are also valid justifications for undertaking projects. Some commercial and industrial organizations keep their projects up to date using emerging technologies. Due to the significance of this work, a project charter is defined in the third edition of the Project Management Professional Book of Knowledge (PMPBOK) and is elaborated upon. Additionally, it suggests that the project charter be approved before the client contract is finished. Noting that everyone, including project managers, is both a supplier and a customer at the same time, the definition of the customer is broad.

The customer's signature on the contract should clearly state the scope of the work and the deliverables since there are very few modifications that may be made to the scope after the contract has been signed. As a result, the project charter will be able to incorporate all the necessary information.

The PMPBOK defines a project charter as a document that officially approves a project and directly or indirectly refers to other papers, including business requirements and product definitions. Since the project manager will not be determined at this point, the senior project manager often creates this document; thus, it must be clear, accurate, and concise. Because the top senior management does not have time to thoroughly review the paper, putting the reference is not advised. Additionally, I agree with Newell (2005) that this text needs to be brief. If the document is lengthy, you will encounter several queries. Typically, this document includes the following.

1. The name of the project.
2. The purpose of the project.
3. The business need for this project.
4. The rough time schedule is defined by the project time period.
5. The budget for the project.
6. The profit from the project using the pay-out method.
7. The project manager in any situation.

The project sponsor and senior management will consult once this agreement is signed to choose the project manager. Since the project manager has already been designated for a small project, his name doesn't need to be included.

The project manager will also draught this document with the project sponsor's approval. Since they would be most acquainted with the project and the objectives of senior management, the project manager should be the one to design this document.

Getting to the Scope Baseline

Everyone involved in the project, including the owner who is a supplier to the operations division of his business or any other end user, is both a customer and a supplier at the same time, as was previously said.

The definition of the scope is the main concern in every agreement between two parties. According to PMPBOK, the following are examples of scope:

1. Product scope, which includes the features and functions that characterize a product or service.
2. Project scope, which is the work that must be done to deliver a product with the specified features and function to the end user.

The final result that the project will offer must satisfy all of the stakeholders and the client.After all the stakeholders have been identified explicitly, the scope should be created.

Spend additional time at this stage since, in the majority of projects, the scope baseline takes weeks or even months to complete rather than just a few days.
Take suggestions as required from the major participants in the project to ensure that they are happy with the scope as it is and won't subsequently demand adjustments.
Therefore, after several meetings, eliminate the scope's superfluous components or specify a portion of it for the supplier so that the baseline scope is recorded and authorized by the relevant stakeholder. Make sure the supplier knows who will be doing this service once you have defined the scope of the task. Any means of communication and expertise should be used to make the supplier aware of the extent of the task. A list of deliverables will be provided by an engineering firm. Check the deliverables once you've given the firm the scope to make sure they adhere to your specifications and that everyone has read any statements depending on their background and prior expertise.
It is preferable to revisit related projects, examine the work breakdown structure (WBS), and then check the deliverables list to see if anything is missing. Every discipline should check the deliverables list while working on large projects. Due to the volume of readers, this text must be understandable.
The most crucial component of the statement of work is the SOW. SOR), since the majority of disagreements in projects are brought on by a misinterpretation of the work's scope. In rare circumstances, the provider may include a brief user guide for use in maintenance work.
On the other hand, the operation and maintenance engineers might be waiting for a thorough user guide because they are fully responsible for performing maintenance internally and avoid using the supplier in minor maintenance situations according to their policy, or they might be afraid that the supplier will go out of business or have merged with another company, which typically occurs. After getting this handbook, you can find yourself in a difficult situation because the provider is completing your requests, but the end user is dissatisfied. In this situation, you will alter the sequence.
The contractor will produce the user manual according to this example in the deliverables list, but it differs from what the stakeholder had anticipated. In oil and gas developments, this circumstance occurs often. However, these issues may not arise if we use the complete building commissioning system technique, which is given and thoroughly addressed in Chapter 8. The scope of work has to specify the acceptance criteria, test methodology, and criteria. Try all of the deliverables that are concrete, quantifiable, and simple to comprehend.

Feasibility Study

Each project phase varies based on the nature, conditions, value, and aim of the project. Each phase also has a varied relevance and influence on the project as a whole. The owner's concept emerges in the first stage, followed by the feasibility research phase.
The geologist and petroleum engineering team, whose concept is based on oil and gas reservoir characteristics, are the proprietors of an oil and gas project. As this analysis will take into account the anticipated variation in the price of oil, gas, and other petrochemical goods during the course of the project, it will be carried out by highly qualified personnel at a high level of the organization. They have records and lessons learned from past projects since their experience is built on comparable, earlier undertakings.
The choice of the group or consulting firm that will carry out this feasibility study is crucial at this early phase. In some circumstances, an engineering company may provide input to carry out general engineering research regarding the project and estimate the cost based on their expertise. The preliminary (FEED) study phase comes after the feasibility study phase, which is also known as the evaluation phase. These two stages are very important and crucial since they establish the project's goal and reveal engineering concepts via preliminary research. Applying the Japanese maxim Think slowly and act quickly is favored, particularly during the feasibility study stage, which is the stage when the project's objective is

established. For these reasons, we must use extreme caution when using the economic statistics at this time. At this point, the economic side is crucial, but the engineering contribution is relatively little.

Feed Engineering

Following the conclusion of a project's feasibility assessment, this stage is the next step. Feed engineering, the second step of preliminary engineering research, is just as crucial as the first. Since the success of the project as a whole relies on the engineering research in this phase, it is one of the most crucial and risky phases of engineering and professionalism of the project. Due to the importance of this stage, the engineering consultant business doing this research should have substantial expertise working on projects of this kind. For instance, a project involving liquefied natural gas (LNG) requires an experienced office. Another example would be offshore projects that utilize Floating Production Storage and Offloading (FPSO) and need a specialized consulting office that has experience with projects of this kind. The phase of feed engineering is to offer the kind of structure, whether it would be a steel or concrete structure, in the case of small projects like residential, administrative, or small industry. If a concrete structure is chosen, the engineer should specify whether it is pre-cast, pre-stressed, or regular concrete.

The engineer should also choose the kind of slab structure system, such as solid slab, flat slab, hollow block, or others.

The position of the columns and the structural system are also determined at this phase, along with whether a high-rise building will utilize a frame or shear wall.

The purpose of the preliminary engineering is to compare these options and show how they differ based on the size of the structure and the owner's needs. a system with an acceptable structure, comparable mechanical or electrical This step is referred to as the select phase since a system will be chosen. When it comes to large-scale initiatives like a petrochemical facility or new platforms, as well as other studies including geotechnical, seismic, and environmental ones, will be conducted at this stage. The primary goal of this research is to propose a plan for petroleum projects based on factors including building placement, road design, and danger area categorization. Additionally, depending on the geotechnical investigations, it must choose the kind of foundation, such as driven or rotational piles, shallow foundations, or both. In the case of oil and gas projects, we must carefully consider the product's transfer and trade-off mechanisms and choose the best transfer strategies among the available possibilities.

Now it is evident that, due to the gravity of that stage and the requirement for extensive experience, the owner of large projects should have qualified engineers and administrative teams that can follow up on preliminary studies in order to achieve the project's goal and coordination between the various project disciplines, such as civil, mechanical, electrical, and chemical, as all the disciplines typically intersect at this stage. In general, the owner must create the Statement of Requirement (SOR) document during the creation of technical requirements, regardless of the project's size. The SOR will be a comprehensive document that includes all of the owner's demands and information about the project and its goal. This document serves as the foundation for the mission paper's quality assurance system since it must include all of the information that the owner has requested. The SOR document must have an overview of the whole project, as well as a document with all relevant project information, including goals, proposals, and the owner's necessary requirements. The owner's technical information, such as the land's location, coordinate system, and specifications, is also included in this document. Noting that the engineering company will give the Cost Time and Resources (CTR) sheets based on this document, this document will be a part of the contract agreement between the owner and the engineering firm.

Table 1: Table summarized the Statement of Requirement Preparation.

What	The SOR is a formal document. It can vary from being a one-page document (minor projects) to a sizeable document incorporating the "basis of design," i.e., plant, pipe sizes, pressures, etc.
Why	The SOR is intended to document, in a clear and unambiguous manner, the key engineering inputs and the major engineering requirements and management tasks that have to be completed in order to meet a particular business objective, this objective being clearly defined at the beginning of the SOR. The completed SOR is intended to identify the factors that the business sponsoring the project considers important to the ultimate success of the project, as well as being a high level specification of project deliverables.
How	Create a formal document, depending on the project needs.
When	Within the project framework, the SOR will form an integral part of the select stage DSP, and it is required for the chosen option at the end of Selection, and the project should not continue into Define until the SOR has been approved.
Who	In practice, the SOR is usually prepared by the project personnel who liase closely with the business unit personnel (SPA). It is important that the BU formally approves the SOR as it is effectively a contract between the BU and the project team defining high-level deliverables and expectations. Similarly, because of the significance, a change management procedure should be established that will ensure all the changes receive the necessary approval.

The amount, type, and specifications of the gas that must be processed and transferred with the clarification of temperature, pressure, and all other technical data in order for the finished good to be shipped or transported outside are determined by an LNG gas liquefaction project. The projected lifespan is one of the most crucial pieces of information that should be provided in the document. Specifications that the project's owner needs should be specified in this document in clear, exact terms. It should be emphasized that many of the scheduled meetings between the technical team, the owner, and the consulting engineer in charge of creating the first studies must take place. This allows for several SOR amendments and each time the document must include the date and revision number in order to include all of the project's civil, architectural, electrical, and mechanical requirements.

In quality assurance, it is important to ensure that the final document is available to all parties and that they are working through it. It is also necessary to determine the number of meetings and the precise schedule of meetings required to reach the desired goal.

The SOR document is necessary not just for new projects but also for any changes made to buildings or industrial facilities. The owner of a tiny building should specify the minimum number of units, floors, and stories, as well as any additional conditions they believe would assist their target audience. The Basis of Design (BOD) document is the SOR document's response to the owner document once it has been received from the engineering office. The engineering company will make clear via the document the code and engineering requirements that will govern the design as well as the calculation techniques, theoretical frameworks, and computer software that will be used.

The drawings' sizes and the necessary number of copies that must be provided to the owner may both be specified in this document. The engineering company should also seek any missing data and ask a third party to add details like weather and environmental elements. The owner will carefully evaluate this document, and it may be revised many times until it is acceptable to both sides. At this point, it's crucial to confirm that the owner and the engineering company have the same understanding and that every technical detail is fully agreed upon. We are now in the FEED studies, where any drawings being prepared must be handed to the owner for evaluation and feedback. The number of reviews of the document should be agreed upon by the owner and the engineering business, and if they take longer than the allotted time, the owner has approved the document. This is crucial for managing the project's timeframe.

Large projects may need many months to complete this phase, thus the technical office of the owner needs an experienced engineer who can manage expenses and follow-up time in accordance with the predetermined timeline. We may need to speak with the Planner expert, a specialist expert in planning. The engineer has to focus on cost management, project estimates, and timelines that are equivalent to those in the feasibility study. The project cost estimate will be more accurate after the equipment and project plan have been clearly chosen in its final stage, and as the completion of the preliminary study draws closer, one can then receive the cost of the project as a whole with the greatest degree of precision. It is important to note that investment projects with any time savings, like petroleum projects, provide significant returns when the return on revenue or expenditure is computed daily. It is crucial to note that at this point, it is important to consider how to decide how to maintain the buildings and facilities foundation in oil and gas plants in the future.

This can be done by determining the age of the structure, considering its lifespan, type, and maintenance methods. By choosing alternative maintenance techniques over time, it is possible to gradually lower the cost of maintenance by taking into account the project site and the surrounding environment. By safeguarding the reinforcing steel, for instance, via an expensive protective system at the outset of construction with periodic low-cost maintenance, you may prevent corrosion in a reinforced concrete foundation. On the other side, if we don't utilize any external protective system, we may use a straightforward example of a low-cost alternative during building and high-cost routine maintenance. The preliminary design is affected by the structure, the mode of operation, and the maintenance strategy. For instance, in power plants, we need to determine if the water tank can be maintained, cleaned, or repaired. You must evaluate whether or not it requires extra tanks to be kept on hand for maintenance in order to respond to this question. This step, as previously noted, demands considerable expertise since many other early design choices must be taken, and any mistake would result in significant issues during operation, which may cost a lot of money and could be avoided.

CONCLUSION

The project life cycle provides a systematic strategy to direct project activities from inception through closure and acts as a basic foundation for project management. To secure good project outputs, project managers must comprehend and manage the project life cycle efficiently. By establishing the project's goals, purpose, and viability at the commencement phase, the project is given a solid basis. The project team is put together at this phase, and the project's first finance and permissions are also gained. The project's alignment with organizational objectives is ensured at the start phase, which also prepares the ground for future planning and execution. Creating a thorough project plan that describes the project's scope, timetable, budget, and resource needs is part of the planning step. Clear project deliverables, task length estimates, risk identification, and risk mitigation techniques all depend on this phase. An organized project plan acts as a road map, offering direction and

advice for the execution stage.The real project work is done during the execution phase. Project teams work together to fulfill project tasks, manage risks, and organize resources. During this phase, it is crucial to maintain effective communication, track project progress, and resolve any issues to guarantee that project deliverables are generated in accordance with the established quality standards. The project is formally finished during the closing phase. Finalizing project deliverables, getting customer approval, and moving the project into the operational phase are all part of it. Sessions on lessons learned are held to record insightful information and best practices for the next initiatives. The completion of a project properly guarantees that all loose ends are covered and that the goals of the project have been met. Project managers may increase project results and stakeholder satisfaction by adhering to the phases of the project life cycle and customizing them to the demands of each project. The project life cycle offers a structured and methodical approach to project management, facilitating efficient project planning, implementation, and control. The project life cycle serves as a crucial framework for project management, directing initiatives from conception to culmination. Understanding and successfully navigating each stage of the life cycle is essential to the accomplishment of projects, customer satisfaction, and the organization as a whole.

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CHAPTER 3

SIGNIFICANCE OF WORKING WITH PROJECT TEAMS

Dr. Kadambat Kumar, Professor,
Master in Business Administration (General Management), Presidency University, Bangalore, India,
Email Id-krishnakumark@presidencyuniversity.in

ABSTRACT:
A key component of project management is working with project teams since it requires interacting with people with various backgrounds and skill sets in order to accomplish project goals. This abstract offers a summary of the significance of productive teamwork in project management, important factors to keep in mind while creating and leading project teams, and methods for promoting cooperation and productivity within teams.The members of effective project teams each contribute a unique set of skills, views, and assets to the table. Careful consideration of the team's makeup, duties, and responsibilities, as well as efficient communication and collaboration techniques, are necessary to create a cohesive and high-performing project team. Improved problem-solving, enhanced productivity, and higher-quality project deliverables are all results of effective teamwork. Project managers may maximize the potential of their project teams by building a supportive work atmosphere, encouraging open communication, and using team members' abilities.

KEYWORDS:
Communications, Design, Member, Project, Team.

INTRODUCTION

To perform the work required to finish engineering and construction projects, project teams must be formed. The success of the project depends on the team members. The project manager relies on the team since, in most cases, he or she lacks the skills to handle all of the work necessary to finish the project. Any team needs a leader to direct the group's overall efforts. In many ways, the project manager performs the role of a coach, answering queries, ensuring that the team is aware of the project's goals and expectations, and emphasizing the value of open communication. The project manager must ensure that the team members are aware of and committed to the project's goals. The project manager also serves as a mediator for teamwork and dispute resolution throughout project communications. All project participants, including internal staff members and outside consultants, are represented on project teams. Team members are accountable for a certain area of the project's activity and report either part-time or full-time to the project manager. To accomplish the common goal of finishing the project within the scope, financial, and time constraints, teamwork must be well-coordinated with good interaction[1]–[3].

A crucial competency in the field of human resources management is leading project teams. By using administrative and behavioral knowledge to accomplish predetermined project objectives of scope, cost, time, quality, and participant satisfaction. The Project Management Institute defines human resources management as the art and science of directing and coordinating human resources throughout the life of a project. The project manager is responsible for assembling and managing a productive project team. Team building is the process of getting a varied collection of people each with their own needs, wants, and perspectives to cooperate. Successfully for the project's benefit. The combined effort of the team should be more successful than the sum of the individual efforts. Each squad has to be motivated. Motivating a team is the method through which project managers persuade the

team members to take the necessary action to complete the task. How can you inspire team members when they are borrowing resources is the main issue. Individuals allocated from various departments to the project manager's project often make up the project team. The project manager must come up with a strategy to inspire these people to be committed to the project while being loyal to their home departments and organizations since they are borrowed from other departments or recruited from outside organizations. The project manager has a significant problem because of this[4]–[6].

Teamwork

The idea of teamwork is not new it is just now being revived after 20 years of worker isolation brought on by a strong focus on technical specialization. Because many companies' internal resources have been cut down, outsourcing work to complete projects has become more common as a result of corporate restructuring and downsizing. Everyone acknowledges the value of cooperation, but putting together a successful team for a project is the true challenge. The project sponsor, who establishes goals, objectives, needs, and priorities, is where the teamwork process begins. For projects to be effective, collaboration must begin with the formation of the team at the outset and continue throughout the project's lifespan. An efficient team handles conflicts, finds solutions to issues, and communicates clearly. Effective cooperation promotes unity and a shared focus on the same set of project objectives and priorities while discouraging finger-pointing and accusations. Every member of a successful team plays an important role, but every team needs a leader. The team is led by the project manager[7]–[10].

DISCUSSION

A team is made up of two or more individuals who cooperate to achieve a shared objective. The project manager is often obliged to share team members with other project managers while overseeing many small projects. Typically, projects are completed quickly and with little interaction between the project manager and team members. The team members may sometimes be experts who are employed via contracts with outside sources to carry out a particular duty or function. Scheduling and resource management is made more difficult since the project manager often oversees many projects at once, making it challenging for him or her to give each one the attention it requires. Small projects can only afford a minimum workforce. The few people appointed must thus assume responsibility for a variety of tasks. In this kind of professional setting, a project manager's aptitude for navigating the many organizational divisions to recruit workers for the project is essential to finishing it on schedule and on budget.

Comprehensive look-ahead planning and consideration of such functions are less likely to occur. Presently having difficulties. The availability of others' schedules has a significant impact on the capacity to achieve project deadlines. It is challenging to allocate a core discipline team to each project in engineering. As a result, team members lose time waiting for information. Since small projects are often completed quickly, there is frequently not enough time for thorough planning and problem-solving throughout the execution. Even after the project is over, the staff learning curve will continue to rise. The formalities of managing a single major project may not apply to managing a number of smaller projects, but the fundamentals of working with others in a collaborative and team-oriented manner do. Instead of doing formal face-to-face team meetings, the project manager often conducts regular phone conversations or emails.

Working with Multiple Teams

The efforts of the owners, designers, and contractor's teams must come together as a whole when a project moves from design to construction. Although each of these teams has its own goals, their many areas of competence must come together in an environment that overlaps, as shown in Figure 1. A team is represented by each triangle. Despite the fact that each team

has a unique role to play, all teams need to adopt a shared ownership mentality. Each organization's project manager is responsible for fostering an environment that encourages team members to contribute to problem-solving and effective work performance rather than focusing just on accomplishing what is absolutely required to get by. The project's initial team-building and collaboration activities must be continued throughout the construction phase.

There must be a single head project manager to make final decisions and maintain the project's focus, regardless of the size and number of teams. The owner's project manager is in charge of the whole project and has the ultimate say in all decisions. Project managers who are in charge of overseeing lower-level teams in charge of the project's engineering design and construction are members of the owner's project management team. There is a project manager for in-house design, a project manager for each design contractor, and a project manager for each building contractor, as shown in Figure 1. Each of these project managers is in charge of the group for his or her company. Lower levels of teams are headed by work managers and are below these managers. The manager of the lower-level team is a member of the higher-level team, as shown in Figure 1. Each squad must have a single leader.

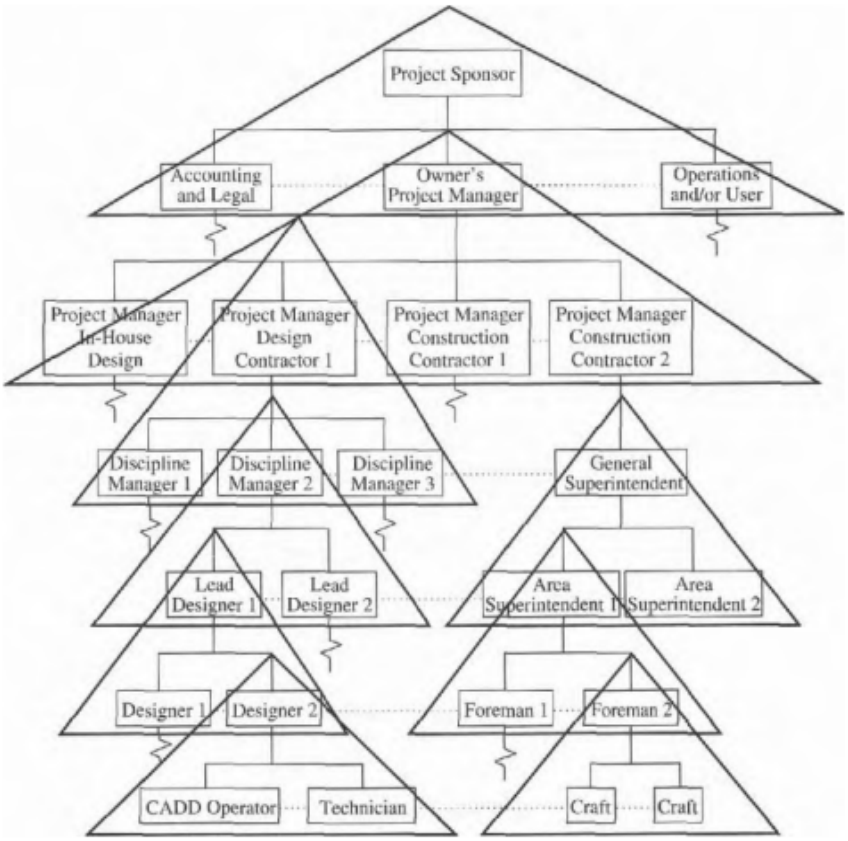

Figure 1: Overlapping Environment of Multiple Teams[AccessEngineeringLibrary].

Design Teams

Design team members are chosen depending on the unique knowledge required for a certain project. The team is made up of people with a range of backgrounds, including those in design disciplines such as architectural, civil, mechanical, electrical, structural, and computer-aided design and drafting (CADD), project control cost control, estimating, quality control, safety, etc., non-technical people such as purchasing, legal, financial, permitting, and regulatory, and the sponsor's representative. A sponsor's representative, who may be the owner's project manager or someone else chosen by the owner's project manager, is required for every design team. The project team must be informed about the sponsoring company's

financing restrictions and business regulations by this person. He or she has to be tasked with representing the sponsoring organization and has the power to do so.

The sponsor's representative is crucial in addressing questions about the project's specifications and expenses that will affect the sponsor's business after it is finished and put to use by the sponsor. The scope, budget, and timetable are reviewed and approved by them. Before any commitments are made, the sponsor's representative, as a team member, must authorize any changes in scope, budget, and timeline. This person needs to be an active member of the design team, responding to inquiries and offering details that the group needs to complete the task. Unluckily, the supporting organization's representative sometimes stays out of it until the project has problems. Future issues may be avoided with the early participation of the sponsor's representative. This person needs to feel like a member of the project team, according to the design project manager.Choosing the members of the design team is a crucial project management phase since it kicks starts the team-building process. The policies of the design project manager's organization and the project manager's ability to persuade others to join the project will both influence how team members are chosen.

A variety of organizational models for design businesses. Consider a design company that is set up to provide an example of how members of the design team are chosen. The project manager and his or her supervising manager will analyze the project's requirements to determine the needed personnel and discipline expertise. The manager of the relevant discipline is then invited to a meeting where team members are requested. The department manager of engineers for each applicable field chooses the team members for the project. It goes without saying that the project manager always wants the finest and most knowledgeable employees working on his or her project. The team members that are assigned, however, are often chosen depending on their availability at the time of assignment. The project manager must act as a coach to help a team member who lacks the necessary abilities and/or make plans for extra training to guarantee the task can be accomplished if the project management believes the individual allocated to the team lacks those talents.

Construction Teams

Unlike other workplaces, a construction project has a distinct culture and work atmosphere. A typical construction project entails hiring and assigning teams of people, often from several organizations, to a project to build the facility. These people could believe that a building project just serves to complete immediate tasks because of its brief lifespan. The construction team's project manager, however, has to inculcate in the crew the idea that fostering long-term connections is more crucial for career progression than focusing on completing quick tasks. Even small-scale building projects employ a sizable workforce. Even though they all work for the same company, planning their efforts is complicated. As individuals join the project, carry out their given tasks, then leave, sources of knowledge, location, time, and issue complexity vary. People must be handled in a construction project because of the variety involved in order for them to collaborate effectively and get the desired outcome. This calls for talented individuals who are prepared to forgo momentary pleasure in favor of the long-term fulfillment that comes from attaining a more significant objective. Flexibility and common sense are necessary for collaboration with building crews. Construction project managers with the right skills are the key to success.

These people have the capacity to assess the level of uncertainty at any stage of the project's execution and to control other people's efforts to accomplish clearly defined goals that lead to the successful completion of the finished project. An organizational chart for a construction project is made up of lines and boxes that depict how the work is divided up and how the employees are related to the official authorities. The chart's boxes represent the tasks that must be completed, and the lines show the level of cooperation needed. The number of construction teams needed for a project depends on how many contracts the owner awards. A

construction team is created to carry out the job in line with the contract papers supplied by the owner for each construction contractor and following the tier of subcontractors.

Team Management

Effective team management requires the team to be a central part of the company. A group requires a defined mission with agreed-upon goals, targets, and strategies. The role of each team member must be stated. The project manager must foster team involvement and get acquainted with the team's needs. Team members will put in more effort to finish assignments when they sense the project manager cares about them and their careers. This can only be accomplished via effective feedback and communication throughout the process. The project manager and the team members build trust by developing a culture of collaboration and understanding. Only honest and open communication can foster integrity and mutual support. Trust is essential for productive and effective teamwork.

It is the project manager's role to see to it that individuals are assigned primary accountability for certain duties. Most workers will want to accomplish their duties and finish the job at hand if there are clear instructions and understanding. This necessitates that the project manager and team members embrace a shared agreements-based culture. The common goal shared by all team members is to establish a team that plans and completes the work with a clear knowledge of what they are going to do, who is going to do it, and when it will be accomplished. Sometimes knowing where or how something will be done is crucial. It could be essential to understand the kind of analysis that will be conducted before developing anything in certain circumstances.

Teams and the Project Manager's Responsibilities

To build the project team into a cohesive one, the project manager must work across numerous organizational barriers with team members. Despite restrictions put in place by others, this has to be completed right now. To effectively manage people, a project manager has to blend administrative and behavioral skills. Effective management of team members requires strong people management abilities.

The project manager must provide a friendly atmosphere that fosters teamwork so that team members will be inspired to perform at their highest level. Along with planning, managing, and leading the project, the project manager is in charge of mediating disputes among team members. The team leader that is in charge of creating the project requirements is the project manager. Effective communication can do this. The project manager takes the lead when working with teams to acquire resources, choose team members, create the sponsor's requirements, define scope and quality, define budgets, and establish timetables. To execute the project in line with the anticipated requirements, the project manager must set up a control system.

The project manager is responsible for keeping project activity under control while adhering to a set scope, budget, and timeline. There will be instances when it is necessary to settle design disagreements.

To adhere to the budget and timeline, trade-offs must be made. Making decisions is a crucial duty of the project manager. Numerous choices must be taken at team meetings. The method utilized to make decisions may directly affect how well a team performs. Sometimes the project manager can make the final decision without consulting anybody else on the team, but it's possible. Other times, however, the whole team should be included in the decision-making process. A decision-making procedure that is appropriate for the choice at hand must be established by the project manager. For instance, one choice may be to determine the best approach to carry out a design or develop drawings, while another might be to generate ideas, settle a dilemma with a single right solution, or choose between competing right answers. The project manager has to establish a leadership style that the project team can look to for guidance when making decisions.

Key Factors in Team Leadership

The key to creating a successful team is creating a culture where each team member feels valued and a part of the group. People who believe they play a significant role in the team will take pleasure in being a member of it, and they will become passionate and driven to help others so that the team as a whole performs well. The team is greatly impacted by the project manager's actions and leadership style. When interacting with both team members and others who are not team members, the project manager must possess high moral standards and a sense of justice and honesty. The project manager serves as an example for the team in numerous ways. People find it challenging to be highly driven and effective when their boss does not appreciate them. The intended project goals, objectives, values, and results must be communicated by the project manager. The group may then use these problems to produce high-caliber work. Members must be kept up to date on the project's status by the project manager. A successful team must have effective team communications because highly motivated and devoted employees need and demand information. Team meetings must be planned on a regular basis.

Key team members may meet often to discuss specific details, but a weekly team meeting that is routinely planned should be conducted to share updates, make decisions, and provide documentation information. Regular face-to-face meetings are required to maintain the feeling of team cohesion since team members are often dispersed across various geographical areas. The team's work is guided by a well-defined scope, which also offers measurable objectives that may be utilized as rules of thumb when making decisions. Before work begins, the project manager must make sure that everyone on the team has a clear understanding of the scope. Team members are empowered by a solid scope that is understood. Because their allocated job and the expected output are clear, it also gives each team member greater freedom and autonomy to complete their tasks quickly and efficiently. People are free to be imaginative and creative when they are aware of their obligations and the expected results of their labor, which results in the production of high-quality work with performance. Project success is the end product.

Team Building

Every project's success is largely dependent on effective cooperation. Early on in the process, teamwork must begin, and it must continue throughout the duration of a project. Teamwork is essential, experienced engineers and project managers agree, but the true issue is, "How does one organize a successful team?" Team building depends on effective communication. Effective communication simply implies that the other party has heard and comprehended the information being provided. For good communication to take place, the information provider must have input from the recipient. When there are communication failures, the project team cannot work. Incomplete or inaccurate information is a big barrier to effective team development. Everyone must be aware of what is expected of them and when which is made possible through effective communication.

The sponsor or end user of the final product is the common customer shared by all team members. The sponsoring organization's project charter and mission statement serve as the foundation for team formation.

The project sponsor has to be aware of the goals that have been set and unambiguous in their promises. A strong prequalification procedure must be in place at the project sponsor before choosing designers, contractors, and other third parties.

The sponsor must also understand and convey his or her project objectives and ambitions, as well as establish priorities for cost, time, safety, and the required standard of quality. The project sponsor, who pays for everything and serves as the common customer for all partners, must be understood by everyone involved. Designers want a competent sponsor who is familiar with the planning and execution of the project, although this is not always the case.

The project manager may sometimes need to explain to the project sponsor the value of task sequencing and the effects of choices that must be taken while developing and building the project.

There must be continuity in the project team from the very beginning. High team turnover results in lost knowledge of prior project advancements and spent time training new team members. The contractor should be included in the project as soon as is practical. building contractors are very useful during the design stage of a project since they have a superior understanding of prices and building procedures. The constructability of a project may benefit from the expertise of people with building experience.

Lending banks fund a lot of initiatives in the private sector. For too many of these projects, the lender is not a proactive member of the team, which hurts everyone. Unfortunately, the lender keeps too far away from the project and waits until issues occur before becoming engaged. Other parties are sometimes not included in the team right away while working on a project. For instance, the buying agent is a crucial member of teams that must purchase substantial quantities of supplies or machinery.

Meeting installation timelines in a project is greatly impacted by the early engagement of the person who will be responsible for making purchase orders, monitoring vendors' shipping and delivery dates, and receiving purchased material and equipment. Pressure, accountability, responsibility, compassion, respect, and communication are key concepts in team formation. Tight deadlines are often required for engineering and construction projects, which puts pressure on the project team to finish the task as soon as feasible. To do this, team members must work together, take ownership of their tasks, and complete them as quickly as possible. The guiding principle needs to be that Everyone is a contributor and winner on a successful team.

The group needs to put less emphasis on the 1% of errors and more emphasis on the 99% of correct answers. The project team must communicate openly and refrain from covering up errors or assigning blame. Some firms have started the team building process by organizing a weekend retreat for team members, including their families, so that everyone may relax and enjoy themselves while working together to complete a successful project.

The retreat is often hosted in a resort environment to promote team interaction around shared interests. This enables everyone to understand that team members have comparable goals and passions. A feeling of camaraderie and respect for one another, which is the first step in successful team building, may be created, for instance, by realizing that other team members have children with exceptional skills or are responsible for caring for aging parents.

CONCLUSION

Successful project management depends on working well with project teams. Teamwork, collaboration, and communication are important elements that help a project accomplish its goals. The necessity of working with project teams is summed up in this conclusion, which also offers important tips on how to create and manage teams for project success. Effective cooperation within project teams brings together varied views, skills, and information, which improves problem-solving, innovation, and creativity. Project managers may build teams that are able to provide outputs of a high caliber by carefully examining team composition and maintaining a mix of technical and interpersonal abilities. To ensure that team members are aware of their duties, deliverables, and deadlines, roles and responsibilities must be clearly defined. It helps to prevent misunderstanding, unnecessary duplication of work, and it encourages responsibility when team members are clear about their roles.Collaboration and open communication are essential for effective cooperation.

Project managers should provide frequent communication channels, encourage team members to actively listen to one another, and foster polite dialogue. Trust and good connections are promoted by developing a supportive team culture that welcomes

constructive criticism and creates a collaborative atmosphere.Project success depends on effective team management and leadership. Team members are led, encouraged, and supported by project managers to ensure alignment with project objectives. Empowering team members, resolving problems, and fostering a supportive team atmosphere are all examples of strong leadership.Team performance and competence are improved by making investments in team development and training. Project managers help team members contribute more effectively to the project by giving those chances for personal development, skill improvement, and information exchange. The bonds and trust between team members may be strengthened via team-building exercises and seminars. When working with project teams, it's important to pay attention to the team's makeup, its roles and duties, effective communication, and collaborative techniques. Improved project results, better productivity, and successful project delivery are all influenced by creating and maintaining cohesive, high-performing project teams. Project managers may maximize the potential of their teams and successfully complete projects by building a healthy team atmosphere and using team members' talents.

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CHAPTER 4

A BRIEF OVERVIEW TO TEAMWORK MANAGEMENT

Mrs. Salma Syeda, Assistant Professor,
Master in Business Administration, Presidency University, Bangalore, India,
Email Id-syeda.s@presidencyuniversity.in

ABSTRACT:
Teamwork management is an important part of organizational success since it entails successfully coordinating and utilizing employees' joint efforts to accomplish shared objectives. This abstract presents an introduction to collaborative management, its essential components, and the importance of teamwork management in increasing productivity, creativity, and employee happiness.Teamwork management entails building a climate that encourages team members to collaborate, communicate, and synergize. Team creation, goal planning, role clarity, effective communication, dispute resolution, and performance assessment are all part of it.Establishing clear goals and objectives, ensuring role clarity and accountability, promoting open and transparent communication, encouraging trust and mutual respect, facilitating effective problem-solving, and fostering a positive and inclusive team culture are key elements of effective teamwork management.Organizations may get several advantages by encouraging excellent cooperation. Improved productivity and efficiency result from team members using each other's abilities, skills, and expertise to do tasks more successfully. Teamwork also boosts invention and creativity by bringing varied viewpoints and ideas together, resulting in greater problem-solving and decision-making.

KEYWORDS:
Implementation, Process, Quality, Teams, TQM.

INTRODUCTION

Quality teams offer the organized environment required for the effective introduction and ongoing use of the TQM process in businesses. Quality training is provided, and the process of continual development is carried out via a well-planned team structure. The ultimate aim of the team method is to incorporate everyone in the TQM process, including suppliers, subcontractors, and consumers. Teamwork is a management-led attempt to better use the labor force's tremendous resource potential. A central advisory committee is the focal point of the quality team organization, and it is responsible for defining the team structure as well as formulating rules and procedures for the implementation process and team creation. The TQM process is overseen and directed by the advisory committee. Once the quality teams are in place, the advisory council continues to give guidance for their maintenance. The TQM procedure. The committee's composition is defined by the requirements of the organization and is normally selected by the top management supporting the TQM implementation. The advisory committee's first training is often an introduction to TQM principles. They must first learn the fundamentals. TQM principles and their advantages will be discussed, as will how to adapt current management philosophy to TQM concepts, as well as the policies and procedures utilized by quality teams and their duties as policymakers. An internal quality consultant or, depending on the size of the organization, a number of quality consultants assist the advisory committee[1]–[4].

The consultant serves as a resource to the entire organization; is in charge of assisting in the establishment of TQM systems, developing training materials, and training team leaders; and serves as a liaison between levels of management and employees for the coordination of all

team activities. In comparison to the training effort for the other employees in the firm, the consultant must have a considerable understanding of TQM that has been established over a lengthy period of time. These consultants are often industrial engineers or quality managers who have received their education at a university, another organization, or on their own initiative. Depending on the size of the organization, steering teams at the department level may be required to help the advisory committee and the consultant group. A team meeting is presided over by a team leader, who is frequently a supervisor or manager. During team meetings, the leader does not exercise power but rather serves as a discussion moderator who promotes the problem-solving process. They must have specific talents that are completely different from the usual approach of being a boss in order to be successful. Communication skills, group dynamics, statistical methodologies, presentation skills, problem-solving approaches, and group leadership abilities are among the topics covered in team leader training. Leaders are important members of teams, much as quality consultants are important members of the TQM movement. The quality team's membership is entirely volunteer and spans from 3 to 15 people, with an average of about 8[5]–[8].

The team members collaborate to continually examine their specific work process in order to discover and address job-related difficulties. The team identifies and prioritizes the variables that are contributing to the issue. When this is finished, the team sets a clear target for progress. Following the selection of an area for improvement, the team finds and validates the sources of the issues before developing solutions to the most important underlying causes of the problem. The solutions are subsequently put into action, their performance is evaluated, and any required changes are made. Steps are subsequently made to guarantee that the issue does not reoccur and that the outcome is standardized. Finally, the efficacy of the new standard is regularly recorded as a follow-up measure, and the team proceeds to search for methods to increase the improvement. The teams often meet for one hour every week during working hours to show management's support and commitment. As time goes on, team meetings should be recognized as a necessary aspect of the work. The meeting agenda is first split evenly between training and the improvement process. Members get training in project planning and management, brainstorming, flowcharting, graphing, statistics, promotional and public relations, presentation tactics, and cost-benefit analysis[9]–[11].

DISCUSSION

The practice of efficiently organizing, coordinating, and guiding a group of persons to work cooperatively towards a shared objective is referred to as teamwork management. It entails fostering a culture of open communication, trust, mutual respect, and accountability among team members. Teamwork management includes a number of components, such as team building, goal formulation, role clarity, communication facilitation, dispute resolution, and performance assessment.The fundamental goal of teamwork management is to maximize the joint efforts of team members in order to accomplish desired results. It entails delegating duties and responsibilities based on individual skills, coordinating work activities, cultivating efficient communication channels, and ensuring that team members are aligned and working towards a common goal.Effective leadership abilities are required for teamwork management in order to advise and encourage team members, enable cooperation, and resolve any disputes or issues that may develop. It also entails developing a healthy team culture that promotes involvement, creativity, and lifelong learning.Establishing clear goals and objectives, promoting open and transparent communication, encouraging active participation and engagement, fostering trust and mutual respect, providing necessary resources and support, and recognizing and rewarding team achievements are key principles of effective teamwork management.

Organizations benefit from effective collaboration management in a variety of ways. It boosts productivity and efficiency by allowing team members to pool their aggregate skills,

knowledge, and experience. As varied viewpoints and ideas are brought together, it improves creativity and problem-solving skills. Furthermore, it increases employee happiness and engagement, resulting in improved morale and retention rates.collaboration management is an important part of organizational success. Organizations may achieve greater performance levels, stimulate creativity, and create a healthy work environment where people can flourish by efficiently managing teams and supporting cooperation.Workplace management also helps to increase employee happiness and engagement. Individuals are more driven to provide their best efforts when they feel respected, supported, and linked as members of a team. As a result, work satisfaction, morale, and turnover rates improve.In today's collaborative work situations, teamwork management is a vital part of organizational success. It entails successfully leveraging the collaborative efforts, skills, and abilities of people within a team to accomplish shared goals and objectives. This review discusses collaboration management, its relevance, and the essential aspects that lead to its success.

Organizations recognize the value of cooperation in generating innovation, productivity, and overall success in today's complex and changing business world. Effective collaboration management is fostering a climate in which workers collaborate cohesively, harnessing their unique views and abilities to complete tasks more quickly and effectively. Teamwork management includes many components, such as team creation, goal formulation, communication, cooperation, dispute resolution, and performance assessment. To advise and encourage team members, create efficient communication channels, and develop a healthy team culture, strong leadership is required the advantages of excellent cooperation management are many. It boosts productivity by allowing team members to pool their aggregate knowledge and abilities. It also fosters innovation and creativity by bringing together varied ideas and viewpoints. Furthermore, good collaborative management increases employee happiness and engagement, resulting in increased morale, improved job performance, and lower turnover rates.

Successful collaborative management does not happen overnight; it takes time, good communication, and constant progress. It entails developing a culture of cooperation and mutual support among team members, supporting open and transparent communication, and fostering a culture of trust among team members. Finally, collaboration management is critical to accomplishing organizational objectives and generating success. Organizations may tap into the collective potential of their people, stimulate creativity, and create a great work environment by efficiently managing teams and supporting cooperation. Organizations must have strong collaboration management practices in order to flourish in today's linked and fast-paced commercial environment. Organisations must give enough support, resources, and training to team members in order to properly manage collaboration. Managers play a critical role in promoting a culture of cooperation and continuous learning through encouraging communication, resolving disagreements, and fostering a culture of collaboration and continuous learning. Management of collaboration is critical for organizations wanting to accomplish their objectives and survive in a dynamic business climate. Organizations may leverage the potential of teamwork to boost productivity, creativity, and employee happiness by emphasizing the value of cooperation, good communication, and mutual respect. Organizations may establish high-performing teams that work together to accomplish shared goals and provide extraordinary outcomes by using effective collaboration management.

Supplier Involvement

One of the core ideas of TQM is the notion of continuously improving work processes. The capacity to generate a quality product is heavily reliant on the connections between the process's participants: the supplier, the processor, and the client. The quality of any downstream process is determined by the quality of the process upstream. Both internal and

external clients are included in this idea. The quality of the project created by the constructor is directly tied to the quality of the designer's plans and specifications, the quality of the materials and equipment given by the vendors, and the quality of the subcontractors' work. Close and long-term partnerships with building process suppliers are necessary if the contractor is to achieve the optimum economy and quality. Contractors, subcontractors, and vendors have traditionally been pitted against one another in the construction sector to compete for low-bid contracts. The fourth of Deming's 14 recommendations emphasize that businesses should stop granting business only on the basis of price.

Future successful projects will be determined by quality not the original cost of the product and supplier responsiveness, which can only be accomplished via partnership ties. These connections will be founded on mutual trust and will include fewer providers. Procurement managers' new role will be to focus on problems of continual improvement in their relationships with their suppliers. Some of these challenges for improvement include bettering the way purchase orders are placed and the quality of information supplied to contractors, subcontractors, and suppliers. Other areas for development include improved material management systems and a better knowledge of the contractor's, subcontractor's, and supplier's roles. vendor's internal needs. The results of these efforts will include streamlined paperwork and accounting processes, decreased uncertainty as a result of dealing with diverse suppliers from project to project, and enhanced techniques and procedures as a result of teamwork. the effort with the vendors.

Customer Service

TQM is a procedure that needs widespread participation to be effective. This includes the client's participation. This notion will become more essential as more organizations implement the TQM method and demand for higher quality rises. Customer satisfaction is accomplished by the application of the TQM principle to the customer in the form of collaborative teams. These collaborative teams are in charge of developing common objectives, strategies, and controls. The teams offer a system for listening to and communicating with customers, as well as monitoring customer satisfaction.The organizational equipment, processes, and tools required to form these joint teams are quite similar to those used to serve internal consumers. The only two impediments to forming combined teams are the companies' legal independence and their customary practices of collaboration.

Implementation

For many businesses, TQM represents a major departure from previous management practices. Bringing about such revolutionary transformation over a whole organization is a massive endeavor that demands management's patient support and guidance. The most challenging stage in the implementation process might be determining where to start. Although there are no standard protocols for implementing quality improvement, there are key measures that firms that have effectively adopted TQM have in common. These implementation processes are comparable to the four stages of the PDCA cycle:

1. Preparation and planning.
2. Implementation of the plan.
3. Measuring and verifying the implementation.
4. Evaluating the results and continuing onto the next preparation and planning stage.

Senior management should first get acquainted with TQM principles, tools, and processes. Visit firms that have successfully adopted TQM, watch training (video) tapes, attend seminars, and study books written by quality specialists to achieve this. Numerous papers on quality management have been published. All of these outlets help introduce older citizens. Management was introduced to TQM and assisted in building a new guiding concept for the organization. As senior management gets acquainted with TQM, it should begin to put

together the quality supporting framework for executing TQM on a few pilot projects. The quality support structure consists of an advisory committee comprised of leaders from various areas and levels of the company, a quality consultant group comprised of quality managers versed in TQM, and departmental steering teams for directing the implementation effort. The advisory group should next begin designing the quality strategy they intend to apply to the organization, with the support of quality management specialists. The development of a customized quality strategy is critical to the implementation effort's success.

Management should not just buy a program and apply it to the organization mindlessly. Although the principles of all available methodologies are beneficial, some businesses have difficulties incorporating them into their owner operation. They should attempt to develop a strategy that is tailored to their company's culture and needs. This may be accomplished by either adopting a program offered by a quality specialist or by researching all of the various principles and establishing a customized method that best meets the company's demands.As the new method is developed and the advisory group's knowledge of TQM grows, the advisory group may begin developing a thorough strategy for implementing the TQM process across the organization. This entails creating a fresh and properly stated corporate mission statement, vision statement, and quality policy that demonstrates management's dedication to quality. The advisory panel decides on financial arrangements for team training and activities at this time. Annual and mid-term (5-7 year) TQM process objectives should be developed. Publicizing and promoting the TQM process, as well as informing and educating all employees about the strategy and its development, should be included. It is also necessary to establish methods and processes for recognizing team success stories.The implementation process should start with carefully chosen pilot projects, and as the process gains speed, the effort should be expanded to the rest of the firm.

Control points and metrics of the implementation effort should be included in the implementation plan to monitor its efficacy and make any required modifications. The next stage is to inform workers of management's commitment to adopting TQM, as well as the reasons for the choice and the potential advantages. This is followed by the development of departmental steering teams to direct quality improvement initiatives in each of the company's departments. The quality consultant group assists the steering teams in extending the TQM process to the quality teams inside departments. As the quality teams mature, training is implemented and applied to real-world problems as quickly as feasible. To unite the improvement efforts, the team structure is also utilized to disseminate the new business quality standards and objectives across the organization. As the implementation effort gains traction, the pilot project success stories are utilized to market TQM to the rest of the firm. The implementation effort is meticulously planned and rigorously monitored. As the process progresses, efficacy should be measured against the control points set during the preparation and planning stages. These measures should be closely checked and their compliance with the original plan should be confirmed. Any deviations from the defined plan should be explored and eliminated using the PDCA problem-solving methodology.

CONCLUSION

Finally, efficient collaboration management is an important part of organizational success. It entails building an atmosphere that encourages team members to collaborate, communicate openly, and trust one another. Organizations may achieve greater levels of productivity, creativity, and employee happiness by harnessing the aggregate efforts and abilities of people.Clear goal formulation, role clarity, and responsibility characterize teamwork management. To guarantee that information flows freely among team members, appropriate communication routes and methods are required. To handle any disputes or issues that may occur within the team, conflict resolution procedures and problem-solving approaches are also required.Organizations may get several advantages when teamwork management is

properly implemented. When team members collaborate, they combine their talents and knowledge to do tasks more effectively. Collaboration fosters innovation and creativity, resulting in improved problem-solving and the production of unique ideas.Effective collaborative management also has a significant influence on employee satisfaction and engagement. Individuals are more driven to provide their best efforts when they feel respected, supported, and connected within their team. This results in greater work satisfaction, morale, and a feeling of belonging inside the organization.Managers play an important role in collaborative management by giving direction, support, and resources to enable successful cooperation. They must build a collaborative culture and provide an opportunity for team members to enhance their talents and participate in decision-making processes.Organizations must recognize the significance of collaboration management in today's fast-paced and complicated business world and invest in building the appropriate skills and processes. Organizations may unleash the full potential of their teams and achieve long-term success by prioritizing excellent teamwork management.

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CHAPTER 5

CLASSIFY PROJECT INITIATIONMANAGEMENT AND ITS SIGNIFICANCE

Dr. Muralidhar sunil, Assistant Professor,
Master in Business Administration (General Management), Presidency University, Bangalore, India,
Email Id:sunilrashinkar@presidencyuniversity.in

ABSTRACT:
Project initiation is a crucial stage in project management that lays the groundwork for a project's successful completion. The project initiation process, its goals, important actions, and the importance of successful project initiation in project management are all summarized the goal, objectives, scope, and viability of the project are all defined at the project beginning. Key stakeholders are identified, project restrictions and hazards are evaluated, and early permissions and money are gained during this phase. By ensuring that the project is in line with organizational aims and objectives, the project initiation phase prepares the project for execution.Project management depends on successful project commencement since it builds a solid basis for the project's success. It makes that the project is practical, in line with organizational goals, and has the backing and resources it needs to go forward. Project initiation is an important step in project management that prepares a project for effective execution. It entails deciding on the project's goals and purpose, determining its viability, locating stakeholders, assembling the project team, and securing the project's first finance. Project managers create the framework for project success and reduce possible risks and problems by executing a rigorous project-beginning process.

KEYWORDS:
Construction, Contract, Design, Stakeholder.

INTRODUCTION

The owner must choose a design and building method early on in the project. There are several options for procedures, each with benefits and drawbacks. The method used has an impact on funding, team member selection, project cost, quality, and timeline. Although the chosen method is crucial, choosing personnel of high caliber is more crucial. People that collaborate on projects with defined duties achieve success. Project definition, design, and construction are the three stages that design and construction projects go through. It should be noted that there are business planning processes that come before design and that an operations and maintenance phase come after construction for a comprehensive project. The design and building of projects are the main topics of this book. The framework for a project is established by its definition, and the framework for design work is established by design work. During the project definition phase, requirements and limitations are discovered and analyzed. Although the owner's needs and restrictions are the initial emphases, it is important to understand that the designer and contractor are also subject to the owner's requirements and limits[1]–[4].

The project is described and a strategy for its time and cost of completion is identified with the aid of the owner's needs and restrictions. Buildings, infrastructure, and processes are the three areas into which projects are often divided. Commercial structures, schools, office buildings, and hospitals are a few examples of building-sector initiatives. Schematic design, design development, and contract papers are the three phases of design for projects in the

building industry when the architect serves as the primary designer. The schematic design creates the project's fundamental aesthetic, building elevations, floor plans, and room sizes. Building configurations as well as the project's general characteristics. Before approving and moving on with design development, the owner may examine the design configuration and the expected cost at the end of the schematic design phase. Design In order to create the contract paperwork, the plans, and the specifications for building the project, development specifies the functional usage and systems in the project. Transportation systems including local streets, county roads, state and federal highways, airports, or navigable rivers are included in infrastructure-sector projects. Utility projects including water and sewage line systems, gas distribution lines, electrical transmission and distribution, telephone, and cable lines are also a part of the infrastructure industry[5], [6].

The owner of these projects might be a commercial business or a government organization. The engineer is the primary designer, and he or she typically creates a full design prior to the creation of construction contracts. Chemical plants, oil refining, medicines, pulp and paper, and electricity generating are examples of undertakings in the process sector. Projects in the process industry are mostly designed by engineers. Preliminary engineering, detailed engineering, and the creation of contract agreements are all phases of design. For a chemical processing facility, developing the process flow sheets and mechanical flow sheets may be considered preparatory engineering. The project's primary procedures and equipment are created by the preliminary engineering. According to piping and instrumentation designs, detailed engineering entails the precise size of pipes that will link to the machinery and control systems needed to run the facility. The project's final plans and specifications are included in the contract agreements. Procurement may begin during the design phase, depending on the project delivery approach. For instance, if a large piece of equipment has a longer lead time and has to be acquired before construction to guarantee that it can be installed without causing the project to be delayed, a purchase order may be issued as soon as the specification for the equipment is finished[7]–[10].

Procurement is not limited to the purchase of equipment; it may also be used to acquire bulk materials with a lengthy lead time or hire building contractors. Contractors submit bids for projects that are subject to competitive bidding when the contract papers are finished. The contractor must create shop drawings in order to construct the project after receiving the proposal. The contractor creates shop drawings, which are then presented to the designer for approval. The intricate fabrication and installation that will be employed throughout construction are shown in the shop drawings. Consequently, the contractor also participates in the design. The quality of fabrication of manufactured goods that will be placed on the work site is influenced by the creation of shop drawings. To physically create the project, site construction requires labor, supplies, and construction machinery. The owner bargains a deal with a company to offer engineering and construction services for non-competitive-bid projects. Usually, the project's cost is agreed on a cost-reimbursable basis of some kind. Additionally, the agreement details how the engineering design will be linked with the building process[11]–[14].

DISCUSSION

A project's lifespan begins with project initiation, a critical stage in project management. Key stakeholders are identified at this phase, and the project's purpose, goals, and viability are determined. A project's alignment with organizational goals and objectives is ensured during the project initiation phase, which lays the groundwork for the project's effective implementation. Project managers and other stakeholders gather at the commencement phase to carefully plan and analyze the feasibility and potential success of the project. It offers a crucial chance to collect crucial data, come to important conclusions, and obtain the support and resources the project needs. Defining the project's purpose and goals, determining its

viability, locating important stakeholders, assembling the project team, and securing first permissions and financing are among the goals of project commencement. These goals help to make it obvious what the project is trying to accomplish, who will be engaged, and how it will be carried out.Setting clear direction and emphasis for the project requires defining its goals and purposes. It aids stakeholders in comprehending the project's intended consequences, advantages, and deliverables. Throughout the project, decision-making and planning are governed by this purposefulness.

The project's technical, financial, and operational viability are all taken into consideration while determining its feasibility.

This assessment aids in identifying possible risks, limitations, and difficulties that might affect the project's success. Making an educated choice about whether to go on with the project or make the required changes is made possible by early feasibility assessments. Effective stakeholder management depends on the early identification of important stakeholders. Stakeholders are people or organizations who will be touched by or have an interest in the project.

Project managers may create strategies for including and engaging stakeholders at various stages of the project's lifecycle by having a clear understanding of their expectations, interests, and degree of influence. Assembling the appropriate people with the required knowledge and experience to carry out the project is part of creating the project team at the initiation. Setting the foundation for productive cooperation and collaboration is the definition of roles and duties, the clarification of reporting lines, and the assurance of the availability of resources and support.

One of the most important steps in starting a project is getting preliminary permissions and finance. Presenting decision-makers and stakeholders with the project's business case, advantages, anticipated expenses, and prospective returns on investment aids in securing the funding and resources required to launch and maintain the project.

The beginning of a project, when its goal, objectives, and viability are established, is known as project initiation. By assuring alignment with organizational objectives, evaluating feasibility, identifying key stakeholders, forming the project team, and securing preliminary permissions and financing, it establishes the groundwork for project success. A well-planned and performed project is more likely to achieve expected results and live up to stakeholder expectations if it is launched effectively.

Advances in the Engineering and Construction Process

The design, manufacturing, construction, and operation of built facilities are more integrated thanks to the development of the construction sector. Two-dimensional (2-D) and three-dimensional (3-D) computer-aided design (CAD) systems have been created as a result of significant developments in computer hardware and software.

The capacity to identify and avoid interference during field construction has significantly improved because of advancements in CAD technology, which have led to flexible modeling systems that may be utilized throughout the design, engineering, and construction stages. Construction activities become more effective as a consequence, and rework is decreased.

Instead of automating specific tasks within the current fragmented designconstruction process, better coordination of operations within an integrated process is the largest benefit of utilizing CAD. Using the conventional information flow to the field via the use of drawings and other hardcopy documentation may result in the design purpose not being fully realized in the field. Field staff is unable to engage with the 3-D model to retrieve the information they require from traditional paper-based building documents. Many common construction issues with material availability, job packing, construction sequencing, and field adjustments may be resolved using communication that employs 3-D modeling in conjunction with enhanced representations of design intent and other supplementary information.

Private Versus Public Projects

Projects may also be categorized as belonging to the public or private sectors. A firm that offers products and services for a profit is often the owner of a private-sector enterprise. Commercial retail establishments, manufacturing operations, industrial process plants, and entertainment venues are a few examples. The company administrators have the freedom to choose any engineering and construction services that meet their unique demands since the owner is a private enterprise. They may, for instance, put the project out to competitive bids or choose a single-source company to handle the engineering and construction. They are not required to accept the job's lowest offer, and they are free to take any payment method. Typically, a municipal, county, state, or federal government entity serves as the project's owner. Local education boards, state transportation agencies, or the federal departments of energy or defense are a few examples. The owner often utilizes the competitive-hid technique based on the lowest bid price to get engineering and construction services for projects in the public sector. However, the use of qualification-based selection (QBS) to hire engineers and construction workers has grown in recent years. The owner chooses engineering and construction services using the QBS method based on certain credentials and other factors rather than just pricing.

Contractual Arrangements

All three of the primary contractual parties must work together to manage the project. The project's requirements, the degree of quality anticipated, a reasonable budget, and the necessary timetable must be provided by members of the owner's team. A general direction for the project must also be provided by them. The designer's team is responsible for creating a set of contract agreements that adhere to the owner's requirements in terms of demands, spending limits, quality standards, and timeline. The work required under the contract agreements must also comply with the following: the contractor's ability to build it. The contractor's team must successfully oversee the physical labour needed to complete the project in line with the contract documents It is possible to handle a project using a variety of contract agreements. The basic configurations are shown in their most basic form in Figure. 1. In the paragraphs that follow, each of these configurations is briefly explained.

When a project has a clear scope, no uncommon features, and no requirements, a design/bid/build contract is often employed. The owner, designer, and contractor are all parties to the three-party agreement. With this approach, the project is built in three stages: a comprehensive design is created, then contractors are asked to submit competitive bids, and finally, a construction contractor is chosen to get the contract. Twothe designer and the contractor both get separate contracts. Since a comprehensive design is created before construction, the owner is aware of the project's layout and estimated cost before work begins. Because each phase must be finished before moving on to the next, a significant amount of time may be needed. Additionally, adjustments made during construction may be costly since the construction contract is often awarded based on a lump-sum, fixed-price bid made before construction, rather than one made after.

A design-build agreement is often utilized to speed up project completion or to provide the owner the freedom to alter the project while it is being built. The owner and the design/build company are both parties to the agreement. A cost-reimbursable agreement rather than a lump-sum, the fixed-cost approach is often employed since the contract with the design-build business is given before any design or construction is begun. For choices made during the selection of design options and the monitoring of costs and schedules throughout construction, this strategy calls for substantial owner engagement. To manage the project for the owner, a construction management (CM) contract might be given to a CM company. The owner, designer, CM Company and contractor are the four parties to the CM contract. Regarding the CM procedure and the level of responsibility given to the CM business by the

owner, there has been much discussion over the last 20 years. In order to complete the project according to the owner's planned usage, the owner allocates a contract to a company that is skilled and competent to coordinate all of its components. Sometimes a project is managed using an owner-agent arrangement. Some owners hire one or more outside design experts to handle the remaining portions of the design while carrying out some of the work themselves.

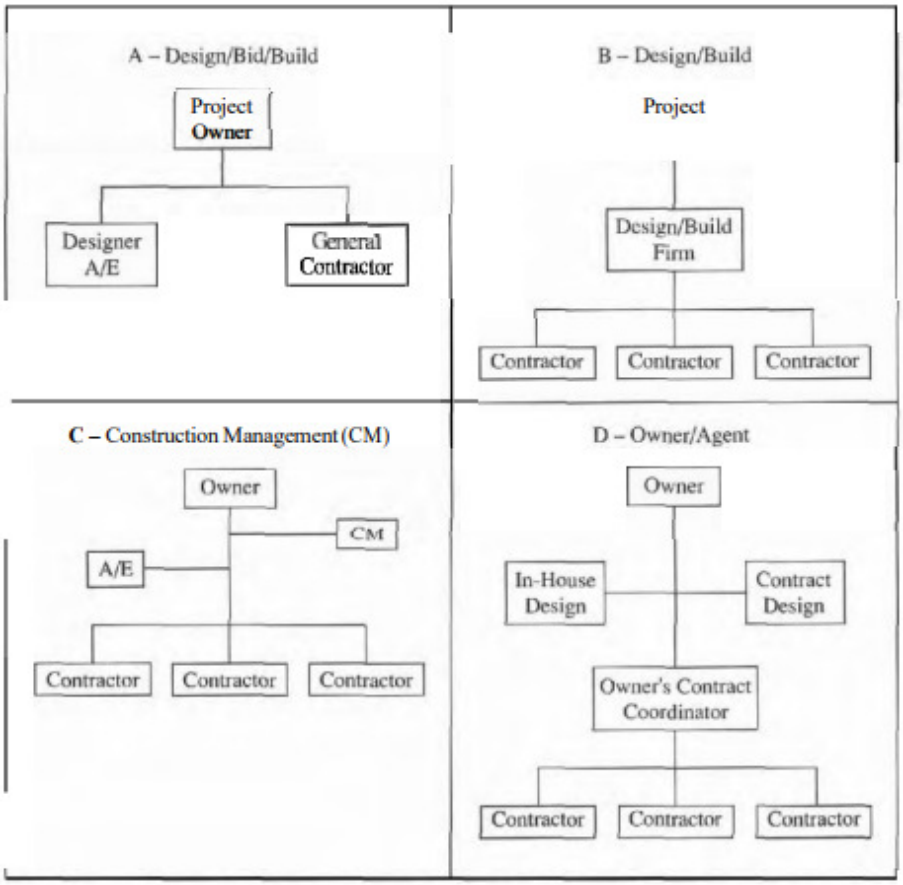

Figure 1: Represting the Contracting Arrangements[AccessEngineeringLibrary].

One contractor may be given a construction contract, or many contractors may get one. Although it's unusual, an owner may handle all aspects of design and construction using internal staff. It is frequently referred to as a forceaccount approach when a project is managed in this way. Owners may be divided into two categories: single-builder owners and multiple-builder owners. Single-builder owners are businesses that do not often require projects, typically have a small project crew, and outsource all design and building work to other companies. The majority of the projects they manage are on a construction management or design-build contract. Large organizations that often require projects and typically have a team devoted to project work are typically multiple-builder owners. Typically, they will undertake modest, quick jobs through design. Design-build, construction management, or owner agent contract arrangements are often utilized for projects in which they want to have a significant role. A project's owner has a choice among many approaches. The contract arrangement that is chosen is determined by the owner's resources, the level of project control that the owner wants to retain, the level of involvement that the owner desires, the amount of risk that is shared between the owner and contractor, and the significance of cost and schedule.

CONCLUSION

Setting the scene for project success, project initiation is a crucial step in project management. It entails laying out the project's goals and purpose, determining its viability, identifying its major stakeholders, assembling the project team, and securing the project's

first finance. Project initiation gives the project team and stakeholders a clear direction and emphasis by establishing the project's goals and objectives. This transparency makes sure that everyone involved is aware of what has to be accomplished and that their efforts are coordinated properly. It is crucial to evaluate the project's viability before it is started in order to detect any possible risks, limitations, and difficulties. Project managers may use it to prepare ahead for probable challenges and make well-informed choices about whether to go on with the project. Effective stakeholder management requires early identification of important stakeholders during the project commencement phase. Project managers may create strategies for involving and engaging stakeholders at various stages of the project's lifecycle by having a thorough understanding of their expectations, interests, and power. This promotes the development of solid connections and guarantees that stakeholders are properly taken into account and integrated into the decision-making processes. Assembling people with the necessary qualifications and experience to carry out the project is part of creating the project team at commencement. Setting the foundation for productive cooperation and collaboration is the definition of roles and duties, the clarification of reporting lines, and the assurance of the availability of essential resources. Securing the support and funds required to launch and maintain the project depends on getting the first permissions and financing. Decision-makers and stakeholders may be won over and it can be ensured that the project has the support it needs to go forward by presenting the project's business case, benefits, and expected costs to them. the beginning of a project is an important stage that provides the groundwork for its success. It forms the project team, determines the direction, evaluates the project's viability, involves stakeholders, and obtains the project's first funds and permissions. A good project beginning enhances the possibility that project goals will be met, risks will be properly managed, and successful results will be produced.

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CHAPTER 6

A BRIEF OVERVIEW ABOUT PROJECTMANAGEMENTPHASES

Dr. Nishant Labhane, Assistant Professor,
Master in Business Administration (General Management), Presidency University, Bangalore, India,
Email Id-nishantbhimrao@presidencyuniversity.in

ABSTRACT:
The project management process is often broken down into a number of stages to provide the project execution process shape and direction. The typical project phase's initiation, planning, execution, monitoring and control, and closure are summarized in this abstract. It emphasizes the importance of each stage and how crucial it is for effective project completion.The initiation phase ushers in a project's start and entails identifying its goals, purpose, and viability. A feasibility study, stakeholder identification, and securing money and essential permissions are important steps in this phase. The project's foundation is laid during the start phase, which also ensures that it is in line with organizational objectives. The planning phase is concerned with creating a thorough project plan that specifies the project's scope, timing, financial constraints, and resource needs. It entails defining certain activities, calculating completion times, determining dependencies, and developing risk management plans. The planning stage acts as a road map for carrying out the project and offers a foundation for tracking progress. The real project work is done during the execution phase. The project team carries out the specified tasks, manages resources, and puts the project plan into action. For activities to be accomplished as planned and deliverables to be created during this phase, effective communication, teamwork, and progress monitoring are essential. Tracking project progress, comparing it to the intended goals, and making required modifications are all part of the monitoring and control phase. Performance evaluation, risk analysis, problem-solving, and change management are important tasks.

KEYWORDS:
Design, Project, Phase, Scope, Work.

INTRODUCTION

This stage makes ensuring that the project continues on course, that deviations are quickly corrected, and that project results continue to meet stakeholder expectations. The project is formally finished during the closing phase. Finalizing project deliverables, getting client approval, holding lessons-learned meetings, and moving the project into operations or maintenance are all part of it. Proper project closure guarantees that all loose ends are tied up and that the project's goals have been met. A project's stages are tied to one another and each build on the one before it. A project must be managed well by carefully planning, carrying it out with care, monitoring it constantly, and finishing it appropriately. Project managers may assure effective project results, stakeholder satisfaction, and organizational success by adhering to the specified project stages.Initiation, planning, execution, monitoring and control, and closing are just a few of the project stages that provide a systematic framework for efficient project management[1]–[4].

From setting project goals and securing permissions to carrying out tasks, keeping track of progress, and finally wrapping up the project, each step is crucial to its success. Following the project's stages encourages effectiveness, responsibility, and the attainment of the intended project results.Project management entails taking a planned strategy for starting and finishing tasks. Projects are often broken up into several stages in order to guarantee good project

results. These stages provide a methodical structure for overseeing and regulating project operations from beginning to end. This introduction gives a general overview of the typical project stages and emphasizes their significance in accomplishing project goals.Project managers and teams are led through the project lifecycle by the many stages that make up a project's phases. Each phase includes a unique set of tasks, products, and goals that all work together to make the project successful. The interconnectedness and mutual building of the stages enable efficient planning, execution, monitoring, and closing[5]–[8].

Initiation, planning, execution, monitoring and control, and closing are the common project stages. The project is defined at this phase, along with its goals, objectives, and viability. The identification of important parties is done, and first money and permission are gained. This stage lays the project's groundwork and ensures that it is in line with organizational objectives. The planning step entails creating a comprehensive project plan that specifies the project's scope, timetable, budget, and resources. Dependencies are recognized, and tasks and activities are established. During this phase, risk management methods are also developed. The project team uses the project plan as a road map to ensure successful project execution. The project's execution phase is when the plan is carried out. To produce project deliverables, project teams carry out the assigned tasks, schedule resources, and work together. For the project to go forward as planned, team members must communicate and coordinate well throughout this phase. Tracking project progress, evaluating performance, and managing risks and adjustments are all part of the monitoring and control phase.

Key performance indicators are tracked by project managers, who look for deviations from the blueprint and implement remedies as necessary. This stage makes sure that the project remains on course and that problems are resolved quickly.The project is formally finished during the closing phase. The last deliverables are finished, and the customer approves them. Sessions on lessons learned are held to collect insightful information and enhance project management in the future. Transferring the project's outcomes or continuing activities to the proper stakeholders or teams is another aspect of the closing phase. the stages of a project provide a systematic method for managing projects, ensuring that they are carried out successfully and effectively. From project initiation through project closure, each phase is essential to setting project goals, organizing activities, carrying out tasks, keeping track of progress, and officially wrapping up the project. Project managers have the highest odds of obtaining effective project results by following these stages as they go through the project lifecycle[9], [10].

DISCUSSION

As a project develops from its beginning, based on the owner's needs, through design development, and ultimately completion, it is always changing. Figure.1 depicts the many stages of a project's life. Additional partners join in and more information is gathered as the project proceeds from one phase to another more clearly defining the scope, budget, and timeframe. Projects sometimes cycle through phases before receiving management clearance to go on to the next one. The project manager is in charge of making sure that all work is completed within the agreed-upon scope, spending limit, and timeline throughout each phase. Early in the design development process, there may not be enough details to define the scope precisely enough to identify what work has to be done. Most project managers have the trait of I can do it. Due to this trait, work is often assigned to the project manager before it has been fully defined or formally accepted. Project managers working for owner, designer, or contractor organizations are all affected by this. Clients, subordinates, members of the project team, top management, and coworkers who are also project managers are among those who interact with the project manager on a daily basis. When requests are made for work that is not clearly specified, the project manager cannot manage successfully or use his or her time effectively.

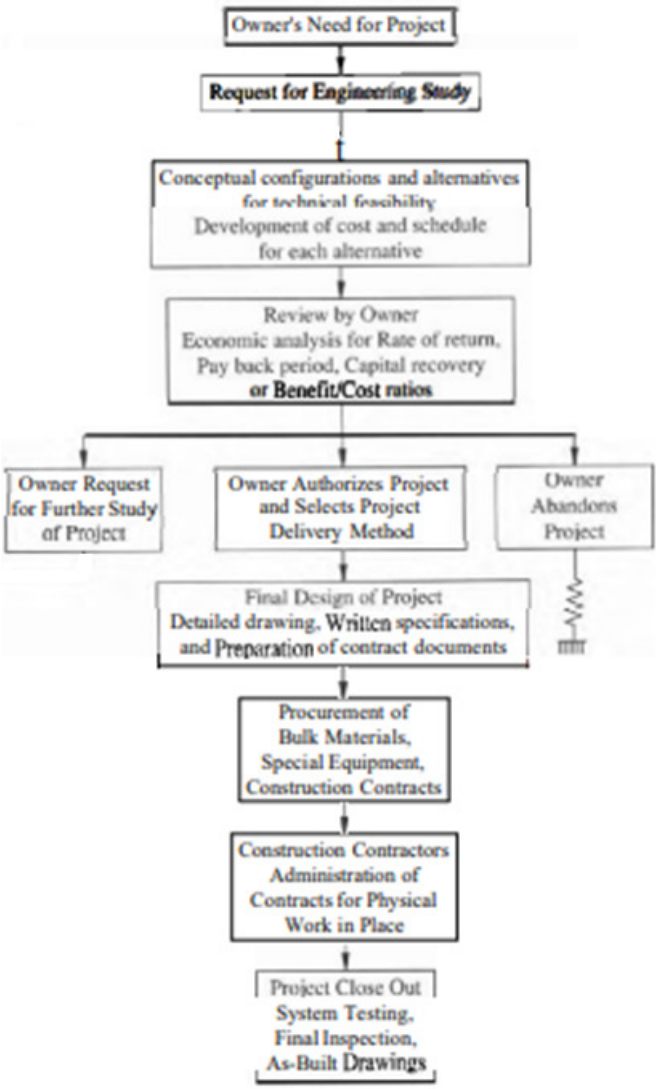

Figure1: Represting the Phases of a Project [AccessEngineeringLibrary].

If these circumstances apply, the work should be carried out on a time and material basis for the actual job completed, at least until a suitable scope, budget, and schedule can be established. Determining a scope and corresponding budget and timetable is a different alternative. When there is a departure from the agreed-upon scope, the project manager may inform the owner of the revised budget and timeline as a result of the change in scope and receive their agreement before starting work. The quality and overall cost of the project must be taken into consideration while creating conceptual configurations and alternatives. This can only be accomplished with significant involvement from the owner who will eventually utilize the project since the cost of operating and maintaining the facility once it is finished will play a significant role in project design. The owner's intended scope may be lowered or enlarged in certain cases where the budget is the determining factor. If this circumstance is present, care must be taken to ensure that the project satisfies the owner's minimal requirements and that the owner's expectations for quality are understood. The project manager has a responsibility to make sure that the owner's expectations are met throughout project development.The pressure to finish the contract agreements as soon as feasible comes from the owner's approval to go on with the final design. The cost of the project, however, is significantly influenced by the accuracy and completeness of the bid documentation. It is important to give the designer enough time to create a plan that can be built and will serve the

owner's needs with the fewest maintenance and running expenses. The acquisition of bulk materials and specialized equipment for major projects has a significant influence on the building timetable. The project manager is responsible for making sure that lengthy lead-time purchasing goods is obtained. With the owner's representation on the project team, this must be coordinated. Cost, time, and quality are affected by the kind of contract used and the contractors chosen to submit bids. The project manager is crucial to the selection of contractors, the examination of bids, and the suggestions for awarding construction contracts.

Owner's Study

A project is born out of the owner's requirement to develop and build a facility to manufacture a product or service. An operating division of the company, a corporate planning team, a senior executive, a board of directors, or an outside consulting firm may identify the need for a facility. In order to determine the benefits of moving forward with the project, one or more people are often sent to the owner's organization to conduct a requirements assessment. Setting objectives is the owner's initial necessity. This is crucial because it gives the scope definition a focus, directs the design process, and affects the project team's motivation. Quality, cost, and schedule optimization is a step in the goal-setting process. All stakeholders must have a clear understanding of the owner's goals, which act as a guide for the many choices that must be taken during the course of the project. Depending on a project's complexity and the owner's relevance to the project, the scope of the owner's study varies greatly. The goals, objectives, thoughts, ideas, finances, and timetable that are developed will have a significant impact on the design and construction stages, making this research vital.

The owner's research must come to a clear conclusion with a list of project goals and criteria, minimum standards for performance and quality, a maximum budget that has been agreed upon, and a deadline by which the project must be completed. A project will go in the incorrect direction and encounter complications if any of the aforementioned components are not provided. An owner may sometimes outsource certain aspects of the research to a third-party consulting company. The owner must be engaged even if an outside fi is used to ensure that his or her demands are taken into account. An improperly specified project scope results in modifications throughout design and construction, which has a major influence on the overall project cost. An inadequate scope typically results in expensive change orders, claims, and disputes, all of which cause significant cost overruns, delays, and other issues. The early stages of the project, rather than at the beginning of construction, are the best times to gain savings and limit alterations, according to experienced managers.

Project Scope Definition

The components and actions necessary to satisfy the owner's requirements are identified by the project scope. For instance, a project would need three buildings: an office building for employees, a warehouse, and a repair shop. The project may also need a crushed aggregate area for the storage of large pieces of machinery and bulk materials. The number of workers in each building, the kind and quantity of storage required in the warehouse, the kind of maintenance necessary, and the size and weight of the equipment should all be specified in further detail for each of the aforementioned elements.

The project manager and team require this kind of information to specify the work necessary to fulfill the expectations and goals of the owner. The goal of project scope definition is to offer enough information to define the work that needs to be done so that the design may go forward without experiencing significant modifications that might harm the project's budget and schedule. Starting the design process with only the knowledge that a project comprises three buildings and an outside storage space is insufficient. A thorough checklist of everything that needs to be done should be created to aid the owner in this endeavor.

An abridged checklist for defining the project scope for a petrochemical project is provided. The table is only presented for illustrative reasons and does not include all the factors that need to be taken into account. For different project kinds, a comparable checklist should be created. The formulation of a project scope checklist might benefit from the significant advice of experienced design and construction employees. Deliverables, or what will be provided, must be sufficiently defined in the scope before design work can begin. Design drawings, specifications, assistance during the bidding process, construction inspection, record drawings, and reimbursable expenditures are a few examples of deliverables. Because it affects the project budget and time, all of this information must be understood before beginning design. To do this, the project manager from the design organization must be engaged early in the project and will need input from skilled technical experts to represent every area of the proposed project.Without a well-defined scope of work, it is impossible to calculate a project's realistic budget and timeframe.

As a result, the project scope should be determined first, followed by the development of a budget and timeline that meet the scope. All project managers are accountable for keeping all work within the agreed-upon scope, as well as all prices and schedules, within agreed-upon parameters. There are occasions when an owner may get enthusiastic about the benefits of a project and want to get started right away. Typically, this happens when a new product is created or a government authority determines that a facility has to be constructed at a certain time or area. Before beginning work on the project, the project manager must carefully analyze the project scope to ensure that it is adequately clearly defined. If this isn't done, the project team will be pressured to define the scope while work is being done, which may cause irritation and strained relationships. Locking in the scope at the beginning of the project, before work begins, will ensure that everyone is aware of the entire range of the necessary work, which is a straightforward solution to this issue.

Project Strategy

The project owner must create a strategy for the project early on, including a schedule for completing tasks. The framework for managing the project is provided by the project strategy. It comprises the procurement strategy, the project team's roles and duties, and the timeline for design, procurement, and construction. The general organizational structure and the distribution of risk among the contractual parties are identified by the contract strategy. Early in the project's development, the owner must choose which tasks may be completed by internal staff members and which ones need other organizations to be hired. The owner could have a sizable engineering team that can manage every aspect of the project, including design, purchasing, and construction. In other instances, the owner may have a small team for projects, necessitating the assignment of contracts to other companies with the capacity to do the required work. A big organization could have the necessary internal resources, but owing to other obligations, it might not be able to schedule the work when it is required. The owner's organization must realistically analyze the work that can be completed internally and the capacity of an outside business before weighing the cost and schedule trade-offs of using outside services. The kind of contract used determines how each party's obligations and liabilities are distributed and has an impact on the project's timeline. A cost-plus-fee contracting approach may be preferable if a quick turnaround is required to see an early return on the project investment. Emergency government initiatives are sometimes handled in this way. A classic design/bid/build strategy with a lump-sum contract can be preferable if there is enough time to finish the whole design. The owner must weigh all options, weigh the benefits and drawbacks, and decide which option best satisfies the owner's needs, goals, financial limitations, and timetable demands. A timeline for the timing of design, procurement, and construction activities is included in the project strategy. Identification and coordination of the three main project activitiesdesign, procurement, and constructionare the

goals of the owner's schedule. It is necessary to create a viable timetable that incorporates the actions of all stakeholders participating in the project. All partners must agree to any timeline changes for the project.

Selection of Design Firms and Construction Contractors

The choice of the designer and builder depends on a variety of elements, such as the project's kind, scale, and complexity; the owner's experience managing engineering and construction projects; and how quickly the owner wants the project finished. The selection process is determined by the project strategy and contract choice made by the owner. the owner intends to finish all the design work before choosing a construction contractor, a process must then be started to choose the designer. Typically, an owner chooses a designer that they have previously worked with and trusts. has had a positive encounter. Owners of projects in the private sector have two options: they may simply choose the designer they like, or they can request offers from a number of design firms they have previously worked with. The potential designers are sent a request for proposals (RFP), after which each of them creates a design proposal. The owner may study, assess, and decide whether to grant the design contract once the design organizations have filed their ideas. The rules and limitations of the owner's organization govern the choice of the designer for public-sector projects.

Designers are often chosen from a list of prequalified companies. The chapter's fifth section discusses how to pay for qualified design services. A process must be devised to choose the designer if the owner lacks previous expertise in doing so. After researching the planned project and the demand for design services, the owner compiles a list of potential design firms. The list is often created using referrals from other owners or people who are familiar with design studios and thought to possess the necessary knowledge to design the project. The list typically includes at least three design companies that seem to be the most qualified for the specific project. A letter outlining the proposed project and asking each design fi about its interest in it is written to each design fi. The owner then interviews each design company separately after receiving confirmation that it is interested in the project. During the interview, the owner looks over the firm's credentials and past performance to see if it will be able to do the job in the allocated time and to look over the key employees who will be assigned to the project. To guarantee personality compatibility, it is crucial for the owner to meet the precise individuals who will be doing the design job.

After conducting all interviews, the owner typically ranks the design firms according to their desirability, taking into account their location, standing, size, experience, financial stability, personnel availability, reference-checking standards, workload, and other aspects of the proposed project. Before deciding on the final choice, one or more extra interviews with the best design companies may be undertaken based on the assessment. The owner may send out requests for bids (RFB) to construction companies if the design is all finished. The contract terms for the majority of private sector projects often stipulate that the construction contractor will be chosen based on the lowest and best proposal. Typically, the contract terms for public-sector projects stipulate that the construction contractor would be chosen on the basis of the lowest qualified bidder. When the design is fully developed, choosing a building contractor is often based on the lowest quote. The owner could sometimes want to begin building before the design is finished. To benefit from the contractor's expertise in creating the project, for instance, the contractor may be picked after 70% of the design work is finished or they might be chosen concurrently with the designer. When an owner wants to begin building before the design is finished, choosing a construction contractor cannot be based only on pricing since the design papers have not been finished. When choosing a building contractor before the design is finished, a process is built to study and assess potential contractors, much as the processes outlined in the previous paragraphs for choosing a designer. Construction project delivery strategies are covered in further depth.

Partnering

The construction sector has sometimes had negative interactions as a result of the competitive climate and strict contract requirements. To satisfy the criteria outlined in the drawings and specifications, contractors and suppliers have traditionally been chosen via a competitive bidding process and written contracts. A brief commitment is made for the project's length. As a result, suppliers and contractors eliminate their own employment. Partnering is a relatively recent idea that emphasizes long-term commitments with shared objectives for all parties involved in order to achieve success. A task group on partnerships was created by the Construction Industry Institute (CII) to assess the viability of this mode of doing business in the construction sector. The parties involved in a partnership may benefit from a variety of benefits; nevertheless, the strategy's success relies on how the parties behave and their capacity to get over obstacles linked to doing business differently than in the past. Companies commit to a long-term partnership based on mutual trust and a shared vision, sharing resources and agreeing to work very closely together to accomplish disparate but complementary goals. Partnering is not to be interpreted as a formal partnership with the corresponding shared obligations.

An oil corporation and a contractor formed the first acknowledged partnership in the building sector. The owner contacted the contractor and suggested employing a new set of relationships and accountabilities to complete some of the current engineering blanket work. As a result, both parties concurred to establish a partnering relationship in order to carry out several initiatives in various regions. The owner simply supplied technical assurance and authorized the contractor's major finance papers and scoping documents, while the contractor also offered services relevant to project execution. With this cooperation, 25 different initiatives were carried out. This initial partnership arrangement was different from standard contracts from a contractual standpoint since there were no bureaucratic processes in place and all issues were up for discussion. In this arrangement, the owner consented to bear the cost of any hazards that could arise during the course of the partnership. The parties agreed to establish performance assessment standards for key project-related areas. A performance-based incentive system was used, and the contractor received financial rewards from the owner for their hard work. Employers received both monetary and non-monetary incentives from contractors. All participants in a partnership relationship must undergo a cultural shift.

Any successful partnership has three essential components shared vision, long-term commitment, and trust. Other supporting aspects will emerge as these three elements mature. are met, and the advantages to all parties are increased. Reduced overhead and stable workloads are beneficial for both the client and the supplier. Improved cost, quality, and schedule increase competitive advantage. The ongoing development of the partnership agreement required growth and balance. For instance, a partnership arrangement may go from a short-term commitment to a long-term commitment. From one to several projects. In a cost-plus arrangement, the trust may also develop from competitive bidding via full disclosure of project costs. A shared vision might broaden to include open sharing and cooperative creation of corporate goals. The Cll article covers partnering applications to small enterprises and projects, best practises for choosing partners, and best practises for putting a partnering relationship into practise.

CONCLUSION

A project's stages provide a methodical and organized approach to project management, directing project teams from conception to completion. By establishing goals, developing strategies, carrying out tasks, keeping track of progress, and officially wrapping up the project, each step is essential to guaranteeing the success of the overall project. Throughout the project lifetime, the interdependence between the stages encourages effective resource allocation, risk management, and stakeholder participation.By establishing the project's goals,

purpose, and viability at the commencement phase, the project is given a solid basis. It makes ensuring the project is in line with organizational objectives and receives the support and resources required for it to go forward. The project goals are translated into a thorough project plan during the planning stage, which also specifies the project's scope, timetable, budget, and resources. This stage gives the project team a road map, facilitating efficient task management and collaboration. The project plan is implemented during the execution phase, when project teams collaborate to produce project deliverables. To ensure the project moves forward as intended, team members must effectively communicate and coordinate. Project managers may monitor development, evaluate performance, and control risks and changes during the monitoring and control phase. It enables prompt correction of irregularities, ensuring that project goals are accomplished. The project is formally finished during the closing phase. Final deliverables are finished, the customer accepts them, and lessons learned sessions provide insightful data. This stage makes sure that everything is finished up and that the project's results are properly transferred. The advantages of adhering to a project's stated stages include a clear project direction, efficient resource use, risk reduction, and stakeholder satisfaction. Effective decision-making, prompt problem detection, and proactive project activity management are all made possible by it. For project managers and teams, the stages of a project act as a roadmap that leads them through the project lifecycle. Project managers may improve project control, reduce risks, and raise the possibility of successful project results by adhering to a systematic strategy. A project's success as a whole is influenced by the partition of the project into discrete stages, which encourage effectiveness, accountability, and stakeholder participation.

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CHAPTER 7

ENGINEERING AND CONSTRUCTION PROJECTS: BASIC CONCEPT EARLY ESTIMATES

Ms. Swati Sharma, Assistant Professor,
Master in Business Administration, Presidency University, Bangalore, India,
Email Id-swatisharma@presidencyuniversity.in

ABSTRACT:
For engineering and construction projects, the sponsoring company and the engineering team place a high value on precise early cost estimates. Early cost estimates are often used by the sponsoring organizations as a foundation for business unit decisions, such as asset development plans, project screening, and allocating resources for future project development. Early projections that are inaccurate might result in missed opportunities, wasted development time, and lower-than-anticipated profits. The project team values an early estimate since it turns into one of the crucial project characteristics. It offers a foundation for planning engineering and construction as well as aids in the formulation of execution methods. As the project moves from the design stage to the construction phase, the initial estimate often acts as a benchmark for detecting alterations. In addition, how well the final cost compares to the initial cost estimate is often used to evaluate the performance of the project team and overall project success.

KEYWORDS:
Business, Contractor, Construction, Cost, Project.

INTRODUCTION

Building estimates are made to determine estimated building expenses for every particular project. The cost of a project is influenced and affected by several factors; each factor must be evaluated, measured, and valued. The construction papers need a great deal of research and consideration since the estimate is created prior to the actual building. The estimator who can conceptualize the project and precisely estimate its cost will rank among the most crucial members of any construction firm. Contractors must present a competitive cost estimate for the project for projects built using the design-bid-build delivery method. With several companies competing for a single project, the rivalry in construction bidding is fierce. A contractor has to submit the lowest-qualified bid on a certain number of jobs while keeping a respectable profit margin in order to continue in business. The general contractor must get an adequate rate of return from this profit margin as well as compensation for the project's risk. The capacity of the estimator to visualize all of the many stages of the construction project becomes a key component in successful bidding since the estimate is created from the working drawings and the project manual for a building [1]–[4].

While the project manual is a written supplement to the drawings and includes information pertaining to materials and workmanship as well as information about the bidding process, the working drawings typically contain information relative to the design, location, dimensions, and construction of the project. The project handbook includes much more than just the technical requirements, despite the fact that it is sometimes misreferred to as the specs. The bulk of the contract papers, which describe the scope of work in the working drawings and project manual, must be taken into account when creating an estimate. The information that the two provide often overlaps and the two work best together. The scope of

work supplied by the owner or the architect must serve as the foundation for the proposal that is presented. The estimator is in charge of adding all information from the project handbook and the drawings in the bid that is submitted. The estimator must carefully examine everything and double-check all things due to the intricacy of the drawings and the project handbook as well as the possible expense of a mistake. The project handbook and the designs must first be examined to make sure they are complete[5]–[7].

The estimator may then start quantifying all of the supplied materials. As much detail as feasible must be included for each item in the estimate. In the end, the estimated amounts will be utilized to order and buy the required supplies. The project controls such as the budget and baseline timeline in the field will be based on the estimated quantities and the predicted expenses that go along with them. The incorporation of several factors is necessary in order to determine the final cost of a project. Either direct field costs or indirect field costs apply to these variables. In the construction of buildings, indirect field expenses are often known as general conditions or project overhead costs. The material, labor, equipment, or subcontracted items that are physically and permanently incorporated into the structure are referred to as direct field costs. A direct field cost can be the materials and labor for the building's foundation, for instance. The expenses for the supplies needed to aid in field-building initiatives are referred to as indirect field expenditures. An indirect field cost may be the office at the project site, for instance. The estimate also has to take into account variables like weather, transportation, soil conditions, labor strikes, availability of materials, and subcontractors' availability[8]–[10].

The estimator must work to provide the most accurate estimate feasible, regardless of the factors present. Since a large portion of the work in the field may be performed by subcontractors or specialist contractors, the estimator must be able to define the scope of work in order for these businesses to provide a price quotation. An estimate's complexity requires organization, the estimator's best judgment, full specialist contractor (subcontractor) bids, correct quantity takeoffs, and accurate records of completed projects. Project delivery methods like design-build and construction-manager/general contractor (CM/GC) are becoming more and more common. The contractor serves as both the designer and general contractor in the design-build delivery method. In the CM/GC delivery system, the contractor and some of the major subcontractors participate in the design phase, contributing knowledge on construction costs and processes as well as project management. The owners, designers, contractors, and some of the essential subcontractors are all involved in the design process using integrated project delivery (IPD), a relatively new delivery method.

In contrast to the CM/ GC delivery method, IPD shares control, risk, contingency, and project profits with the owners, designers, contractors, and essential subcontractors. In order to use any of these delivery methods, the contractor must continuously update cost estimates for the planned project. The contractor creates a cost estimate for the project based on its idea at this early stage.We call this a conceptual estimate. Usually, or only in extremely limited quantities, drawings are not accessible for creating a conceptual estimate. What is included is often a verbal or written explanation of the project scope, sometimes with a few drawings. The contractor makes assumptions about almost every element of the project while creating this kind of estimate. The conceptual estimate is often used as a starting point for contract negotiations and is utilized early in the design phase to see if the owners' desires are in line with their budget.The contractor creates and updates a cost estimate based on the existing, but unfinished design during the design process. The contractor may also put together estimates that are used to choose between construction materials and assess if the expense of upgrading the materials is reasonable. All of these estimations share the fact that the design isn't finished. The contractor may provide a thorough estimate for the job after the design is finished[11].

DISCUSSION

The sort of estimate that may be created will depend on the needed degree of accuracy and the quantity of project information that is available. These estimating techniques provide estimates with varying degrees of accuracy and take varying lengths of time to accomplish. Figure.1 depicts the link between the amount of time needed to produce the estimate and its accuracy. The various estimation techniques are covered here.

Detailed Estimate

The full estimate comprises calculating the prices and quantities of everything needed to finish the project. Included in this are costs for supplies, labor, machinery, overhead, insurance, bonds, and profit projections. A full set of contract paperwork must be available to the contractor in order for them to produce this kind of estimate. It is necessary to estimate and deconstruct each project component into its component pieces.

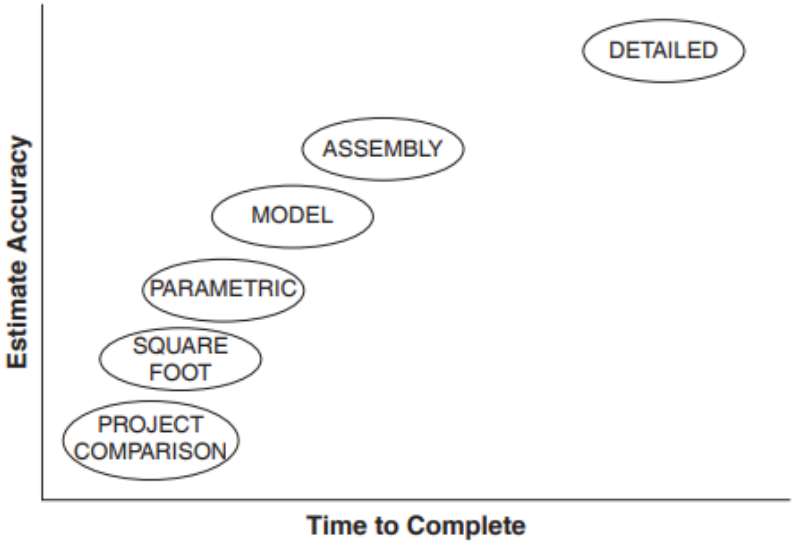

Figure 1: Represting the estimating Time versus Accuracy [PearsonHighered].

Each task that the contractor is supposed to do has a certain amount of labor that has to be calculated. Defined and priced components that need installation by third parties are required. It is important to take care to verify that the contractor and the subcontractor are in agreement over what they are to accomplish and whether they are merely to provide the things or to supply and install them. Additionally, a deal must be made about who would provide support tools like scaffolding and cranes. To avoid any overlaps in the various scopes of work and to ensure that everything has been covered in everyone's scope of work, it is the contractor's responsibility to ensure that the scope of work is split among the contractor and subcontractors.The detailed estimate must specify the estimated costs and quantities of the materials, the time and labor costs, the equipment needed and its cost, the items needed for overhead and their costs, and the desired profit percentage while taking into account the investment, the amount of time needed to complete the project, and the complexity of the project.

Assembly Estimating

Instead of pricing each component of the project separately, an assembly estimator prices the components together as assemblies. An assembly's parts may only be installed by a single trade or they could be put together by a variety of crafts. A domestic light switch is an example of a simple assembly since it only requires a single-gang box, a single-pole switch, a cover plate, two wire nuts, and 20 feet of NM-B 12-gage wire. An electrician would install the complete apparatus. Instead of figuring up the individual components, a domestic electrical estimate might be generated utilizing assemblies for the switches, outlets, lights, power panels, and other items. A metal-stud, gypsum-board partition wall is an example of a

complicated assembly since it includes a bottom track, metal studs, top track, plasterboard, screws, tape, joint compound, insulation, primer, paint, and other unrelated materials required to build the wall. Several trades would install this assembly.

The user may produce thorough estimates by taking off assemblies using a number of high-end estimating computer programs, including WinEst and Timberline.

The program would increase the detailed estimate for each switch assembly by one single-gang box, one single-pole, one cover plate, two wire nuts, and 20 feet of NM-B 12-gage wire after subtracting the number of switch assemblies required for the project.

This streamlines the estimation process and boosts the estimator's productivity.Conceptual and first estimates may also benefit from assembly estimating. Broad assemblies allow for the speedy preparation of estimates for large buildings. Assemblies for the spot footings, continuous footings, foundation wall, floor slab reinforcement, granular base, vapor barrier, and fine grading, exterior wall, personnel doors, overhead doors, joist and deck roof structure including supports, roof insulation, roofing, wall cap, skylights, bathrooms, fire sprinklers, heating, lighting, and power distribution, for instance, can be used to create an estimate for a warehouse.

Instead of taking days to compile a detailed estimate, this form of estimate may be created in a matter of hours.

The trade-off is that this kind of estimate is less precise and is based on a lot of general assumptions. This kind of assembly estimating is useful for estimates created from scant drawings, for comparing different design philosophies, and for verifying a comprehensive estimate. It is presumed that this project is similar to the completed projects if the assembly cost originates from those projects.

This presumption is obviously incorrect when it comes to building construction. Every project is different because of the variations in the weather, building materials, and systems, as well as design and construction team members. This form of assembly estimate requires skill and judgment to guarantee that the correct changes are made by taking into consideration the various variables of each project. Companies like RSMeans produce yearly price lists for assemblies, such as Square Foot Costs.

Square-Foot Estimates

Square-foot estimates are created by multiplying a building's square footage by a cost per square foot and then modifying the price to account for variations in building heights, perimeter lengths, and other construction elements. The size of the structure may sometimes be determined using a different unit than square footage.

The number of parking spaces in a garage, for instance, may be used to gauge its size. A square-foot estimate just needs a fraction of the information that a thorough estimate would. The measurements required to create a square-foot estimate, for instance, might be included in a schematic set of design drawings (a single-line floor plan and important elevations). Estimates in square feet are useful for determining if the project, as envisioned, is within the owner's budget. When creating a square-foot estimate, care must be taken to make sure that the projects used to calculate the cost per square foot are comparable to the proposed project, similar to how an assembly estimate that includes wide assemblies should be prepared. Companies like RSMeans release yearly a variety of unit prices for many different building kinds are provided in guidelines (like Square Foot prices). These direction Adjustments should be made to account for different building elements, such as the project's location in the city.

Parametric Estimates

Equations that represent the statistical link between building parameters and construction cost are used in parametric estimates. The number of floors, perimeter length, gross square area, percentage of shared space, and other factors may all be included as construction parameters

in the calculation. An equation must include parameters that can be established early in the design process in order for it to be useful; otherwise, it is worthless. While parametric estimates are comparable to square-foot estimates, they involve more sophisticated equations that may include log functions, parameter ratios, and parameter multiplication. For creating conceptual estimates based on hypotheses about important building characteristics or estimates based on preliminary designs, parametric estimating is helpful. Care must be taken to ensure that the proposed project is comparable to the projects from which the equation has been developed, much as with square-foot estimates and assembly estimates that employ wide assemblies.

Estimating Opportunities

This section will go through some of the fields in which estimating expertise is required for those who are unaware of the many possibilities in the sector. Almost everyone working in or connected to the construction industry generally has to be familiar with the methods for estimating.

This expertise is necessary to do the finest work at the best price for everyone engaged in the project, from the estimator, who may just be concerned with estimating the quantities of materials and pricing of the project, to the carpenter, who must order the supplies necessary to create the framework for a house. Most affordable price. The project's designer, drafters, engineers, contractors, and subcontractors are among the others engaged. Suppliers and representatives of the materials. A few of the estimated possibilities are mentioned in the sections that follow.

Architectural Offices

At three different stages of the design process, the architectural office will need estimates: a preliminary estimate (rough square-foot or project comparison costs), a cost evaluation during drawing preparation (typically more accurate square-foot or assembly costs), and a final estimate (typically based on material and installation costs, to be as accurate as possible). The preliminary estimate is often used in negotiations with the general contractor for projects constructed utilizing the design-build or CM/GC delivery systems.

The remaining estimates will be created by the general contractor's estimator when the general contractor is engaged. In big offices, an estimator may be engaged mainly to do all necessary estimates. In many organizations, the chief drafter, head or lead architect, or sometimes another employee who has acquired the necessary estimating abilities, does the estimating. There are also consultants or businesses that provide estimation services for a charge.

Engineering Offices

The civil, structural, mechanical plumbing, heating, air conditioning, electrical, and soil analysis engineering offices are all engaged in the design of building construction projects. Preliminary estimates, estimates made as the drawings are being created, and final estimates made after the drawings are finished are needed for each of these engineering design stages. They are created in a similar manner to how architects create estimates.

General Contractors

For design-bid-build projects, the general contractor creates thorough estimates that are used to calculate how much the business will bill to complete the necessary work. The estimator will need to subtract the quantities of each material, calculate the cost to furnish buy and transport to the project site and install each material, compile the bids from the subcontractors, and calculate all costs associated with insurance, permits, office personnel, and other expenses. One person may do the estimating in smaller businesses, but numerous individuals may collaborate in bigger ones to come to an agreement on final pricing with the owner or to submit a competitive bid. On projects constructed using the design-build or CM/GC delivery method, the contractor's scope of work includes aiding the owners from the

planning stage through the project's actual construction. The estimators will also provide preliminary estimates under various delivery methods, which they will then iteratively update until a final price is decided.

Subcontractors

Subcontractors are people, businesses, or organizations that the general contractor hires to do a specific task on the project.Excavation, concrete, masonry block, brick, stone, interior partitions, drywall, acoustical ceilings, painting, erection of steel and precast concrete, windows, metal and glass curtain walls, roofing, flooring resilient, ceramic and quarry tile, carpeting, wood, terrazzo, and interior wall finishes wallpaper, wood panelling, and sprayed-on finishes are all tasks that can be performed by subcontractors. The list goes on to contain all necessary supplies, gadgets, and finishes.In the construction of buildings, using subcontractors to complete all of the work is a viable approach. The benefit of this arrangement is that the general contractor may allocate the project's risk to a variety of different organizations. Additionally, since they consistently execute the same sort of job, the craft workers and subcontractors are essentially specialists in their field.However, while using this strategy, the general contractor gives up a lot of control over the project. The field operation gets increasingly engaged in coordinating rather than direct control of craft employees the more the contractor subcontracts out.

The subcontractor thoroughly examines the project manual and the drawings before submitting a price to the construction firms that will be submitting bids on the project.A unit or lump-sum price may be specified as the price. A unit price bid (such as per square foot, per block, per thousand bricks, or per cubic yard of concrete) is one in which the subcontractor specifies the price per unit. The bid maybe $5.25 per linear foot of concrete curbing, for instance. In order to understand what is involved in the project, at what stages they will be needed, how long it will take them to finish their job, and how many people and how much equipment would be needed, the subcontractors must execute a quantity take-off even with unit price bids. The finished estimate is required by the subcontractor in order to calculate the fair cost of overhead and profit.

Typically, the unit cost of worksite overhead reduces as the volume of activity does. For instance, mobilization costs for 100 lf of curb are $1,000, or $10 per lf; if the amount was 1,000 lf, the cost was $1 per lf. Without doing a quantity take-off, the subcontractor would not know how much to increase the direct field cost unit price for overhead. The subcontractor is offering to install, or provide and install, a part of the project if they submit a lump-sum proposal.For instance, "agrees to furnish and install all Type I concrete curbing for a sum of $12,785.00" can be included in the bid.Each subcontractor will need someone to analyze the designs, ascertain the necessary quantities, and compile the bid. It could be part of the tasks performed in addition to buying supplies, assisting with project scheduling, creating the necessary shop drawings, or marketing, or it might be a full-time estimating role.

Manufacturers' Representatives

Manufacturers' reps speak for specific components, product providers, or producers. They spend some of their time visiting owners, developers, architects, engineers, subcontractors, and contractors to make sure they are aware of the material's availability, potential applications, and estimated prices. Although in a sense they are salesmen, excellent manufacturers' representatives are welcomed not as salespeople but as necessary sources of knowledge on the materials and goods they represent because of their services and the expertise they build in their product lines. Representatives may work for a single firm, two companies, or more.The representatives of the manufacturers will carefully review the designs and specifications to make sure their products adhere to all specifications. They may contact the architects or engineers and discuss the issue with them if they believe that there may be a mistake or misunderstanding in the specs or drawings that tends to exclude their

goods. Additionally, they often take part in developing different cost evaluations of what the installed cost of the materials or goods will be as well as coming up with new applications for the materials, alternative building methods, and even the creation of new products.

Government

Personnel with expertise in estimating and building are needed when a government agency is engaged in any aspect of construction. Included are regional, national, municipal, state, or provincial, sewage treatment, schools, courthouses, nursing homes, hospitals, and single- and multifamily residential buildings sponsored or eligible for funding by the government. Employees may be engaged in the design and drafting of the project, the development of the specifications, analysing estimates from architects, engineers, and contractors, and creating preliminary and final estimates.

CONCLUSION

Early estimates are essential to project management because they provide a rough idea of the project's dimensions and provide the groundwork for effective project planning and execution. Early estimates provide useful information about project viability, resource needs, and possible dangers even if they are based on sketchy information and open to revision.

The main ideas about early estimates and their importance in project management are summed up in this conclusion.

Project management has various advantages from early estimations. By giving stakeholders a basic comprehension of the project's costs, advantages, and prospective return on investment, they facilitate strategic decision-making.

These projections help organizations identify and deploy resources efficiently by assisting with resource planning. Early estimations provide proactive risk management techniques by detecting possible risks and uncertainties and assisting in risk assessment.

Furthermore, they promote successful stakeholder communication by establishing reasonable expectations and fostering openness and trust. Early estimates help organizations allocate money wisely and manage project finances throughout the project lifecycle by providing a foundation for budgeting and financial planning.It's critical to understand that early estimates are susceptible to adjustment as new data becomes available throughout the project planning process and are not set in stone. More precise projections may be made as the project develops and in-depth planning and analysis take place. Early estimates are a useful tool in project management since they provide a first approximation of the project's parameters. Stakeholder communication, resource planning, risk assessment, decision-making, and financial planning are all supported by them. Project managers may build the framework for effective project execution by taking into account early estimations. They can also make sure that projects are started with a realistic grasp of their scope and needs.

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CHAPTER 8

MANAGING FINANCES: THE WAY OF PROJECT BUDGETING

Mr. Ashok bhat, Assistant Professor,
Masters in Business Administration, Presidency University, Bangalore, India,
Email Id:ashokbhat@presidencyuniversity.in

ABSTRACT:
The project budget is the most money the owner will spend on planning and building the project in order to make it financially viable. Budgeting for a project requires estimation first. The method for creating preliminary project estimates. A risk assessment must be carried out after the completion of the base estimate, as described in that chapter. In order to anticipate the project's ultimate cost with reasonable accuracy, the risk assessment is used to establish the necessary amount of contingency funds that should be added to the base estimate. As a result, the budget may be thought of as the basic estimate plus any contingencies.

KEYWORDS:
Budget, Costs, Management, Organization, Project.

INTRODUCTION

One of the most challenging responsibilities in project management is the creation of estimates, risk assessment, and contingency assignments for budgeting. Before work started. Beginning with the owner's feasibility study and continuing through design development and construction, the process entails a succession of success estimations. Each party understands the need of creating cost estimates for budgeting since they are used to determine whether to go on with each project phase.

The cost that was established in the stage before. The owner's organization must establish a reasonable upper and lower bound for the project's total cost, which includes the cost of planning and building.

The cost of carrying out design activities and creating the contract documentation must be calculated by the designer's organization. As part of the design process, it must also estimate the construction cost. To build the project on the jobsite, the construction contractor's company must detain the cost of all materials, labor, and equipment. Each contractor on a project must create a basic estimate for the work they will be doing, take risk into account, and allocate contingency[1]–[3].

The owner's management must take into account both the contractor's and owner's risks in order to set the total budget for the project since the owner's organization is responsible for project financing. Owner involvement in the analysis of requirements, priorities, and scope is the first step in project estimating and budgeting. A particular effort should be made early in the development of a project to define the scope as precisely and comprehensively as possible since the project budget is determined from the scope definition. If the owner seeks out the early guidance and experience of seasoned design and construction experts who are familiar with construction costs, the owner's ability to manage the expansion of the project's scope and cost overruns may be considerably improved. All stakeholders must be aware that the cost estimate is always dependent on the level of project knowledge at the time the estimate was created.

This idea is too often just partially understood. By testing, examining, and defining the deviations that should be applied to an estimate, a project manager may play a crucial role as a mediator in the early phases of the development of a project[4]–[7].

To determine the entire project budget, which includes the permitted cost for design and construction, the owner's organization must provide estimates. The owner may hire a designer to conduct these services on a cost-reimbursable basis if the scope is not clearly specified or the owner's organization lacks the skills to make such an estimate.

This budget is created before any formal design work is done; therefore, it should include a significant amount of contingency money to allow for some decision-making latitude while the design is being developed. The organization of designer is required to create a budget based on the projected expenses of offering design services. In order to fulfill the demands of the project's owner, the designer must also produce projected construction costs for each of the numerous design possibilities that are being considered.

This is required before the contract paperwork is finished. The designer is accountable for staying within the owner's total agreed project budget by controlling design expenses and anticipated construction costs. Because the scope sometimes has to be altered to fit the owner's authorized budget or the budget sometimes needs to be adjusted to fit the owner's demands, this calls for substantial collaboration and participation with the owner.

The organization of the owner must decide this. Based on the expected expenses to construct the project in line with the contract terms, the construction contractor's organization must develop a bid that is presented to the owner. Since this information is often unknown to the contractor for projects with competitive bidding, the contractor is not required to come in at a cost that is within the owner's authorized budget. The contractor's organization closely collaborates with the owner on negotiated cost-reimbursable projects to identify construction alternatives with costs that are within the owner's total authorized budget[8]–[10].

DISCUSSION

Before a project is accepted by the owner's management, it must be shown that it is economically viable. For initiatives in the private sector, an economic analysis or a benefit/cost ratio will be used to establish their economic viability. Once an owner's estimate has been created, an economic analysis may be done. It is difficult for the owner to estimate expenses at the beginning of a project before any design has been completed since there is little specific information available.

This cost estimate is crucial, however, since it serves as the benchmark for determining the maximum project budget that will be authorized for design and construction. At this stage of the project's development, the only data that is known is the project's size or number of units, such as how many square feet a building has, how many cars fit in a parking garage, how many miles of 345 kV transmission line there are, or how many barrels of crude oil are processed daily. An estimate must eventually be frozen and transformed into a project budget.

Knowledge and expertise of the work necessary to finish the project are essential for the preparation of the owner's estimate. It is crucial to get price data from experts with an understanding of design and construction.

The two main sources of cost data used to create the owner's budget are often cost records from projects of a comparable size and kind or price guides that are released yearly by various organizations. The Means Cost Guide is often utilized for projects involving large construction, public works, and structures. For petrochemical and processing projects, a frequent reference is Richardson's handbook for construction estimates. These price guides include expenses per unit for several project categories, including building area costs per square foot for offices, warehouses, and maintenance structures. Costs from earlier projects that were completed over several different geographical locations. Examples of information that is accessible are shown in Figure1.

Component	Office buildings			Motels		
	Low $/SF	Median $/SF	High $/SF	Low $/SF	Median $/SF	High $/SF
Foundation	3.95	4.00	4.80	0.90	1.40	1.60
Floors on grade	3.10	3.15	3.90	3.95	5.00	5.40
Superstructure	14.90	16.90	20.25	10.95	13.30	21.70
Roofing	0.20	0.25	0.30	2.40	3.40	3.45
Exterior walls	4.90	9.75	13.00	2.80	4.45	5.55
Partitions	4.35	5.30	7.05	2.60	3.65	5.25
Wall finishes	2.35	3.75	5.00	0.75	2.60	2.75
Floor finishes	2.05	3.90	5.15	2.40	3.55	4.55
Ceiling finishes	1.55	2.80	3.75	2.05	4.60	4.90
Conveying systems	5.55	6.70	8.25	1.15	1.80	2.35
Specialties	0.65	0.80	2.65	1.10	1.35	4.00
Fixed equipment	1.05	2.80	3.75	1.15	1.65	1.95
Heat/vent/air cond.	8.85	9.50	12.20	3.10	5.55	6.25
Plumbing	3.50	3.80	4.85	4.45	5.40	6.15
Electrical	4.60	4.75	6.25	4.20	7.45	8.20
Total $/SF	$61.55	$78.10	$101.15	$43.95	$65.15	$84.05

Component	Secondary schools			Hospitals		
	Low $/SF	Median $/SF	High $/SF	Low $/SF	Median $/SF	High $/SF
Foundation	1.35	1.85	2.70	4.35	4.80	6.65
Floors on grade	3.65	4.40	6.00	0.30	0.40	0.60
Superstructure	10.95	12.30	17.25	17.05	18.55	25.50
Roofing	1.70	2.05	2.45	3.25	3.70	5.20
Exterior walls	3.75	5.55	8.00	16.00	18.55	25.10
Partitions	5.90	6.55	8.50	7.20	11.00	24.70
Wall finishes	3.05	3.40	5.15	6.75	7.95	11.10
Floor finishes	3.10	3.95	5.25	2.60	2.75	4.00
Ceiling finishes	3.20	3.65	4.65	2.15	2.20	3.55
Conveying systems	0.00	0.00	0.00	12.95	13.00	19.55
Specialties	1.70	1.90	2.60	3.10	3.25	4.60
Fixed equipment	2.85	3.35	6.00	5.20	5.25	7.65
Heat/vent/air cond.	9.05	10.45	14.45	21.65	25.50	36.05
Plumbing	5.05	6.00	9.20	9.10	10.65	16.45
Electrical	10.25	12.00	16.50	13.45	17.50	24.40
Total $/SF	$69.55	$77.40	$108.70	$125.10	$145.05	$215.10

Figure1: Illustrative example of cost-per-square-foot information available from pricing manuals[AccessEngineeringLibrary].

A variety of building kinds. Based on the quality level, it displays the low, medium, and high cost per square foot. By dividing the price per square foot by the project's total square footage, one may get the budget for a proposed project.

The determined cost of construction should include the price of the land, the cost of permits, and the cost of design fees. Since the design is not ready for the project throughout the owner's budgeting process, an appropriate percentage multiplier should also be used for contingency. Additionally, adjustments for place and time should be made, as described in the sentences that follow. Company records from prior projects are the other source of cost data. Unit costs may be computed to predict the cost of upcoming projects, even if the overall cost of previously completed projects will vary across projects.

The process of analyzing past cost data to establish a unit cost for estimating future project costs is referred to as weighting. It is important to create a unit cost that emphasizes the average value while taking into consideration the extreme maximum and lowest values. It is possible to weigh cost information from earlier projects using Equation 1:

$$UC=\frac{A+4B+C}{6} \text{(Eq.1)}$$

Where,

UC = forecast unit cost
A = minimum unit cost of previous projects
B = average unit cost of previous projects
C = maximum unit cost of previous projects

Budget Control

Monitoring and managing the project budget makes ensuring that only the necessary project modifications are accounted for in the budget baseline, that those in authority are informed of authorized adjustments, and that the necessary corrective measures are performed. Budget management is a procedure that includes budget control. Budget management is the procedure used to officially identify, authorize, and pay expenditures or expenses spent on the project. For each set of associated project expenditures, such as consultant fees, equipment costs, and material costs, purchase order forms are filled out.The project manager approves the purchase order forms based on the degree of authority, and the finance section records them for tracking, donor reporting, and auditing reasons. The organization must clearly identify the duties and responsibilities of all parties engaged in budget management as well as the project manager's crucial job of controlling the budget.

The finance department typically has the duty to appropriately utilize and record the budget by keeping track of it from a cost accounting viewpoint and producing reports for the donor and organization management. The project budget is not subject to oversight by the finance section.It is the project manager's obligation to ensure that the project achieves its goals and objectives, and they must be followed. Identify any deviations, adjustments, or amendments to the budget and assess if the resources are spent as planned.The focus on project budget management differs significantly from standard cost accounting in many key ways. Cost accounting focuses on gathering accurate real cost information with particular regard to the components of the code of accounts and deals with challenges associated with reporting the costs to the relevant components of the predefined budget cost centers and account codes. Project budget control, on the other hand, is more concerned with the areas covered by the WBS.

The project manager's primary concern is with the costs associated with completing the project's particular deliverables, not with cost accounting. Cost accounting often focuses on past data, but project budget control concentrates on enhancing performance and anticipating the future.The organization's primary financial function's accounting and procurement division may handle small projects. As part of the project's control and reporting tasks, the project manager often keeps track of fundamental information.Larger projects can need a dedicated finance department. To handle the amount of work, large, sophisticated, or joint-partnership projects may even need a team and a professional accountant. Some collaborative partnership initiatives are managed as fully independent entities that need their own organizational, financial, and legal frameworks. Even if the project used accounting software to handle its finances separately from the organization as a whole, the information would still be included in the parent company's records.

Budget Performance

Budget performance is the process of determining if project costs are being carried out in accordance with the budget plan, which assists in identifying variances and creating remedial measures. The technique used to track the budget's success depends on the accounting software the company employs to keep track of expenditures and spending. The picture may not be complete if the project only uses the accounting system to record the available funds because it may only show actual expenses and ignore contacts, purchase orders, and other financial commitments that have not yet been recorded on the general ledger.Invoices that have already been paid are frequently reported on in accounting reports. The project manager

is responsible for keeping track of any financial obligations made to consultants or vendors via contracts or purchase orders, which will only be shown in the accounting system when bills have been paid. Otherwise, it can seem that the project has more funding than is really available just by glancing at the accounting records.

Earned Value Management

Using the Earned Value Management (EVM) approach, project progress is gauged objectively. EVM employs a single integrated technique to assess scope performance, schedule performance, and cost performance. EVM offers early notification of performance issues so that remedial action may be taken.EVM enhances the project scope definition, avoids scope creep, informs stakeholders of the project's objective progress, and keeps the project team focused on making progress.In the 1960s, EVM first appeared as a financial analytical specialty in US government programs. Since then, however, it has grown to be a key area of project management. EVM is adaptable to projects of different shapes, sizes, and levels of difficulty.When a project compares actual costs to realized value that is when EVM really shines. For instance, a project with a budget of $1,000,000 is anticipated to be 50% finished as of 10/1/7.

The initiative is financially sound, according to the organization's finance manager, who can make this claim after reviewing the financial information that shows that $400,000, or 40%, of it, has already been spent. However, the project manager is aware that they have only completed 30% of the project's scope based on the actual percentage completed. In addition to being behind schedule, the project spent $400,000 to complete just $300,000 worth of work. The accounting view of the project's progress is the only one the finance manager is utilizing, and its numbers do not account for the work completed.

The actual achievement, not the expected accomplishment, must be used to compare the financial status of the project the cost variance.

This serves as the foundation for EVM's cost variance measurement and reporting.EVM includes determining three values from the project's WBS for each activity or goal it may also be applied to the overall project value.

Budget Changes

The budget is updated when authorized modifications are made to it.Most projects need the donor's approval before making any budget changes, however, in other cases, the donor may be able to grant the project a little amount that it may use to pay for minor adjustments. In other cases, the donor may have specific guidelines that must be followed to enable budget modifications. For instance, the donor may state that any project expenditures that are not approved by the donor will not be reimbursed by the donor, leaving the organization to pay for such costs.

The project manager must be aware of the terms of the donor contracts and keep a close eye on any accounts or budget items that have limits. Failure to do so might cost the project and the organization money.

Other forms of modifications result from factors outside the project, which may reduce the tasks or activities it needs to complete. or civil turmoil The project manager may ask that the money initially intended for that activity be shifted to another activity that the project may still complete in the event that another significant event results in the cancellation of project activities.Other adjustments come from the donor and may result in a reduction in the project's initial budget or changes brought on by currency fluctuations that affect the project's financing. The organization's accounting system must be updated to reflect approved changes to the budget, and new project budget reports must do the same.

Corrective Actions

In some projects, there may be a predetermined threshold by which a project's budget may be under or overrun during the project implementation phase. This threshold is typically set as a

small percentage of the overall, and if the project exceeds it, the project manager must take corrective measures to get the budget back on track. These measures may include trade-offs that must be discussed with management and the donor, such as lowering the project's scope or lowering its budget.The project manager will implement the corrective actions and monitor their effectiveness to see if they are effective in reducing project expenses and helping to get the project back on track. Corrective actions may include the use of alternative options to produce the same output using different inputs. To ensure that improvements are made, corrective measures must be discussed with the project team and the personnel in charge of the operations.

Capture Lessons Learned

The remaining project activities as well as two upcoming initiatives may benefit from the lessons learned. For instance, it's possible that the original calculations used to create the budget included incorrect assumptions about how long it takes one person to gather beneficiary data or how much more expensive maintaining a vehicle is on bad roads. The lessons learned must be expressed as actions that the project will track and assess in the following period of reporting. If lessons are not used, it is pointless for a project to record them.

Communicate Changes

Budget adjustments must be disclosed and accounted for in the system that monitors cost performance. It is less likely that work will be completed on activities that have been canceled or postponed when the budget changes are communicated to those who will be using the information.

CONCLUSION

The crucial process of project budgeting guarantees the efficient distribution and management of financial resources throughout the project lifespan. Organizations can manage expenses, make educated choices, and complete projects on time and on budget by creating and maintaining project budgets.

The main ideas of project budgeting and its importance in project management are summed up Budgeting for a project has several beneficial uses. In order to accomplish project operations, it facilitates resource allocation, guaranteeing that the required resources money, people, and materials are accessible. Realistic project goals, successful contract negotiations, and efficient financial planning are all made possible by accurate cost assessment. By using a budget, project managers may monitor actual costs, compare them to the budgets they had anticipated, and, if required, take remedial action. Budgeting gives a framework for financial management. Additionally, it encourages informed decision-making by giving stakeholders access to financial information and insights. Budgets that are open and well-communicated, expectations that are managed, and trust-building all help to support effective stakeholder communication. Project managers, financial experts, and stakeholders must work together to create an accurate and practical project budget. It entails reviewing the project's specifications, calculating costs, evaluating risks, and adding contingencies to account for uncertainty. It is crucial to keep in mind nevertheless that project budgets are dynamic and need constant monitoring and adjusting as the project develops.Organizations may optimize resource use, reduce financial risks, and raise the chance of project success by managing project budgets well. A well-thought-out and managed budget guarantees enough project funding, promotes superior financial judgment, and offers a framework for assessing project success project budgeting is a crucial component of project management that enables the effective distribution and management of financial resources. Allocating resources, estimating costs, maintaining financial management, making decisions, and communicating with stakeholders are all supported. Organizations may accomplish their project goals while preserving financial stability and control by successfully budgeting for their projects.

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CHAPTER 9

PROJECT MANAGEMENT: DEVELOPMENT OF WORK PLAN

Ms. Neha Saxena, Assistant Professor,
Masters in Business Administration, Presidency University, Bangalore, India,
Email Id-nehasinha@presidencyuniversity.in

ABSTRACT:
A key component of project management is the creation of a work plan, which entails drawing up a thorough schedule for carrying out project operations. An overview of the significance of work plans, their essential elements, and how they affect project success is given in this abstract.The steps, deadlines, resources, and dependencies necessary to accomplish a project effectively are all included in a work plan. It gives project teams a clear knowledge of the goals, deliverables, and order of tasks required to accomplish them. The importance of work plans in project management and their part in maintaining the efficiency and effectiveness of projects are highlighted in this abstract. A well-crafted work plan has several advantages for project management. Project teams are able to concentrate on their most important activities and successfully manage their time because of its clarity and organization. Additionally, it assists in identifying possible bottlenecks and solving them to reduce delays and interruptions. A work plan makes it easier to manage resources since it makes sure that they are distributed and used effectively. Additionally, it makes it possible to track and monitor a project's progress effectively, allowing for quick modifications and risk reduction.A key component of project management is the creation of a work plan, which serves as a guide for carrying out the project. It includes defining the scope, identifying the tasks, scheduling, allocating resources, assessing risks, and communicating. Project managers may improve project efficiency, guarantee on-time completion of tasks, and raise the chance of project success by developing a thorough work plan.

KEYWORDS:
Manager, Management, Organization, Project, Work.

INTRODUCTION

The project is handled in its early stages, before design, in this chapter's discussion of creating the project work plan. It is presented from this angle since the design is the time when changes may be made that will have the most impact on a project's overall quality, cost, and schedule. The majority of publications and articles on project management focus on it during the building stage, after the completion of the design. The scope of work, the budget, and the completion date are all clearly determined at this point in a project's lifecycle. By that time, it would be too late to make any significant changes that would have improved the project's quality, cost, or schedule for the owner. The first task for a project manager, when they are given the job, is to compile all the background information that has been supplied by the sponsoring company. This contains the owner's research and the contract that the project manager's company has agreed to. These chapter must be carefully examined to ensure that there is a clearly defined scope, an agreed budget, and a schedule outlining key project milestones, including the needed completion date. The goal of this preliminary review process is to familiarize yourself with the owner's goals, and the general project requirements, and to identify any extra information that may be required to start constructing a work plan to manage the project. It is preferable to separate the questions into the three areas of a project's definition: scope, budget, and timeline, in order to organize the review process[1]–[4].

Owner's Orientation

The owner's authorized representative should be found and a meeting made up to establish the appropriate coordination arrangements with the owner once the project manager has completed the first project assessment and gotten acquainted with the project. In a project, the owner's representative has two roles: they participate in information-sharing and requirement clarification, and they also evaluate and approve all team choices. The owner must be included as a crucial member of the project team from the outset and throughout all stages until it is finished. The owner's authorized representative should establish project priorities at this first meeting. Concerns for a project may be divided into four categories quality, scope, time, and money. It is acknowledged that quality is a requirement that must be met. The owner should establish the anticipated caliber of the project. The project manager and the owner's representative must have a common notion of quality. The set amount of work that must be completed is the scope.

As the project develops and expenses change, the owner may decide to increase or decrease it. The owner chooses which comes first, time or money. Often, time is originally prioritized above money. Cost, however, could eventually prevail if the product's market shifts or other circumstances materialize. The project manager must make an effort to maximize time and cost if a priority is not established. At the outset of the project, the owner's representative's degree of engagement must be defined. The project manager must include time in the project schedule and money in the budget if the client wants to sign everything. For the owner's participation. There must be two-way communication at all times. The project manager must also explain to the owner's representative how the project team will be organized to represent each component of the project. The owner's representative and the project manager may get to know one another at this first encounter[5]–[7].

It could be advisable to talk to other members of the owner's organization who might be interested in the project during this meeting. Goals and needs should be clarified, as should the intended quality level, any unique aspects of the project, finance, regulatory bodies, and approval procedures. In certain cases, the project manager's introduction to the owner's representative may occur during this meeting. Some safety measures must be considered since many owners anticipate an all-knowing project manager. All conversations should be on the work that needs to be done rather than work that has already been accomplished since the project team has not yet been created. The proposal that the owner agreed to go on with the project was prepared with assistance from the project manager, ideally. The project manager has a better awareness of the project's background and earlier interactions with the owner's representative as a result[8], [9][10].

DISCUSSION

Each project manager's workplace environment has an impact on them. The capacity to manage a project may be significantly impacted by a company's organizational structure. The organizational structures of several corporations are shown in Figures.1 through.5. A project manager may oversee a project for a customer whose firm organization is similar to one of these organizational structures or they may work for a company that is structured as indicated in these figures. If a business is product-oriented, the manufacture and promotion of the product will be the center of attention, and product-related choices will take precedence. A service-oriented business will be set up to focus on delivering customer service. The planning and execution of a project is a means to an end for the business to provide a product or service; it does not reflect the core business activity of that business. The job of a project manager may be hampered by this secondary focus on a project. An organization with a focus on product manufacture and marketing is represented by the organizational structure in Figure. 1. The company's engineering department supports the manufacturing division. The purpose of manufacturing is to create the goods that the marketing department will sell.

Typically, inquiries about a project's engineering or construction should be directed to the engineering department of this business. However, the responses to these inquiries often

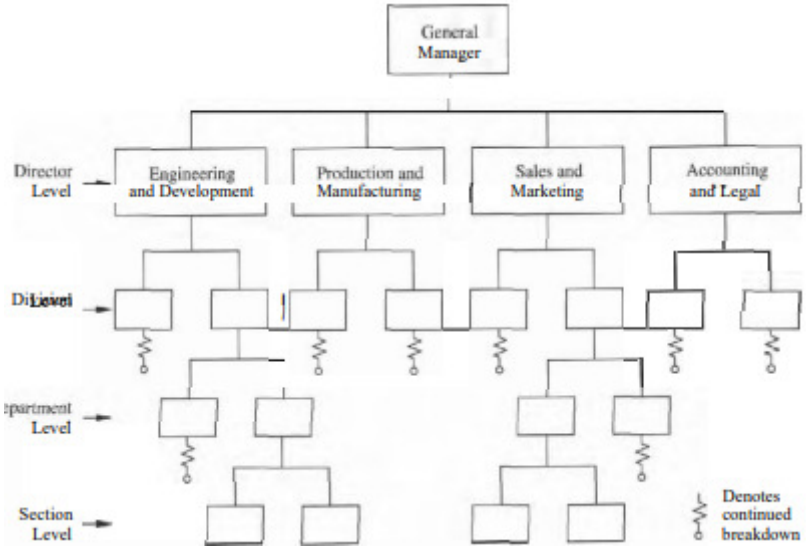

Figure 1: Represting the Traditional Management Organization [AccessEngineeringLibrary].

Originate from the production division, which may also need to consult the marketing team. This necessitates a channel of communication between several parties, which may result in information being misinterpreted and a delay in receiving responses. A project manager working for a business with the structure shown in Figure 1, should account for owner reaction times in the project timeline and be aware of scope expansion risks. The electrical power firm shown in Figure. 2 serves as an example of a functional organization. The company's focus is on providing services for the production, transmission, and distribution of electrical power.

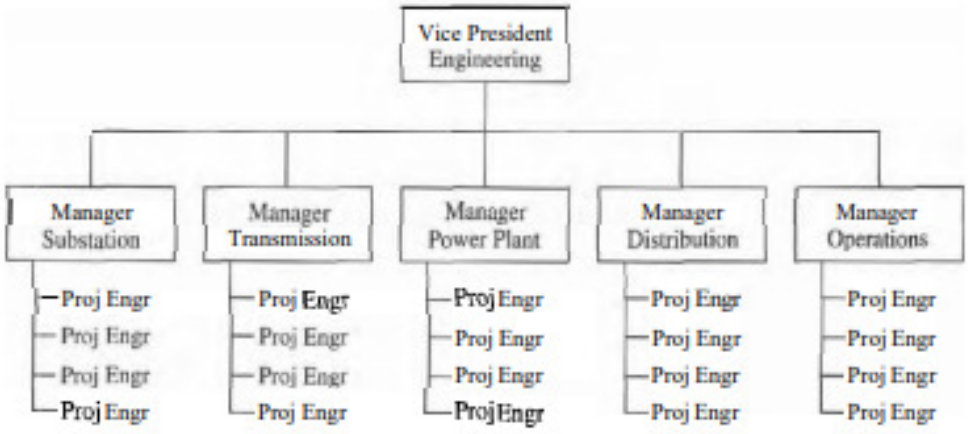

Figure2:Represting the Functional Organization [AccessEngineeringLibrary].

Governmental and utility organizations are often divided into logical departments. A transmission line or a substation, for example, may be designed and built efficiently using this style of organization since they only involve one function. It might be challenging to locate a project inside an organization if it calls for designing and building a unit of a power plant in addition to two transmission lines and a substation. If a single project manager is not given overall responsibility, the project is likely to move from one department to another. Schedule delays and information loss may result from this. Coordination across departmental boundaries may be challenging, even when just one project manager is assigned. A typical office setting for a consulting engineering firm that offers project design services is seen in Figure. 3. The focus of the business is discipline.

Centered on a team of experts who exchange knowledge and technical proficiency. A concentration on internal department operations rather than external interactions and project work may emerge from overemphasizing distinct disciplines, which can foster competitiveness and conflicts at the cost of the whole organization. When emphasis.Sis is concentrated on internal departments, decision-making, and communication channels often follow vertical rather than horizontal lines, and costs, timelines, and coordination are generally not given any thought. Numerous consulting engineering firms are structured as seen in Figure.3. This kind of organization is effective for little initiatives with brief durations. However, some engineers' dual roles as project managers and designers might make it more difficult to manage projects. as there are more disciplines.

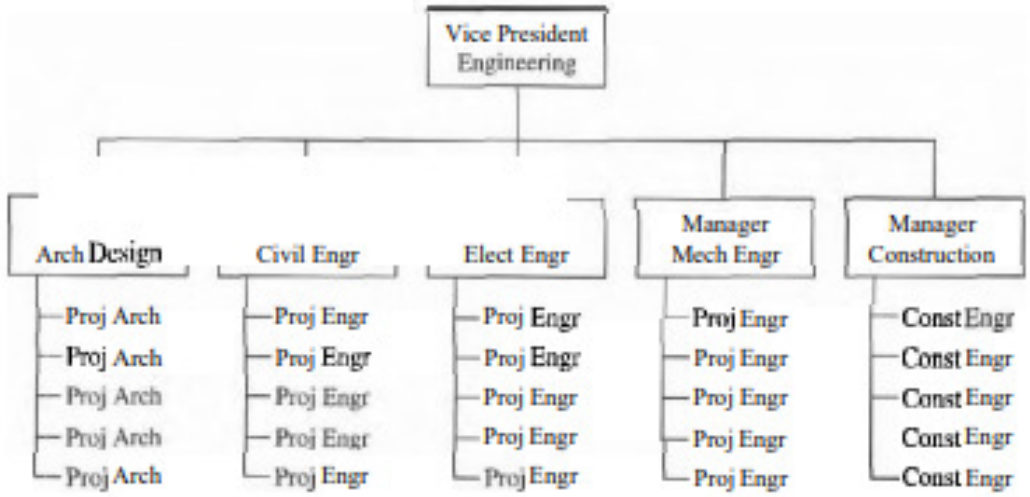

Figure3: Represting the Discipline Organization [AccessEngineeringLibrary].

Grows, coordination of challenging undertakings becomes harder. For instance, a complicated project can need engineering work in the fields of architecture, civil, structural, mechanical, and electrical. The architectural arrangement could come first, then different engineering concepts. It might be difficult to track down the project's location or current state when it goes from one discipline to another and loses its identity. It's possible that there won't be enough money left to finish the job by the time the project reaches the final discipline. Organizations that practice discipline become very resistant to change. Figure.4 depicts a different kind of organizational structure for a consulting engineering firm. The business is divided into the following operational departments: transportation, heavy civil, process, and buildings. The disciplines are distributed throughout the functional departments and participate in design teams for tasks assigned to them. To lead the design effort, lead designers are chosen to serve as team captains. To give technical knowledge for the project, each designer stays in their own functional department. However, one or more designers could be moved to another functional department if the volume of projects in one or more departments declines. The management of projects may be adversely affected by this.

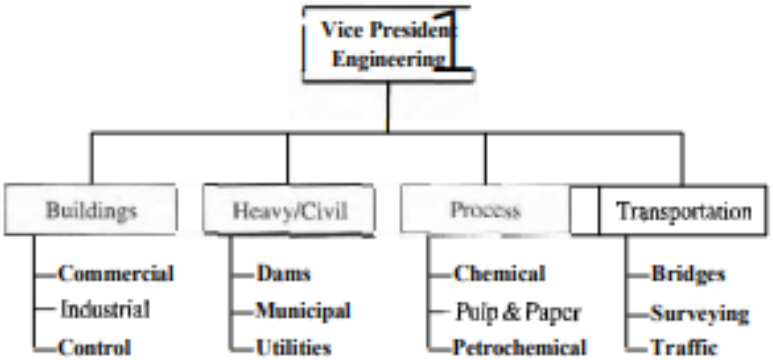

Figure 4: Represting the Functional Organization [AccessEngineeringLibrary].

A matrix organization, like the one in Figure.5, is often used to place more attention on project cost, time, and overall coordination. The goal is to keep the design disciplines in their respective departments to preserve technical skills and to establish a project group in charge of overall project management. The technical supervisor and the project manager are the designer's two lines of contact for carrying out this. While problems with the project are dealt with horizontally, problems with technical knowledge are dealt with vertically.The matrix organization offers a work environment where the project is prioritized. On the grid, a horizontal line designates each project. The project manager is in charge of overall project coordination, interdisciplinary collaboration, client relations, and budget and schedule oversight. The cost, time, and technical competence for each discipline's unique aspect of the project are all their responsibility. On the project team, nobody works for the other; rather, everyone puts the project first. The team is led by the project manager, who also acts as a focal point for integrating accountability.The fourth matrix outlines channels of communication but does not specify who has the final say in disputes. A strong matrix, or matrix, is one in which project managers have the power to choose what is best for the project as a whole. The weak matrix, at the other end of the scale, gives discipline managers the power to make decisions.

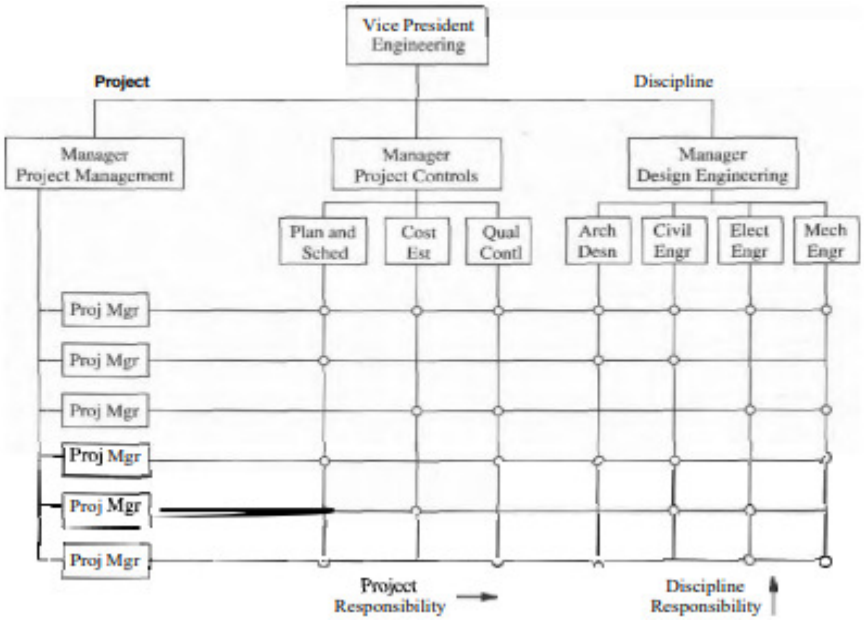

Figure 5: Represting the Matrix Organization [AccessEngineeringLibrary].

The technical area of a discipline supervisor could preoccupy him or her more than the project's bigger picture. Designers often focus on creating the greatest design they can, sometimes at the sacrifice of project budget or timeline and without consideration for how it may affect other departments.The corporate culture and employee attitudes both affect how well projects are managed in matrix organizations. Disciplines that are overemphasized might result in time and money management issues. Similarly, putting too much attention on projects may result in inefficiencies and difficulties with quality since you lose track of and communication with the technical departments. Because of this, there has to be a balance between directing the project and providing technological know-how. Respect for one another is crucial between disciplines. The project manager recognizes that every team member is an important contributor to a project's success and depends on their own knowledge. It's important to have a can-do mentality and the desire to finish the job on time and to the owner's satisfaction. What is beneficial to the project is beneficial for the whole organization. Communication between team members must be effective. A working structure that is

tailored to the tasks that need to be completed in the field must be created when a project transitions from the design phase to the construction phase. It is necessary to create a project organization that is appropriate for the project that will be built. The project's management is best done on-site, where the real work is being done.

Forming the Project Team

Organizing the project around the work that has to be done is a fundamental idea in project management. The project manager should create a preliminary work breakdown structure (WBS) that outlines the key duties that must be carried out after reviewing the backup materials from the owner's research and any other information that is known about the project. To demonstrate the sequencing of activities and the interdependencies of work, a comprehensive list of tasks should be created and organized into phases. This gives the project identity to help with resource selection and the technical know-how that the project team will need. Each job has to have a time schedule. Because the project manager cannot successfully organize the project team before the job to be done is identified, all this preparation work is necessary. Basically, the project manager must create a pre-project work plan, which must be approved by their management. After the project team is assembled, this plan will be extended into a final project work plan. The project manager is in charge of setting up the project team to accomplish project goals after the preliminary work is finished. Team member selection is a shared responsibility of the project manager and the appropriate discipline managers.

Because every project manager wants the best team members, this may sometimes be challenging. Each project has a unique set of requirements, but it is important to take into account how effectively the whole workforce is being used. It is impractical to switch important workers between projects, thus compromise in staff assignments is necessary. The unique technical competence required for a project and the employeesavailable throughout the whole organization must be taken into account when assigning the appropriate workers. Architectural, civil, structural, mechanical, electrical, and other disciplinary departments, project controls estimating, planning and scheduling, quality control, etc., and the owner's representative make up the project team. The size and complexity of the project will determine how many team members are needed. The team's leader is the project manager. Each team member represents an area of knowledge in their particular subject, and they are all accountable for identifying possible issues before they have a chance to negatively impact the project's goals, budget, or schedule.

Each team member is responsible for alerting the project manager and his immediate supervisor if an issue arises. Each team member has to be aware of their relevance in contributing to the project's success overall and have a clear understanding of the project's goals. Each team member has to get along with the others in order to operate well together. Although the project manager serves as the primary point of contact with all of the discipline departments engaged in the project, he or she has the authority to provide leadership team members contact authority. The project manager is in charge of taking the initiative and is accountable for meeting the project's goals, costs, and timetables. Adequately informed and guided.The project manager must plan, lead, and keep track of the team's development. Members to guarantee that the task is finished in a timely way. Additionally, he or she has to communicate often with the owner's agent.

Work Packages

The project manager is in charge of creating a work schedule for the project, but without significant participation from other team members, the schedule cannot be finalized. Team members should get an adequate orientation during the kick-off meeting on the project's needs as well as any budget and time constraints. The project manager assigns each team member to assess the scope of work that falls within their area of expertise at that meeting,

identify any issues, and create the budget and timeline necessary to complete the job. This may be done by putting up a design work package that details the Tasks to be completed. Each team member is in charge of creating one or more works. Packages for the task they are expected to do. A work package offers a thorough explanation of the work necessary to complete the project's requirements and adhere to the project manager's original work plan. Within two weeks of the kick-off meeting, each team member should put together their work packages and provide them to the project manager.Scope, budget, and schedule make up the three components that make up the 4 work packages. The required work and services are outlined in the scope. It should be sufficiently detailed such that other team members who are contributing similar work may interface their work in a way that makes sense.

This is significant since coordinating related activities is a frequent issue in project management. Because one individual believes the other is doing the job, there is a chance that the identical task will be completed by two people or not at all. When creating the work packages for a project, team members must communicate with one another. The lowest level of the WBS is a work package, which sets the standard for project scheduling, tracking, and cost management. Because it links the work to be done to time, money, and personnel, the work package is crucial for project management. An account code ties the task to the CBS, as shown in the budget part. The task is linked to the OBS by a code number in the schedule section as well. The CBS is used for project cost management, goes into further detail about it. The OBS code identifies and connects the work to the individuals. The link between the work packages, the WBS, the OBS, and the CBS has been covered in a number of chapters.

The process of creating the budget component of a work package requires a thorough analysis of all the resources required to complete the activity. Budgeting is required for all work-related activities and expenditures, including employees, computer services, reproduction costs, travel, consumable supplies, and incidental charges. When preparing the schedule section of a work package, team members must take their entire workload into account. When creating a work package for a new project, it is important to take into account that team members are often allocated to one or more projects, as well as any current or upcoming obligations to other projects. One typical cause of projects finishing late is team members' inability to thoroughly integrate the timetable of every project for which they are responsible. Too often, team members overcommit their time without accounting for unanticipated delays in their work or probable interruptions. It is important to identify and plan every activity.

CONCLUSION

A vital step in project management is the creation of a work plan, which acts as a guide for carrying out the project. It is essential to guarantee the efficacy, efficiency, and overall success of the project. The main ideas underlying the creation of a work plan and its importance in project management are summed up in this conclusion. Scope definition, job identification, timing and scheduling, resource allotment, risk assessment, and communication are among the essential elements of a well-crafted work plan. Together, these elements provide clear knowledge of the project's goals, deliverables, and the order of steps required to reach those goals. The creation of a work plan has several advantages for project management. Project teams can prioritize work, efficiently manage their time, and keep their attention on the project's objectives because of the clarity and structure it gives. The work plan guarantees that project activities are coordinated and finished within the target timeframe by breaking the project down into individual tasks and assigning deadlines.A key component of work planning is resource allocation, which makes sure that the materials, labor, and other resources are distributed correctly to support project operations. Effective resource management improves project efficiency and ensures that resources are used to their full potential. A risk assessment is also included in the work plan, enabling project managers to identify possible hazards and create mitigation plans. This proactive strategy helps to

maintain project timetables and quality standards while reducing the effect of uncertainty on project results. The work plan also encourages stakeholders and members of the project team to communicate and work together effectively. It works as a reference guide to keep everyone on board with the project's goals, schedule, and tasks. Collaboration and clear communication help to develop cooperation, improve project coordination, and provide a common knowledge of project requirements. Creating a work plan is crucial for successful project management. It offers a plan for carrying out the project, guaranteeing its clarity, effectiveness, and efficient use of resources. Project managers may improve project outcomes, track development, handle possible obstacles, and raise the possibility of completing projects on schedule, within budget, and with the intended quality by developing a well-defined work plan.

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CHAPTER 10

SIGNIFICANCE OF TIME PLANNING IN PROJECT MANAGEMENT

Dr. VijayarengamGajapathy, Professor,
Master in Business Administration (General Management), Presidency University, Bangalore, India,
Email Id-vgajapathy@presidencyuniversity.in

ABSTRACT:
The systematic allocation and scheduling of time to accomplish project activities and achieve project goals within the stipulated timetable constitutes a key component of time planning in project management. An overview of the significance of time planning, its essential elements, and how it affects project success. Establishing dependencies, sequencing, and a timetable for project execution are all steps in the process of time planning, which also involves identifying the beginning and ending dates of project activities. It makes it possible for project managers to efficiently manage project schedules, distribute resources, and track development. The importance of time planning in project management and its role in ensuring project effectiveness and timely delivery are highlighted in this abstract. Project management gains a number of advantages from effective time management. It enables project managers to pinpoint possible bottlenecks and important pathways, which helps them effectively allocate resources and control project timelines. Setting reasonable expectations with stakeholders, managing project dependencies, and preventing delays or schedule overruns are further benefits of time planning.Time management also makes it easier to monitor and manage projects. Project managers may spot any deviations and implement corrective measures to keep the project on track by monitoring progress in relation to the projected timetable. Effective time management, resource optimization, and quick decision-making are made possible. Time planning is an essential step in project management that makes sure project activities are carried out according to the timeframe that has been established. It entails the identification of activities, their sequencing, and duration estimate, the establishment of milestones, resource allotment, and schedule formulation. Project managers may improve project efficiency, achieve project goals, and raise the chance of project success by successfully managing time via thorough preparation.

KEYWORDS:
Management, Planning, Project, Team, Time.

INTRODUCTION

The ability to read, create, and modify a time plan is the most basic project management skill. The time timeline displays the performance of the project as it really was done while also outlining potential outcomes.

The project's aim must be identified in the first phase. This has to be precisely specified. Then, respond to the following question: Is time or money the projects driving factor? Schedules had been created manually for over 20 years. They are now delivered by computer programmers. It follows that there are several approaches to creating a project's time timeline. The project's nature and the presentation needed for senior management's aims will determine the option.

The basis of project management is the creation of the schedule. As the project nears completion, it identifies potential methods to strengthen cost controls by setting out how

human resources, equipment, and expenses are to be dispersed along the project's timetable. Henry L. Gantt created the first project schedule using the first technique regarded as scientific during World War I in the previous century[1]–[4].

1. It starts out by depicting activities as basic rectangles.
2. The approach is used at the for-project scheduling and work schedules.

When it was produced. A plan was laid out on a magnetic whiteboard using iron rectangles whose length represented a time unit to create a Gantt chart.

This led to the development of the S curve, which is used to track the effectiveness of project follow-up operations. However, there was no further advancement in project planning as a management discipline until the middle of the 1950s. Two distinct teams began working on project planning using networks in 1957. Using the Programme Evaluation and Review Technique (PERT), the first team was prepared. The mathematical-statistical probability theory is widely used in this strategy.

\The second team relied on CPM (Critical Path Method) and used a network. Many of the techniques used in PERT are also employed in CPM, however some of the goals are different. Applying operations research techniques allows for the creation of the real project plan. The U.S. Navy's deployment of the POLARIS submarine-based missile system was the first team to use the PERT approach in a significant practical scenario.

The Navy wanted to develop rocket launchers quickly at the time, around 1958[5]–[8].

The PERT approach may be used to provide some exactitude for the calculation of a project's activity duration by using mathematical statistics. To get a fully developed assessment of the possibility of finishing the project, or crucial portions of it, within a range that defines the likely lowest and maximum possible durations, maximum, minimum, and most-likely timeframes are calculated for each activity. CPM teamwork was first launched in 1957 by two businesses, Du Pont and Remington Rand Univac.

The working group's goal was to shorten the time required for building work as well as maintenance and refurbishment of spinning machinery. Because the CPM-based approach to project-management planning only requires identifying one expected time period for each activity and the project itself is organized as a series of such activities on the critical path, calculating the time required for various activities was simpler and less demanding than what had been required of the team managing the POLARIS project activities.

The critical-path technique is now the most often used way of networking activities in project planning, especially when combined with other methods and computer tools. Everything that has to be achieved by the project is planned during the planning phase in line with the sequence and style of the project's overall execution. There will often be some alterations, and the time schedule will need to be adjusted to take these changes into account. You must provide clear answers to the following questions in order to complete the assignment with a suitable plan:

1. What are the activities that you want to execute?
2. When will you execute these activities?
3. Who will execute these activities?
4. What are the equipment and tools required?
5. What activities cannot be executed?

For the work to be organized in the best possible manner, the answers to these questions are essential. After then, everyone else engaged in the project's realization will understand it. Now, as a project management expert, it is your responsibility to simplify this information, deliver it to all project participants, and ensure that everyone understands it.

The goal of your planning team is to complete the project on schedule, within the allotted budget, and with the needed caliber while doing so. Therefore, this project's planning is essential for the following reasons:

1. To reduce the risks of the project to the lowest level possible.
2. To achieve the performance specifications of the project.
3. To establish organization for the implementation of business.
4. To develop procedures to control the project.
5. To achieve the best results in the shortest possible time.

before to execution. As new information becomes available, there must be enough time to modify the plan's timeline. When individuals are asked what factors contribute to a project's success, a realistic schedule often comes up on top. However, when you press them for further details, numerous traits of a realistic plan become apparent. A reasonable timetable accomplishes the following.

1. Has task sequences in the correct order.
2. Accounts for external constraints beyond the control of the team.
3. Can be accomplished on time, given the availability of skilled people and enough equipment.
4. Includes a detailed knowledge of the work to be done.

Finally, a realistic timeline takes into account all of the project's goals. For instance, a timetable could be perfect for the project team, but if it significantly misses the client completion date, it is obvious that the whole project has to be reevaluated. A thorough, step-by-step procedure must be followed in order to create a project plan that has all the required components and strikes a realistic balance between cost, time, and quality[9], [10].

DISCUSSION

The project manager and the planning team will carry this out. Establish the team members who will carry out the necessary tasks first. Make sure they are well informed about their capabilities and how they relate to the scope of the project. You should do this at the start of the project if you wish to collaborate with another skilled planner who has been hired for a different project. Since projects contain almost identical tasks, you should also determine via the gathering of information whether the working group has worked on projects comparable to yours.

For instance, working on an oil and gas project differs from working on housing projects, hotels, road projects, or administrative buildings if the working group has expertise with similar projects.

Every project type has unique qualities. As a result, the working group must have experience with a project that is comparable to yours.

The planner must be effective at planning and possess the skills to properly design the project and must have solid experience working on projects of the similar kind. A meeting between the planning team, the project's director or official sponsor, the owner and that person's representative, and the owner is crucial before any work begins.

This meeting's aims are to explain the project's primary goals, establish implementation priorities for the driving force, either time or money, and ascertain the expected outcomes for the project as a whole.

Starting the Plan

We should review the fundamental definitions utilized throughout plan execution before beginning the project plan. The following are these definitions:

1. Activity consists of a set of tasks and is performed by different individuals.
2. Concurrent activities that are performed in parallel.
3. Series activities that are executed one after the other, as the second activity cannot start until the first activity is finished.

The tension between the task and the activity is often obvious if you have to write a technical report. The activities that make up an activity include gathering the necessary data, analysing

the data, creating photographs and figures, creating the initial draught of a report, and printing the report.

There are several methods to begin preparing, and you must choose one. A decent place to start is by figuring out the project's important phases. Meeting with the project team's experienced members from various disciplines, stakeholders, and sponsors will help identify the project's important phases. Utilise the brainstorming method throughout this meeting. There should be written ideas from each group. The papers should then be gathered, and all of the conference participants' thoughts and contributions, regardless of their logical or illogical nature, should be distributed. The following guidelines should be followed during the meeting:

1. Be concerned about quantity and not quality, even if it turned out that some of the tasks and activities have been replicated.
2. Stop any suspicion of an individual to avoid any idea of the critical observations bothering the participants.

The next phase is crucial since it will now include a variety of duties. The action team's next step is to filter these actions, which is done by eliminating some of the ones that are redundant or redundant in nature. Compile the jobs, taking into account how they are related in both directions (straight and parallel). Depending on the magnitude of the activity of the project, the small number of tasks and activities decreased often varies from 30 to 60. Then compile the project's essential project-related tasks. You may get excellent planning accuracy by employing this technique. This is regarded as the first stage in the project's overall planning. The project's major phases are now in place, and all of the crucial phases were decided upon by the project's participants. Now arrange them logically, but stay away from the following mistakes:

1. Avoid defining time or dates.
2. Avoid the allocation of employment to those stages

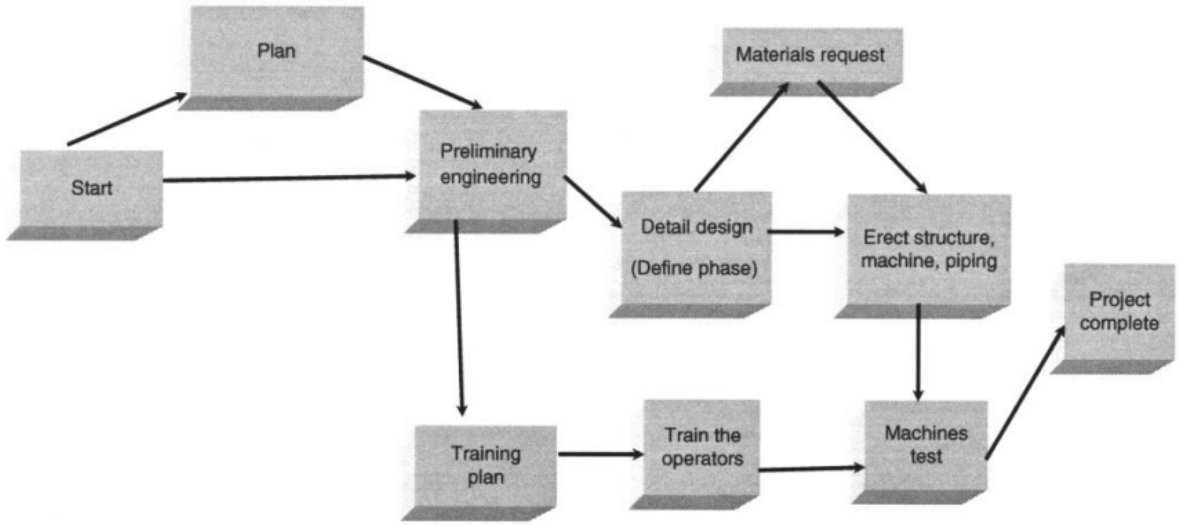

Figure1:Represting the Project key stages [Access Engineering Library].

All of the aforementioned issues will arise because attendees will pressure you to set dates. Please be cautious not to fall into this pit. The essential phases must be identified on the office's main wall in order to prevent errors in the design of Project Logic Control. Figures 1 and 2 provide illustrations of the project's key phases. Everyone has an opinion on the project, which makes everyone concerned for its success. Additionally, each person's concept or viewpoint has an impact on the project. As a result, a person will make every effort to express thoughts that are consistent with the project's objectives. Figures 1 and 2 show that the design process has been split into two phases, the first being 1 and the second being 2, to

enable the issuing of purchase orders from the beginning before the first phase of the design has been completed.

You now have the data that can be entered into the computer Programme to create the timetable for the agreed-upon plan. The following are the fundamental guidelines that must be properly adhered to and followed while creating a project schedule:

1. The movement of activities should go from the left to the right.
2. There is no measure of time.
3. There is a place to start in the beginning of the greatest square in the north. Make sure there is an empty place in the page for each major stage in the project.
4. Each phase is described by the act of writing in the form of present tense. Do not try to set the stage for any period of time.
5. The pages are developed in accordance with the logical arrangement.
6. There must be communication between the stages of a relationship.
7. Identify responsibilities.
8. Provide connectivity between the stages.
9. Avoid the intersection of the stock as much as possible.
10. Identify each key stage by professional codes.

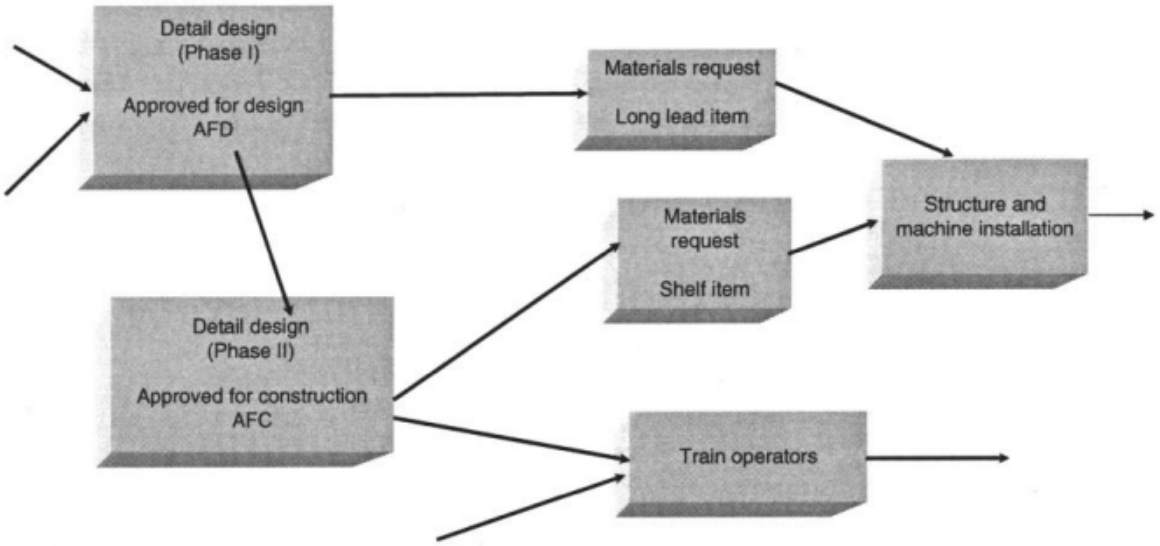

Figure 2: Project key stages are shown in the diagrame[AccessEngineeringLibrary].

Work Breakdown Structure (WBS)

The project plan's work breakdown structure (WBS) is its most crucial component. The work that has to be done to finish the project is specified by the WBS. The WBS may also aid in calculating the project's budget and timeline. A project typically comprises of three pipelines, as shown in Figure. 3 one for the transportation of water, one for the production of crude oil from the plant to storage, and one for the transportation of gas from the production plant to the treatment plant. The project divides the work activity structure into levels. The project's primary phases are described in the first level. Three pipelines are planned for levels two and three. Electrical work and laying the concrete foundation are both considered to be concrete work. The second level of the WBS will concentrate on the pipeline work phases shown in Figure. 3. There will be other stages at that level, including the creation of design drawings and execution of pertinent additional computations.

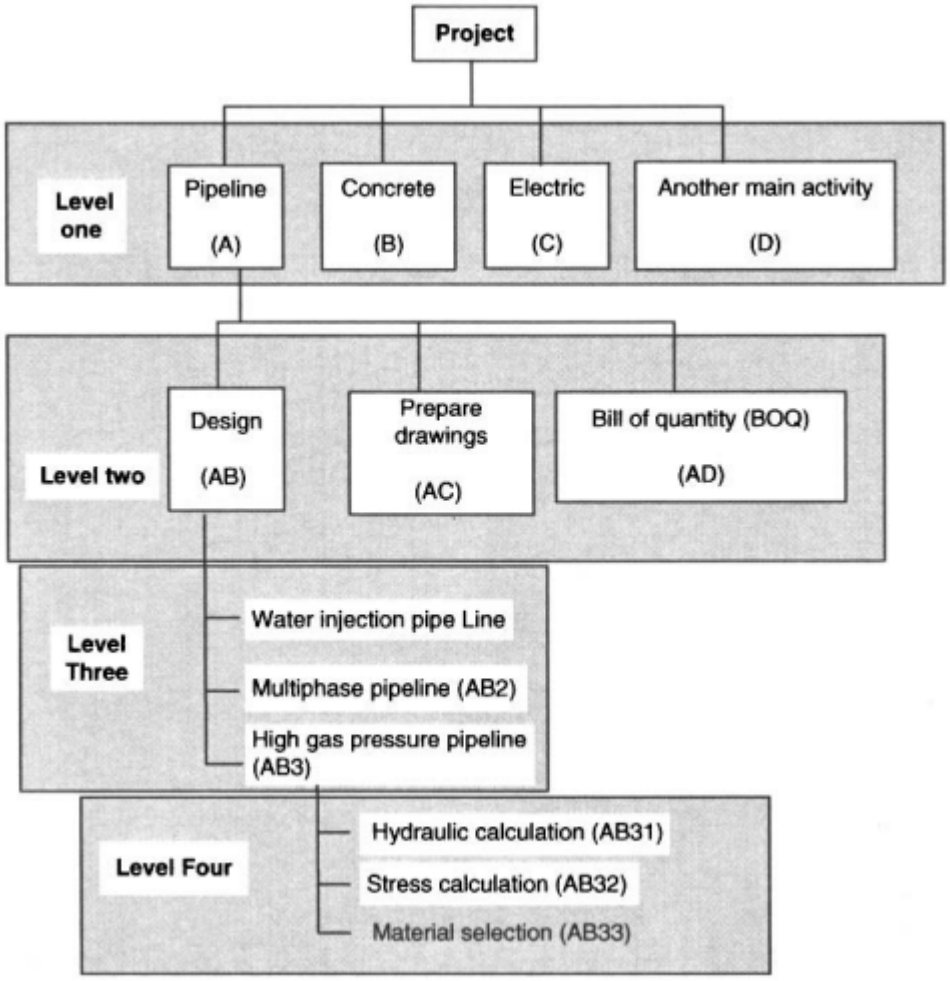

Figure 3: Presents work break down structure (WBS)[AccessEngineeringLibrary].

Table 1: Table summarizes the processes used to apply the WBS.

What	The WBS is a high-level breakdown of work scope, a list of main project deliverables, and can be broken down by materials, contracts, area, or defined work packages.
Why	The WBS is used to break jobs into linked tasks. It is the basis for the estimate, the cost report, and the execution plan. Having a common format across all elements of the project results in simpler cost tracking and forecasting.
How	The project team should brainstorm the best way to control and implement the project by assessing the project execution methodology together with the commissioning sequence.
When	The WBS should be included in the project execution plan, early in the select phase, and revised throughout to define and execute.
Who	Project Leader, Planner, SPA, Construction Engineer, Commissioning Engineer, Estimator

In this example, level three focuses on the design stage and is separated into sections for the design of the gas pipeline, the oil pipeline, and the water pipeline. In the fourth level, we design a gas pipeline using hydraulic design and pipe stress analysis to pick the pipe thickness and support locations and to guarantee that the next step is the selection of the

necessary valves. Depending on the kind of each project, it may take numerous phases in some. For convenience of usage in the future, we mention each step in each level code. You may complete the WBS at any degree of description. The WBS neither explains how the activities relate to one another nor does it display the duration or timing of each activity. In conclusion, the processes listed in Table. 1 are used to apply the WBS.The next phase is to create an approximate time frame on the calendar after choosing the key stages and WBS, but there is a crucial step that comes before that: defining roles.

CONCLUSION

A core component of project management, time planning is essential to the efficient completion of projects. The main ideas about time management and its importance in project management are summed up in this conclusion.Time management refers to the methodical allotment and Organisation of time to perform project activities and achieve project goals within the allotted time frame. It includes resource allocation, schedule preparation, milestone definition, activity identification, sequencing, and duration prediction. Project managers may improve project efficiency, achieve project goals, and raise the chance of project success by successfully managing time via thorough preparation.Project management gains a number of advantages from effective time management. It enables project managers to allocate resources and effectively manage project timelines by helping them to identify essential pathways, dependencies, and possible bottlenecks. Project execution may be mapped out clearly with the help of time planning, which guarantees that activities are carried out in the correct order and within the allotted time limit. In order to prevent delays or schedule overruns, it also aids in managing project dependencies and creating realistic expectations with stakeholders. Time management's assistance to project monitoring and control is one of its main benefits. Project managers may spot any deviations and implement corrective measures to keep the project on track by monitoring progress in relation to the projected timetable.

The management of project timeframes, resource use, and overall project performance is made easier by this proactive approach. Effective time management, resource optimization, and timely decision-making are made possible by time planning, which results in successful project outputs.Additionally, time management helps project team members and stakeholders collaborate and communicate effectively.

It facilitates coordination and alignment of activities by giving everyone involved a common knowledge of project deadlines, milestones, and dependencies. Project managers may make sure that everyone in the team is aware of their tasks and can cooperate to complete the project successfully by having a well-defined timetable.In order to effectively execute projects and deliver them on time, time planning is a critical project management technique. It entails the identification of activities, their sequencing, duration estimate, the establishment of milestones, resource allotment, and schedule formulation. Project managers may optimize resource utilization, manage project timelines, and raise the possibility that project goals will be accomplished within the specified timetable by efficiently managing time via thorough planning.

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CHAPTER 11

SIGNIFICANCE OF THE DESIGN PROPOSALS IN MANAGEMENT

Mr. Venkatesh Ashokababu, Assistant Professor,
Masters in Business Administration, Presidency University, Bangalore, India,
Email Id-ashokababu@presidencyuniversity.in

ABSTRACT:
The project manager is in charge of overseeing the design activity. The design project manager is thus meant when the term project manager is used in this chapter. This chapter's information on engineering design serves as an illustration of how to put project management principles and methods to use. It describes the suggested design approach while taking into consideration elements like usability, safety, sustainability, and adherence to pertinent rules and standards. For instance, scope denotes the amount of work necessary for the design effort, budget denotes the cost of the design services, and timetable denotes the timeline for completing the design job.

KEYWORDS:
Budget, Design, Plan, Project, Scope.

INTRODUCTION

Project management for engineering and building projects heavily relies on design ideas. They act as a thorough blueprint and road map for developing and putting into action several project components, such as the architectural, structural, mechanical, and electrical ones. In the context of project management for engineering and construction, this introduction gives a general overview of design suggestions while emphasizing their relevance. Design proposals are created for engineering and construction projects to describe the design methodology, technique, and technical requirements needed to satisfy the project's goals. They act as a medium for communication between project managers, design teams, clients, and other stakeholders to ensure that the project's design needs are understood.In engineering and construction, a design proposal's main goal is to offer a thorough plan that takes into account the project's design requirements, limitations, and technical factors[1]–[4].

Clients, governing organizations, and other pertinent stakeholders often examine and approve design concepts before they are used in engineering and building projects. Project managers may use them as a foundation for decision-making in order to assess the technical viability, cost-effectiveness, and feasibility of the suggested design solution. As a thorough strategy and road map for developing and executing project components, design proposals are used in project management for engineering and construction projects. They include design goals, technical requirements, risk analysis, timetables, budgets, and cooperation techniques. Engineering and construction projects need efficient communication, decision-making, and project coordination, all of which are made possible by design proposals.As a project progresses from conception to completion, it is always changing. Because projects are always changing, the design project manager should become engaged early on and stay on board until the project is finished. A project's success depends on the design project manager being in place[5]–[8]. The project manager is always the main point of contact with the project's sponsor. The design team faces a lot of challenges when a project changes. As a project advances through the following stages, changes take place:

1. Sponsor's development phase.
2. Project organization phase.
3. Engineering phase.
4. Procurement phase.
5. Construction phase.
6. System testing and start-up phase.
7. Project completion and contract close-out phase.

A request for proposals (RFP) to advance the project is often sent after the conclusion of the sponsor's development phase. The proposal request and the sponsor's objectives must be understood well at this stage of the project's development.

The sponsor may be referred to as the owner, a business unit, an operational group, a client, a customer, or an end user. In essence, the sponsor is the company that requests the work and will utilize it after it is finished. The design team must have a comprehensive knowledge of the project's intended results as well as the sponsor's motivations for pursuing the project.The creation of the project execution plan to control the design process is the first stage in creating a design proposal. The scope of work specified in the RFP and interactions with other project participants, including both internal and external contractors, must be included in the plan. RFPs sometimes contain ill-defined scopes of work that eventually result in unanticipated extra work that has a negative effect on the budget and schedule. A milestone timeline with key due dates and important stages of work must also be included in the plan. To guarantee there are no unpleasant surprises as the project progresses, an overall preliminary budget must be created[9], [10].

DISCUSSION

Too frequently, not enough effort is spent outlining a project's needs. Typically, individuals outside of the engineering and construction fields define projects. In the sponsor's company, these people often hold jobs with financial or business unit management responsibilities. Their duties and areas of expertise often have little to do with formulating project specifications in Tennessee that may be translated into engineering design and construction. Sometimes the owner's budget is the only certain piece of knowledge regarding the project, and the owner has just a general sense of what he or she wants to achieve with the money spent.

The owner can have a wish list of things they'd want, but the only certain knowledge is the overall amount of money they have to work with. For this kind of circumstance, the designer must carefully collaborate with the owner to determine the project's intended operational requirements, or what the owner plans to do with it after it is finished.

The designer must help the owner distinguish between what he or she requires and what they desire.

To create the finished product, the designer must translate the owner's requirements into the technical scope of work and the construction expenses. To make sure the project won't cost more than the owner has available, each component's cost must be calculated. Another issue with identifying goals is a high staff turnover rate. Numerous owner organizations constantly transfer and promote employees. Changes in personnel might result in priorities shifting. The individuals who created the original project definition may no longer be engaged by the time a project reaches the approval stage. When determining if the created project definition will satisfy their aims and objectives, members of the existing operational group who will make use of the project after it is finished should be included.

The aims and goals must be well quantified and recorded. Coordination between the project team and the sponsoring organizations is necessary for this. Planning the job requires a clear description of the project since the team members need to be aware of its scope in order to do so. Too often, the implementation phase is jumped into without clear knowledge and

consensus on the project definition. Early team consensus on definition prevents the project's scope from ballooning out of control.

Design Proposals

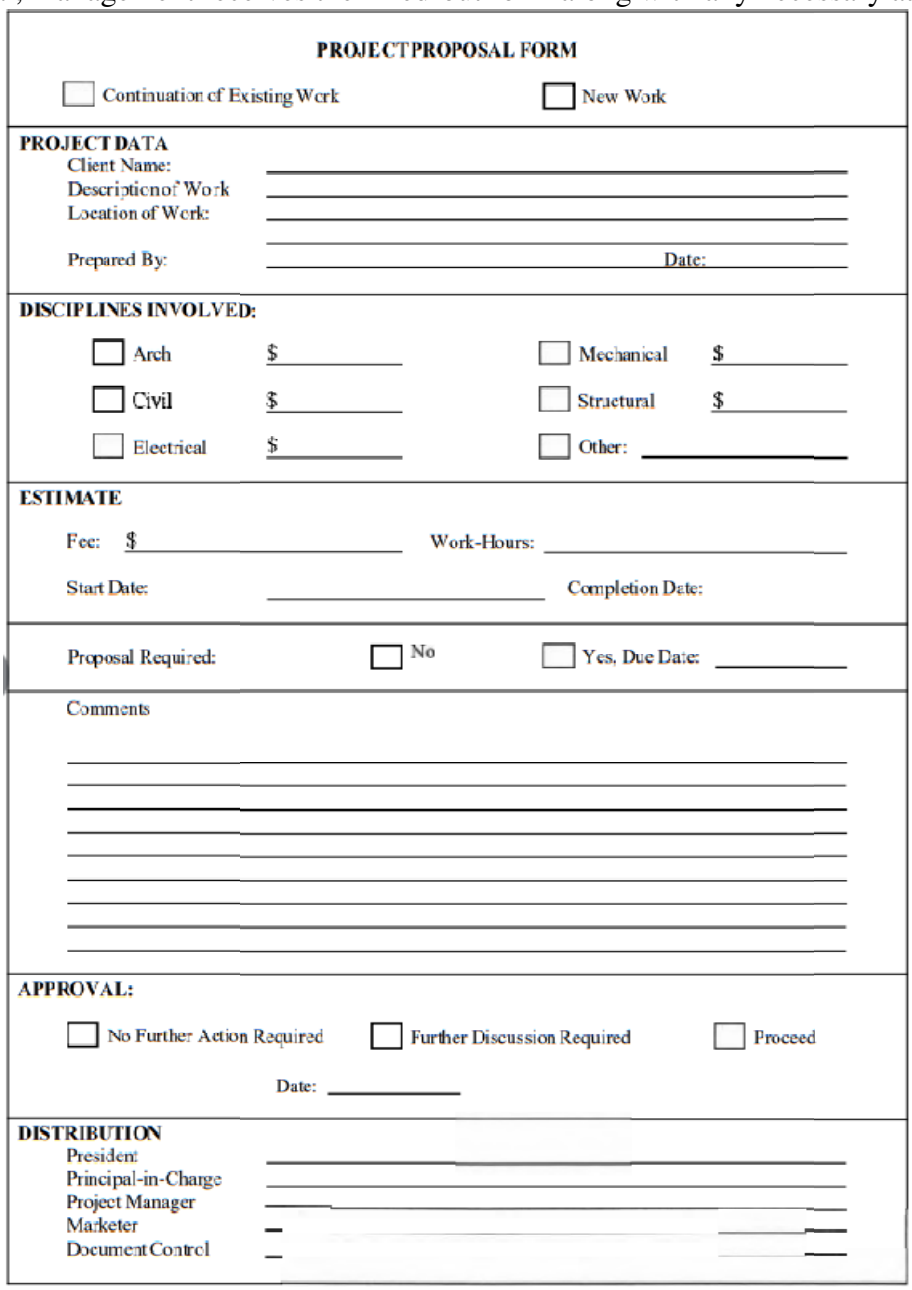
The design project manager should carefully read an RFP after receiving it to become familiar with the global issues surrounding environmental and community relations, hazardous waste, bidding strategy, necessary pennants and regulations, expectations, and customer goals. The project manager must be knowledgeable about every area of the project, even if these concerns will be explored in more depth at a later time. The proposal's goal is to define the scope, create the budget, and provide the timetable for producing the design. The project proposal might be as formal as a request for sponsorship qualification or as simple as a quick scope statement. for extending current work. The design engineer must translate the sponsor's project description into an engineering scope of work at this early stage of the project's development. But the design engineer could think the sponsor's description is insufficient or that something is missing. Any questions should be directed to the sponsor. However, there are situations when the sponsor is unable to properly address or react to the inconsistencies.

In these circumstances, the design engineer must, to the best of his or her abilities, specify the scope of engineering work before developing a budget and timeline based on the designer's expected scope of work. The assumptions made and the effects of the work on the overall project must then be documented and communicated to the sponsor. This effectively fixes the project's scope of work at this point. The projected scope, budget, and timeline for that part of the task may then be modified as necessary later on when new information becomes available. An example of a project proposal form is shown in Figure 1. An overview of the work should be included in the project data. If necessary, you may convey information crucial to the idea in the area marked Comments. The project should identify all disciplines that will be engaged, including architectural, civil, electrical, mechanical, and structural, as well as any other specialized knowledge. The scope of the project or the projected cost of construction should be provided if the budget or estimated design fee is unknown. The top section of the form must be completed before sending it to management for approval. Management will be able to make choices based on a thorough analysis of the completed project proposal form. The entire coordination of the proposed endeavor must be managed by the design project manager. Certain obligations include

1. Defining the scope of work for the project.
2. Establishing a work plan, including budget and schedule, for the proposal effort.
3. Monitoring the work plan to ensure effective communication among team members.
4. Communicating with discipline managers to identify key personnel.
5. Assist in the preparation of the proposal documents Attend the sponsor's interview.
6. Participate in establishing a rate schedule.
7. Assimilating the list of project deliverables.

The proposal's technical assistance is to be provided by the discipline managers. Assigning staff, creating draught drawings, checking sponsor data, and conducting quality-control reviews of proposal materials are some examples of this service. Establishing discipline is another duty of discipline managers. The entire number of labour hours required for the project, to guarantee that enough technical know-how will be on hand when it's time to finish it on schedule. A checklist for a project proposal is shown in Figure 1. The project information need not differ from what is on the project proposal form. The project manager should develop a list of potential participants, an agenda, and a list of the presentation materials, such as boards, photos, slides, or electronic media presentations like PowerPoint, before the sponsor's interview. The area given must at the very least cover the project's overall scope of work. The form may include an attachment containing further details, such

as listings of drawings, equipment, specifications, or unique sponsor needs. Prior to creating the proposal, management receives the filled-out form along with any necessary attachments.



PROJECT PROPOSAL FORM

☐ Continuation of Existing Work ☐ New Work

PROJECT DATA

Client Name: _____

Description of Work: _____

Location of Work: _____

_____

Prepared By: _____ Date: _____

DISCIPLINES INVOLVED:

☐ Arch $ _____ ☐ Mechanical $ _____

☐ Civil $ _____ ☐ Structural $ _____

☐ Electrical $ _____ ☐ Other: _____

ESTIMATE

Fee: $ _____ Work-Hours: _____

Start Date: _____ Completion Date: _____

Proposal Required: ☐ No ☐ Yes, Due Date: _____

Comments

_____

_____

_____

_____

_____

_____

_____

_____

_____

APPROVAL:

☐ No Further Action Required ☐ Further Discussion Required ☐ Proceed

Date: _____

DISTRIBUTION

President _____

Principal-in-Charge _____

Project Manager _____

Marketer _____

Document Control _____

Figure 1: Represting the Project Proposal Form for Design[AccessEngineeringLibrary].

Engineering Organization

The design team should be included in the project as early as possible, ideally while the proposal is being prepared. The design engineers who will be carrying out the work themselves may be of great assistance in defining the project's scope, seeing possible issues, and developing workable budgets and timetables. Too often, the designers are not engaged in the proposal preparation or do not become involved until the owner has seen and accepted the plan. By that time, the project's scope, budget, and timeline may have been set, but they may not have taken into account the actual effort required to accomplish it as the owner had envisioned. A project's success depends on the design team's input and early engagement. For each project, an organizational chart has to be created in order to manage the design work successfully. The engineering manager and the members of his or her team's duties and

responsibilities throughout the design are laid out in the organizational chart. All members of the engineering team's reporting connections must be understood well. If there are any external consultants, their duties and responsibilities, as well as their reporting connections, must be explicitly stated. Key members of the engineering team must be included, together with their contact information phone, fax, and email addresses, as well as consultants where appropriate. A list of the technical skills that can be required for engineering design. The project manager should create an organizational chart outlining the interrelationships, roles, and duties of each member of the project team for the list of specific technical competence that is specific to each project.

Development of the Design Work Plan

The majority of design firms use billable hours. Hours that may be billed to and paid for by the sponsor's organization are known as billable hours. Design calculations, establishing specifications, creating drawings, doing testing, and giving inspections are typical examples. Many sponsors don't pay the design firm's organization anything for creating a design work plan. As a consequence, creating a comprehensive design strategy could get little or no attention. This is a serious error, however, since even a little preparation ahead of time may save numerous future issues, such as overpaying for the design effort and completing the design job late. A solid design work plan aids in reducing rework that might result in design flaws. Even if the supporting organization won't cover the costs, every design effort needs a detailed work plan.

The timetable and money allotted for creating the design and contract papers determine the amount of complexity in the work plan. The timetable should be created either during the proposal-writing process or right away after the contract award. For bigger or more complicated projects, a CPM schedule, as shown, is advised since it offers a higher degree of detail and a clearer specification of the sequence and interdependency of the work activities. The interdependency and interrelationships of the different design disciplines' activities are made explicit for the user by using the CPM technique of scheduling. Consequently, a more thorough design schedule is produced. For a modest design job that has to be finished quickly, a bar chart that lists each work in chronological sequence is straightforward and simple to understand. For tiny, simpler design jobs, the bar chart is less complex and more practical. To plan the complete design work, it could be helpful to combine all of the separate design bar charts into a single master CPM graphic. A study and illustration of CPM scheduling for engineering design are provided in the Chapter, asthe integration of the CPM design schedule with procurement and construction. A further example of how to integrate a project's design, procurement, and construction schedules can be found in Appendix A.

Regardless of the techniques used, whether CPM or bar charts, the timetable should include all necessary activities, commencing with a careful examination of all supporting documentation utilized in creating the proposal. The timetable should, in particular, include a study of the backup materials to find any circumstances that could have an impact on the design work, such as the sponsoring organization's unique needs, relevant regulations, and regulatory bodies. The timeline should also include significant progress assessments, final checks and adjustments, work to be done by outside consultants, and any specific problems that would prevent the design from being completed successfully. Construction should drive the design timeline since it is often the most expensive part of a project. Lack of enough contingency in the project timeline is a typical error in the formulation of design schedules. Too often, the design work plan contains all tasks known to be completed but omits reasonable permission to account for unavoidable delays that will undoubtedly occur throughout the design endeavor. Delays in the procurement of permissions, answers from regulatory bodies, client assessments of designs, vendor reactions, and requests for

information (RH) from external organizations that provide information to the design team are a few examples.

The design timetable and the design budget must be coordinated. Because design is a labor-intensive process, it is better to establish the budget for design work in work hours as opposed to money. A methodical approach to controlling the budget and schedule at the same time is offered by including the total employee hours in the timetable.A progress schedule may be created utilizing information from the work plan, including the mini-drawings that anticipate the full-scale drawings, once the work plan has been prepared. The amount of time needed to complete each set of drawings should be assessed by their complexity, their potential for reuse in production designs, and work-hour statistics derived from previous projects with a comparable scope. Every regular reporting period, which often coincides with the submission of time cards, the progress schedule should be reviewed and revised. A predicted result at the present level of effort is provided by an assessment of actual progress, which is based on an examination of the degree of completion of each drawing or group of drawings or job, compared to the allocated hours vs expected hours to finish. Consistent reporting of overall progress is made possible by regular evaluations. This enables any timely modifications that may be required to complete the project on time and within the specified budget.

When the mini-drawings are finished and the work plan is developed. Setting ground rules for the &sign team and outside consulting experts is the responsibility of the project manager. There must be defined, recorded, and team-wide reviews of the CADD and drawing standards. The American Institute of Architects (AIA) has layering guidelines that are often used for construction projects. Process industry sponsors or customers may have drawing specifications that engineering companies doing design work on their projects must adhere to. The specific CADD system that must be utilized for a project's design is often specified. To make sure everyone is aware of what is expected of them, the project management system should be reviewed with the team. To guarantee minimal mistakes and constructability, a system of validating design calculations and a process for checking drawings are required. The contract for design services and the associated work plan for creating the contract papers serve as the foundation for the design budget. To guarantee that the construction documents are finished profitably, careful monitoring of actual expenditures in comparison to the agreed budget is required.

Engineering Project Controls

Any design project must have a strategy in place to manage scope changes. The scope change process should make sure that every member of the project team, especially the sponsor's organization, fully understands the implications of scope modifications on project cost and schedule. The sponsor must be informed of the negative effects of late changes in scope. It is necessary to set up a system for monitoring progress and managing the timetable.The engineering WBS, together with the roles and responsibilities of the engineering manager and the engineering team with regard to progress measurement and schedule management, should be included in the system. The system should also incorporate the duties and obligations of external advisors. It's also necessary to set up a system for cost management. The system needs to outline the obligations of the engineering manager and the team members, including any external consultants. The CBS for engineering should be included in the system. One of the most important factors in the cost management of the design effort is the engineering cost contingency and how it will be controlled.

CONCLUSION

The goal of the project plan is to properly manage the project to guarantee that it is completed within the parameters of the budget and time. Monitoring a project's progress helps management create a practical strategy for its execution and gives the project manager and

client a consistent review of the project's performance. An early warning system for scope expansion and project plan deviations is also provided through progress measurement. A drawing list, specification list, equipment list, and instrument list are used to manage engineering work and to assess the project's current and future planning.The procedure for getting permission for modifications to the engineering budget must be specified in a cost control system. The productivity measurement and cost performance reporting processes must be part of the cost control system.

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CHAPTER 12

EFFICIENT EXECUTION: PROJECT SCHEDULING FOR TIMELY DELIVERY

Dr. Bipasha Maity, Professor,
Master in Business Administration (General Management), Presidency University, Bangalore, India,
Email Id-bipasha@presidencyuniversity.in

ABSTRACT:
The process of determining all the tasks required to carry out the project successfully is known as project planning. The process of assigning realistic durations to each activity, setting the start and completion dates for each activity, and deciding the sequential order of the scheduled activities is known as project scheduling. Therefore, project planning is a need for project scheduling since it is impossible to establish the order or start and end dates of activities before their identification.

KEYWORDS:
Project, Planning,Scheduling, Timetable, Work.

INTRODUCTION

However, due to the collaborative nature of planning and scheduling, the phrases project planning and scheduling are sometimes used interchangeably. For instance, a project may include a predetermined set of tasks that are planned and scheduled. Following a review of the schedule, it can be determined that new activities should be included or that certain activities should be moved about to create the ideal calendar of events for the project. Scheduling is easier to do than planning. The capacity of the project scheduler to identify all the tasks necessary to finish the project will serve as his or her true exam. This book's earlier chapters emphasized identifying work tasks and classifying those activities into useful groups. For instance, discussion on how to create a well-defined work breakdown structure (WBS) yields a list of tasks that must be carried out in order to finish a project[1]–[4].

Finding the project's timetable is quite simple after the tasks have been specified. It is now possible to schedule using a variety of techniques and technologies. The calculations for a project timetable are always done on a computer. However, both planning and scheduling need to get appropriate attention. When a project schedule is too focused on producing a computer-generated timetable, it may often become unworkable. Before using a computer to create the timetable, the planner must take enough time to prepare and consider all options. Simply said, being skilled with computer programs is preferable to being a good planner. The information covered and explored in the earlier chapters has prepared the ground for creating a successful project schedule.Since it serves as the hub of coordination for all parties' activity, project planning is the foundation of effective project management. Additionally, planning establishes the standard for the project control system to monitor the volume, cost, and timeline of work necessary to effectively finish the project. Although completing the project on time is the most often sought outcome of planning, there are additional advantages that may be obtained through effective project planning [5]–[8].

Project scheduling begins with planning. It is a process, not a single, isolated action, to plan. As modifications take place, more preparation is needed to account for them in the timetable. Numerous circumstances or occurrences may occur and influence the timetable of a project. Examples include staff changes, permission issues, large equipment modifications, and

design issues. Planning well may identify changes and adapt the schedule in the most effective way. Many design engineers often lament that they are unable to complete their tasks without delays and interruptions. Usually, poor preparationor, in some cases, no planning at allis the root of this issue. Planning should specify the tasks that each person must do as well as how their tasks interact with those of other people. It should also provide enough time for participants in the project to communicate information, taking into account the time needed for evaluations and approvals.

1. Continuous (uninterrupted) flow of work.
2. Reduced amount of rework.
3. Minimize confusion and misunderstandings.
4. Increased knowledge of status of project by everyone.
5. Meaningful and timely reports to management.
6. . You run the project instead of the project running you.
7. Knowledge of scheduled times of key parts of the project.
8. Knowledge of distribution of costs of the project.
9. Accountability of people, defined responsibility/authority.
10. Clear understanding of who does what, when, and how much.
11. Integration of all work to ensure a quality project for the owner.
12. Finish the project on time.

The quantity of rework required due to project modifications is another typical gripe of many designers. Additionally, this causes misunderstandings and uncertainty, which further impede effective work. Before work is begun, planning should contain a detailed description of the necessary tasks. However, it must be understood that adjustments are a vital component of project development, particularly in the first stages. Project planning should contain provisions for a fair allowance of the anticipated adjustments if changes to the work are predicted or likely. Too often, individuals anticipate changes but do not take them into account while planning a project. Problems may be effectively avoided by using project planning and scheduling. It may reduce work delays, which are a significant contributor to late project completion and cost overruns, which often result in legal conflicts. It may also stop the drop in productivity and poor worker morale brought on by a lack of direction[9]–[11].

DISCUSSION

To direct the whole project, a defined operational strategy is required. Scope, budget, and timeline are the three parts of the project that the plan must cover and connect. Too often, planning just considers the timeline without taking into account the crucial aspects of scope and money. The project must be divided into clearly defined work units that can be monitored and controlled in order to create an integrated complete project plan. The WBS is where this process begins. Once this is done, the project team members who are qualified to carry out the C&I work will be chosen. The level of detail work that is necessary may be precisely defined by team members. They may also specify how much time and money will be needed to complete the task. A thorough project plan may be created using this data. Individual duties, timetables, budgets, and potential issues must all be specified in detail in the project plan and schedule. Whenever there is a change in the project, the project manager should create written agreements with the required stakeholders. Both the timetable and the budget should be given equal consideration, and they should work together. Planning, scheduling, and regulating start at the beginning of the project and continue continuously until it is finished. Key guiding concepts for scheduling and planning.

1. Begin planning before starting work, rather than after starting work.
2. Involve people who will actually do the work in the planning and scheduling process 3. Include ail aspects of the project scope, budget, schedule, and quality.

3. Build flexibility into the plan, Include allowance for changes and time for reviews and approvals.
4. Remember the schedule is the plan for doing the work, and it will never be precisely correct
5. Keep the plan simple, and eliminate irrelevant details that prevent the plan from being readable.
6. Communicate the plan to all parties; any plan is worthless unless it is known.

Responsibilities ofParties

The owner, designer, and contractor are the three main stakeholders, and they are all responsible for planning and scheduling the project. It is incorrect to believe that only one party is in charge of fulfilling this responsibility. Since the work of each party impacts the work of the others, each must create a calendar for their assigned tasks that are shared and planned with the other two parties. The owner determines the project completion date, which controls how the designer and contractor schedule their respective workloads. The project owner should assign priority to each of the project's constituent parts. The relative value of the project's three buildings, as an example, should be determined. This helps the designer organize his or her work and create the design timetable so that the drawings that are most crucial to the owner are produced. Additionally, it aids in creating the specifications and contract agreements that convey priorities to the building contractor. A design timetable that fits the owner's timeline must be created by the design organization. This schedule should be created with substantial participation from all designers who will play major roles in the design process and should contain a prioritization of work in line with the demands of the owner.

Too often, the principal designer or the project manager of the design organization creates a design timetable without consulting the people who will be doing the job. According to the contract specifications, the construction contractor must create a timetable for all construction-related tasks. It should include material sourcing and delivery, coordinating the use of labor and equipment on the task, and integrating the work of all subcontractors. The goal of the construction schedule should be to efficiently manage the work so that the owner receives the highest-quality product possible. Construction scheduling should not be used to resolve labor issues, but rather to manage the project as effectively as possible. It may be preferable for certain projects for one party to keep the timetable and the other parties to take part in its monitoring. In the end, each party will be accountable for their own portions of the timetable. Three distinct schedules might cause issues, which can be lessened by all parties working together to preserve one single timetable.

Planning for Multiple Projects

Many project managers are tasked with overseeing several small projects with short durations at the same time. A small project is often completed by a small team of workers who each focus on a specific set of responsibilities. Because each project is straightforward and well-defined, there is a propensity for the project manager to forego formal planning and scheduling for projects of this kind. The project manager's issue, however, is not with managing one project at a time, but rather with managing all of the projects at once. Managing many little tasks at once may be a very challenging and unpleasant undertaking. Consequently, the necessity for effective planning and scheduling is crucial for both managing many small projects and managing large-scale projects of one significant undertaking. The project manager must create a strategy and follow it to handle several small tasks. Regardless of how unconnected the projects may be, the schedule should cover all of the tasks the person is responsible for. This is required because the structuring of tiny projects necessitates putting people in charge of many projects at once, giving them a full-time workload. As a result, the work they do on one project influences the work they do on other

projects. The project manager must create a strategy and timetable for this kind of workplace that integrates the work of each person working on all the projects for which they are accountable. The plan should, in particular, make it apparent how each person's job advances from one project to the next.

Large projects are often given to a single project manager, who is solely responsible for overseeing that one project at a time. It is staffed by individuals who provide the wide range of technical knowledge needed to perform the project's multiple duties. The challenge for the project manager in such projects is to locate and connect relevant activities to make sure the work is carried out continuously. The project strategy and schedule are created with the help of the team members. To make sure that work is moving forward continuously and without interruption, a significant portion of the project manager's role entails considerable contact with team members. No matter how big or little the job, planning, and scheduling must be done. The worst error a project manager may make is to believe that planning and scheduling are not necessary because, for example, they are not necessary. After all, the project is too small, there won't be enough modifications, or they are too busy.

Techniques for Planning and Scheduling

Depending on the project's size, complexity, length, staff needs, and owner requirements, a different scheduling method will be employed. All project participants must be able to utilize and understand the scheduling method that the project manager chooses. The Critical Path Method, also known as CPM or the network analysis system, and the bar chart, sometimes known as the Cuntt chart, are the two main techniques that are often used. Henry L. Gantt created the bar chart as a graphical representation of the timetable during World War I. It is simple to understand but difficult to update, does not illustrate how tasks are related to one another and does not include expenses or resources into the calendar. The various interrelationships of activities that are necessary for construction work are not specified, thus although it is an excellent approach for overall project scheduling, its value for particular construction work is limited. The bar chart is a popular choice among project managers for scheduling engineering design work since it is straightforward, simple to use, and doesn't call for intricate activity interrelationships. However, since the links between the various operations are not well-defined, updating might take a long time.

The bar chart does not instantly adjust following activities when one activity is changed. Additionally, the bar chart does not include resources like labor hours, which are crucial for managing design, nor does it combine expenses with the timetable. Some designers contend that they are unable to specify the connections between the timetable of design-related tasks. They use this justification to defend the usage of a bar chart. Additionally, they will claim that a design's resources are continually changing. project, creating a timetable that is too challenging to keep up with. On certain projects, one of these scenarios could sometimes happen. The likelihood that these circumstances occur on every project, nevertheless, indicates that they are not adequately planned, managed, or controlled. As a deterministic method of scheduling, the Critical Path Method (CPM) was created in 1956 by the DuPont Company with Remington Rand as a consultant. In the engineering and construction sectors, CPM is often utilized. The U.S. Navy and Booz, Allen & Hamilton Management consultants created the Programme Evaluation and Review Technique (PERT) in 1957 as a probabilistic scheduling system. Although it is more often employed in the manufacturing sector, it may be used for the risk analysis of projects with significant levels of uncertainty.

The term network analysis system is often used to describe both techniques. The CPM offers linkages between activities and resources and cost schedules. It works well for both broad project scheduling and specific construction scheduling. Because it requires a thorough explanation of how various tasks are related to one another, it does have certain limits when used for complex technical design work in the early phases of a project. Despite requiring

more work than a bar chart, the CPM approach delivers the more thorough information needed for efficient project management. When using a network schedule to plan a project, the project team is compelled to break the project down into manageable tasks and tie those tasks to one another in a much more detailed manner than when using a bar chart. This in-depth planning and scheduling aid the project team in spotting resource issues before they arise. The project manager must exercise independent discretion when choosing the scheduling technique that effectively conveys project requirements to all parties and outlines the work to be done.

Resource Allocations for Design

Successful management depends on effective resource management. The design team's working hours are the main resource during design. The design team is entrusted with producing design choices, drawings, and specifications for the proposed project by the project manager. The project manager must make sure the right expertise is accessible when required to appropriately coordinate all areas of the design work. The home departments of the design team members often assign them to the project. The project manager must create a resource allocation strategy for each project since designers often work on many projects at once. The plan should then be sent to each member of the design team's home department to make sure that each resource is accessible when required. The project manager may include the needed work hours for each design discipline in the project plan's resource allocation. The resource plan resembles the cost distribution analysis shown previously in this chapter, with the exception that labor hours are utilized rather than cost dollars. So, for each design discipline, the resource plan is just a histogram of workhours against time. The manager of the design team should get the resource plan from the project manager for each project. The style The resource plans of all ongoing projects may then be included by managers in their department's need for technical competence. This is essential to guarantee that the initiatives will get the resources they need when they are needed.

Program Evaluation and Review Technique (PERT)

The length of each action is often predetermined with a good level of accuracy when using the Critical Path Method to schedule projects. The project manager may determine an estimated time frame for each work activity since the nature and volume of work are often understood. For instance, it may take four weeks to prepare drawings, and it may take several months to acquire and analyze soil samples. It can take two weeks to evaluate soil samples, or it might take three days to set up concrete forms. When using the CPM, giving each action a single duration offers a single completion date for the whole project, as well as a deterministic method for the beginning and ending dates of each activity. It could be challenging to determine a fair single length for one or more of the activities in the project schedule for certain projects. It might be challenging to choose a single length to apply to an activity since there may be a variety of durations that could apply.

The likelihood of a project concluding sooner or later than anticipated is calculated using the Programme Evaluation and Review Technique (PERT) technique of scheduling, which employs three durations for each activity. Although the PERT approach is not often utilized in engineering and construction projects, it offers useful data for determining the likelihood that a project's timetable may slide. In contrast to the CPM, which employs a precedence diagram as explained in other parts of this book, the PERT technique uses an arrow network diagram to depict the logical order of activities in a project. Activities are represented in a PERT diagram by arrows with circles at either end of the arrow. The circles are known as events because they represent a certain moment in time. The arrow's starting circle denotes the beginning of an activity, while the arrow's ending circle denotes the completion of an activity. The estimate of activity durations is the primary distinction between PERT and CPM. PERT is appropriate for projects where there is significant uncertainty over the length of time

required to accomplish any particular task, where even the most seasoned management can only provide an informed guess of the projected time, and that guess has a large margin of error. Three durations are assigned to each action when using PERT:

a = optimistic time
b = pessimistic time
m = most likely time

The optimistic time is the quickest amount of time that the action might possibly be finished, supposing all goes according to plan. The likelihood of accomplishing the task in less time than this is quite slim. If everything goes wrong, the pessimistic time is the maximum amount of time that the task might ever demand. Expecting this action to take longer than this time is quite unlikely. The most probable time is the amount of time it would take to complete the task if it could be repeated several times under identical circumstances. It would require more time at this time than at any other. The manager's most probable response, if asked for a single time estimate, is the time. It's vital to remember that the optimistic time and the pessimistic time could not depart from the most probable time by the same amount.

CONCLUSION

A crucial component of project management is project scheduling, which entails creating and overseeing a project timetable. The main ideas about project scheduling and its importance to effective project execution are summed up in this conclusion.Establishing dependencies, sequencing, and a schedule for project execution are all steps in the process of project scheduling, which also involves identifying the start and finish dates of project activities. It enables project managers to efficiently manage project timelines, resources, and progress.Project management gains some advantages from efficient project scheduling. It allows for the effective allocation of resources and management of project schedules by letting project managers identify essential pathways, dependencies, and possible bottlenecks. Project managers may guarantee that project activities are carried out in the correct order and within the appropriate timeframe by having a well-defined project plan and by setting realistic expectations with stakeholders.Project scheduling's assistance to project monitoring and control is one of its main benefits. Project managers may spot any deviations and implement corrective measures to keep the project on track by monitoring progress in relation to the projected timetable.

The management of project timeframes, resource use, and overall project performance is made easier by this proactive approach. Effective time management, resource optimization, and prompt decision-making are made possible by project scheduling.Project scheduling also encourages stakeholders and project team members to collaborate and communicate effectively. It works as a reference guide to keep everyone on board with the project's goals, schedule, and tasks. Collaboration and clear communication help to develop cooperation, improve project coordination, and provide a common knowledge of project requirements.Finally, project scheduling is an essential step in project management that guarantees project activities are carried out according to the planned timeframe. It enables project managers to efficiently manage project timelines, resources, and progress. Project managers may improve project outcomes, handle anticipated difficulties, and increase the possibility of completing projects on time, within budget, and with the intended quality by developing a well-defined project schedule.

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CHAPTER 13

TRACKING WORK: ESSENTIAL COMPONENTS OF MANAGEMENT

Dr. Vankadari Gupta, Associate Professor,
Master in Business Administration (General Management), Presidency University, Bangalore, India,
Email Id-chithambargupta@presidencyuniversity.in

ABSTRACT:
An important part of project cis tracking work, which is keeping track of and evaluating the performance of project activities. An overview of the significance of tracking work, its essential elements, and how it affects project order to make sure that project activities are moving along as intended, tracking work entails routinely checking in on and assessing their status. It enables project managers to see any delays or deviations, act to fix them, and keep the project moving forward.
The importance of monitoring work in project management and its role in ensuring project effectiveness and timely delivery are highlighted in this abstract. Project management has various advantages from effective task tracking.
It gives project managers real-time insight into the status of their work, allowing them to plan ahead, allocate resources wisely, and keep track of deadlines. Because team members are aware that their progress is being tracked, tracking work encourages accountability, which boosts productivity and expedites job completion. Additionally, monitoring work makes it easier to manage stakeholders and communicate effectively. Project managers may keep stakeholders informed and control their expectations by giving accurate and current information on task status. In addition to ensuring alignment with project goals, it promotes transparency and confidence among project participants.Project management requires the monitoring of work to make sure that tasks are being completed as expected.
It includes task supervision, performance evaluation, milestone tracking, dialogue, and cooperation. Project managers may improve project efficiency, deal with problems as they arise, and raise the probability that their projects will succeed by keeping thorough records of their work.

KEYWORDS:
Activities, Construction, Management, Tracking, Work.

INTRODUCTION

A key component of project management is tracking work, which is keeping track of and evaluating the execution of project activities. It gives project managers access to real-time information on the state of project activities, empowering them to decide wisely, allocate resources sensibly, and guarantee project completion on schedule. An overview of the value of task tracking and its function in project management is given in this introduction. Work tracking is crucial for every project for a number of reasons. First off, it enables project managers to keep track of how each work is doing and make sure it is being completed in accordance with the project plan. Project managers may discover potential delays, bottlenecks, and difficulties and take the necessary steps to overcome them by monitoring activity. By doing so, project deadlines, timetables, and delays may all be kept on track. Project managers may assess the effectiveness and efficiency of project activities by monitoring work, second. Project managers may evaluate how well the task is being done by

establishing predetermined metrics or key performance indicators (KPIs). They may use this to pinpoint problem areas, allocate resources more effectively, and improve the performance of the whole project[1]–[4].

The recording of milestones is a crucial component of keeping track of work. The completion of critical deliverables or the accomplishment of important goals are indicated by milestones, which act as checkpoints within the project's timeframe. Project managers may assess the overall status of the work in progress and make sure objectives are being met by keeping track of milestones. In addition to raising feelings of success, this also serves to control stakeholder expectations. Additionally encouraging communication and teamwork among project team members is effective monitoring work. Team members may coordinate their work thanks to regular updates on task progress, difficulties encountered, and any changes in requirements. It makes sure that everyone is on the same page and makes it possible for problems or disagreements that could emerge throughout the project to be resolved quickly.Work tracking also makes risk management easier. Project managers may proactively address risks and concerns by keeping an eye on job progress and seeing any early warning signs of trouble. This promotes project quality maintenance, lowers the possibility of rework, and guarantees a seamless project execution[5]–[8].

To sum up, tracking work is an essential step in project management that enables managers to keep tabs on and evaluate the performance of project activities. It guarantees that projects are completed on schedule, boosts productivity, and allows project team members to work together and communicate effectively. Project managers may maximize resource allocation, quickly resolve problems, and raise the likelihood of project success by keeping good track of their work. Planning, measuring, assessing, predicting, and managing every component of a projectincluding the quality and amount of work, prices, and schedulesare necessary for effective project management. Before beginning a project, a comprehensive project plan must be established; otherwise, there is no foundation for control. Without a well-defined work plan, budget, and timeline, as covered in the earlier chapters of this book, project tracking cannot be completed. The project plan must be created with input from those who will really be doing the job, and it must be shared with everyone involved. The project plan's activities, expenses, and timeframes provide the benchmarks and checkpoints required for comparing actual successes to anticipated accomplishments, allowing for the measurement, evaluation, and management of a project's progress.

A project is anticipated to have completed an amount of work (X) with a certain degree of quality (Q) at the estimated cost (C) at the end of any reporting period (N). In order to assess whether the project is on track to accomplish its goals and the work plan's deadlines, project control measures the actual values of these variables and makes any required adjustments. Because it requires evaluating a project that is always changing on both a quantitative and qualitative level, project control is challenging. A project control system must be easy to use and understandable by all project participants in order to be successful. Control systems often fall into one of two categories: either they are too complicated, making it impossible for anybody to understand the findings, or they are underpowered because they only apply to costs or schedules rather than combining costs, schedules, and work completed. A control system must be created to enable information to be regularly gathered, validated, analyzed, and transmitted to all project participants; this way, the information may be used to enhance the project rather than to point out annoying defects[9]–[11].

The automation of the idea of an integrated project management system has been a hot topic since the debut of tiny personal computers in the early 1980s. There are several publications that discuss various but related integrated project control system methods. The creation of a well-defined work breakdown structure (WBS) as the system's foundation is a feature shared by all systems. A work package is the smallest item in the WBS, and it outlines the work in

enough detail so that it can be measured, budgeted for, planned, and managed. By integrating and sequencing the work in line with the work packages, the Critical Path Method (CPM) is used to build the overall project schedule from the Work Breakdown Structure (WBS). Each WBS component is assigned a unique code so that data from the WBS may be connected to the project control system. The cost breakdown structure (CBS) and WBS are connected by the code of accounts in order to regulate expenses. The organizational breakdown structure (OBS) and the WBS are connected to manage employees and maintain the project on time. Information may be sorted using a coding system to create a number of reports that are parts of the overall project. The Department of Energy proposed this fundamental idea of project control for federal and energy programmers. Since then, a number of changes have been proposed to make the process of moving data from the WBS to the CPM, connecting the WBS and OBS to the coding system, and measuring the amount of work completed simpler.

DISCUSSION

Tracking work is a crucial procedure in project management for engineering and construction that guarantees the effective completion of projects. Project managers may keep updated on the state of operations, spot possible bottlenecks, and take remedial action by monitoring and analysing the progress of project tasks. An overview of the importance of monitoring work in project management for engineering and construction projects is given in this introduction. Numerous jobs, activities, and dependencies are often involved in complicated engineering and building projects. Project managers may keep an eye on how these activities are being carried out and make sure everything is going according to plan by tracking work. It offers real-time insight into the project's development and aids in finding any timetable deviations or other problems that can affect project delivery. To guarantee timely completion, tracking work is essential in engineering and construction projects. Project managers may see any delays or possible stumbling blocks early on and take the required action to keep the project on track by regularly monitoring the progress of project activities.

To reduce any possible delays, this includes providing more resources, changing deadlines, or reassigning duties. Keeping track of tasks is essential for resource management. Project managers may spot any inefficiencies or anomalies and optimize resource allocation by keeping an eye on how resources like labor, equipment, and materials are being used. As a result, production is increased, expenses are cut, and resources are always available. Tracking work also makes it easier for project stakeholders to collaborate and communicate effectively. Project managers may keep customers, contractors, and team members updated on the state of the project by giving real-time information on task progress. This encourages openness, fosters trust, and enables prompt problem-solving and decision-making. Safety and quality are of the utmost importance in engineering and construction projects. Project managers may monitor and enforce safety procedures by tracking work to make sure it is done in compliance with accepted standards and laws. By spotting any variations or instances of non-compliance with requirements, it also enables quality control and enables fast remedial action. Tracking work is an essential component of engineering and construction project management. Project managers may use it to keep an eye on work progress, spot possible problems or delays, allocate resources more effectively, and guarantee on-time project completion. Project managers may improve project efficiency, encourage good communication and cooperation, preserve safety and quality standards, and more by keeping track of their work properly.

Linking the WBS and CPM

The data required to create a CPM logic network diagram is provided by the task packages of the WBS. A single work package often becomes one activity on the diagram with a well-defined, thorough WBS. However, it is sometimes necessary to develop a single work package into many activities or to integrate multiple work packages into a single activity. The

creation of the CPM diagram demands sound judgement and considerable input from important project participants. Although the amount of information should be kept to a minimum, the diagram has to cover all actions that might affect the project's completion date. There are three different kinds of CPM diagrams for project scheduling and control design, construction, and engineering/procurement/construction (EPC).The WBS for each outlines the project framework for work planning, scheduling, and control. The completeness of the WBS determines how detailed the CPM diagram will be. Production drawings and specifications are the end results of design. A bar chart is typically favored for arranging distinct design activities. But in order to effectively manage the projects schedule as a whole, a composite the interdependence and sequencing of related activities must be shown in a CPM diagram that incorporates each of the separate bar charts. A CPM diagram for design is thus frequently, is a summary level schedule. Current industrial practice of scheduling and control of design is well-described in CII Publication 6-1, Project Control for Engineering.

For many years, CPM logic diagrams have been utilized effectively for construction scheduling and control. The project control, field operations management, and estimating staff may work together to create a thorough WBS. In order to assign costs, times, and resources to work packages in the WBS, the estimate must be generated. On the CPM diagram, the work packages then turn into activities. The graphic also has to incorporate the ordering and shipping of materials with extensive lead times. To create a comprehensive integrated CPM diagram, the work completed by subcontractors on the project must also be merged with other tasks. A distinct CPM diagram may be created for each individual section of a major project, and a master CPM diagram linking the different area diagrams can then be created. The design work packages must be interfaced with the procurement and construction activities in the CPM diagram for an EPC project. Creating distinct individual work schedules for design, procurement, and construction is often the best course of action. Link the various schedules together to create a summary EPC schedule that incorporates the whole system. It is crucial to order all connected tasks in a way that won't affect when the project will be finished. The WBS is used to create the CPM to demonstrate how the two are connected.

The design project described has been expanded into an EPC project to also encompass the procurement and construction operations. Site work, on-site utilities, an employee office building, and a maintenance building make up this service facility for maintenance activities. In-house staff will be used to design the maintenance facility, site work and on-site utilities as part of the project's contracting approach. The design of the employee's building is under a separate contract. On the WBS and CPM, the office building is referred to as Building B and the maintenance building as Building A. A heavy construction contractor will be given a single contract to build all on-site utilities and site-work operations as part of the construction contracting strategy. For the office building and the industrial maintenance building, respectively, two construction companies will be engaged. The EPC schedule only covers a portion of the construction operations; however, each construction contractor will go into more depth as part of his or her contractual obligations. The proper design activities are closely related to the materials and equipment procurement operations. As an example, design for the overhead crane for Building A is done first, then procurement, and finally construction. Likewise, the procurement and construction processes for Building B's lift are connected to its design.

Project Measurement and Control

The goal of the project plan is to properly manage the project to guarantee that it is completed within the parameters of the budget and time. An indicator of timetable performance is the S-curve, which charts expense versus time. The labor, materials, and equipment components of a project are often valued in common dollars. The pace at which various project components are occurring as planned costs is indicated by the schedule performance. Earned-value

principles and S-curve analysis are the foundations for performance evaluations. The earned-value notion offers a quantifiable comparison between the budgeted values of the work that was actually completed as opposed to the budgeted value of the work that was planned. Monitoring a project's progress helps management create a practical strategy for its execution and gives the project manager and client a consistent review of the project's success. Progress monitoring further offers an early warning system to detect scope expansion and project plan deviations. A drawing list, specification list, equipment list, instrument list, progress S-curve, and histogram of work hours are used to manage engineering work and to assess the project's state for future planning. For various levels of the WBS, the project manager may employ progress curves and work-hour histograms.

Interpretation of Performance Indices

The graph is a useful tool that the project manager may use to track the development of the project. It offers a gauge of how the anticipated cost stacks up against actual outlays and work completed. There are several interpretations that may be used when values deviate from one another. SPI values higher than 1.0 show that the project is moving ahead of schedule. If the initial production rates were projected too low or the actual working circumstances are better than anticipated, the project may be developing more quickly than anticipated. The project may have more workers than planned, which would also indicate that it is moving more quickly than expected. SPI values lower than 1.0 indicate that the project is running behind schedule. Weather delays, a lack of manpower, or sloppy labour might cause the project timetable to slide. CPT values above 1.0 imply successful project cost performance. If real productivity is higher than anticipated or if the measured % of finished work is too high, good cost performance may be reported. CPI values less than 1.0 indicate poor cost performance, which may be brought on by productivity that is lower than expected or by an underestimation of the measured percent of work performed.To offer a more accurate understanding of the significance of project performance indicators, the project manager should gather information from the team. The CPI and SPI statistics are further interpreted.

CONCLUSION

For engineering and construction projects, tracking work is a crucial component of project management. By allowing fast decision-making, offering real-time insight into task progress, and supporting efficient resource allocation, it plays a critical role in assuring the successful execution of projects. The essential points on the significance and advantages of tracking work in project management are enumerated in this conclusion. Engineering and construction projects may benefit from effective monitoring work in a number of ways. It enables project managers to keep tabs on the development of tasks and see any possible snags or problems at an early stage. Project managers may take proactive steps to keep the project on track and guarantee its timely completion by maintaining updated about its progress. Additionally, tracking work promotes effective resource management. Project managers can spot any inefficiencies, improve resource allocation, and boost productivity by keeping an eye on resource use. This minimizes downtime and lowers project costs by ensuring that resources are used efficiently and are accessible when required. Additionally, keeping track of activities encourages project stakeholders to collaborate and communicate effectively. Project managers may keep all parties involved informed and focused on project goals by giving real-time updates on task progress. This openness makes it easier to make decisions quickly, encourages collaboration, and improves the coordination of the whole project. Work tracking also helps with quality assurance and safety administration. Project managers may verify that work is completed in accordance with quality standards and safety guidelines by monitoring job execution. This aids in risk reduction, upholding project quality, and ensuring the safety of project people. In engineering and building projects, tracking work is a crucial procedure that assures project success. Project managers may efficiently manage projects, reduce risks,

and produce successful results by keeping track of task progress, optimizing resource allocation, fostering communication, and preserving quality and safety standards. For engineering and construction projects, tracking activity is essential to project management. It gives project managers the ability to keep tabs on the status of tasks, allocate resources efficiently, encourage good communication, and enforce quality and safety requirements. Project managers may improve the likelihood of project success and execute projects on schedule, within budget, and with the intended level of quality by putting efficient monitoring work practices into place.

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CHAPTER 14

\MASTERING FINANCES: EFFECTIVE COST MANAGEMENT STRATEGIES

Dr. Jayakrishna Herur, Associate Professor,
Master in Business Administration (General Management), Presidency University, Bangalore, India,
Email Id-jayakrishna.udupa@presidencyuniversity.in

ABSTRACT:
Estimating, budgeting, and managing project expenditures are all essential components of cost management. By facilitating efficient resource allocation, tracking project expenditures, and maintaining financial management, it contributes significantly to assuring project success. While cost budgeting guarantees proper financial allocation for project operations, accurate cost estimating assists in defining realistic budget objectives and facilitating informed decision-making. Project managers may monitor actual costs, compare them to the budget, and take corrective action to prevent cost overruns by using cost control. A project's profitability is increased, resource use is optimized, and overall project control and monitoring are all impacted by effective cost management. Project managers may improve project performance, reduce financial risks, and accomplish project goals within the allotted budget by putting good cost management practices into practice.

KEYWORDS:
Budgets, Costs, Management, Managers, Project.

INTRODUCTION

The chapter before this one explained the importance of and covered the best practices for organizing and managing the resources needed to finish a project. Project expenses are the second crucial piece of data that the project manager has to have a clear grasp on. Managing them is the project manager's primary objective. Costs. The discussion that will follow will focus on how much a project will ultimately cost from a decision-making perspective. Bring to light the numerous other topics that cost management policies might affect. The first goal information to gather at the start of each project is a cost estimate. The management team may use it to set a project budget. Cost control management techniques are used to monitor and track the project's progress during execution. Cost estimates are often computed and validated during many project phases. Costs are determined using very straightforward methods in the early studies phase, also known as the assessment phase, with the areas and lines delineating right and wrong being broadly established. As the project develops, cost estimate calculations get more accurate. The likelihood that the project's real cost will exceed its predicted cost will diminish with time until 100% of expenditures have been incurred and the project has been completed[1]–[4].

The feasibility studies phase involves professionals with substantial experience in cost-estimating comparable projects, ideally persons with specialized skills in the specific sort of project at hand, to guarantee the highest likelihood of developing an accurate estimate of a project's expenses. Construction projects for homes vary from those for industries and oil refineries, which all have unique traits and requirements of their own. We'll use the classic illustration of asking a friend for help buying land for a new home to show the phases in cost estimation. Your buddy needs a ballpark budget cost estimate, but getting one will be exceedingly difficult since you lack the necessary calculations, drawings, or hard facts.

Consequently, there will be a lot of ambiguity in your anticipated cost amount at first. A budget may be provided by someone with engineering office knowledge, but that person must at the very least be aware of the number of floors and the location of the property. The price for this particular location, the number of floors, and other factors will then be given to him in terms of (USD/m2). This is a very early stage, comparable to smaller enterprises like constructing a house. However, for major projects, surveys and soil boreholes must be taken in order to create a credible budget for this same stage before the project's cost can be determined. Once there is some meaningful data to draw these and other conclusions from, the whole project must be reexamined to determine the potential profit. Major projects, such those involving large-scale, expensive industrial projects, particularly those involving one-of-a-kind manufacturing equipment and technology, may have an initial cost estimate that is accurate to within +50%.

At first glance, the discrepancy between predicted and actual costs seems to be substantial. The discrepancy between actual and expected expenditures will, however, be less if data from a comparable project is provided as a benchmark. This is due to the fact that the cost of building industrial facilities is heavily reliant on the gear and equipment utilized in production. However, certain projects, including the replacement and repair of residential or commercial buildings, have a relatively low accuracy rate and will function with an initial error margin of around 50%. The accuracy of the predicted cost after front-end engineering design (FEED) completion will be 30%. The estimated cost will be determined based on quantity and will offer an approximation of the cost for each component after the comprehensive construction design for the whole project is complete[5]–[7].

At that time, the project's anticipated cost appears with a predictable little variance that is closer to the real and generally acknowledged accuracy, which is about 15%. When seen in this light, such a margin seems to be a significant improvement. But carrying out such a project under these circumstances still involves a significant amount of risk. In a situation like this, a project manager must understand that a 15% cost overrun may materialize and have become irreducible, causing a complete or partial suspension, even after calculating the cost of the project, defining its budget, and starting to execute it for a certain amount of time. If expenses do, however, arise It will be a waste of money for the Organisations as a whole if expenses end up being less than 15% of the projected amount. Because the owner or contracting business may book this sum of money, the owner could even be able to use the savings to fund another project. According to the explanation above, the cost estimate's accuracy is crucial to the project's success and only becomes more so as time goes on[8]–[11].

DISCUSSION

Estimating, budgeting, and managing project expenditures are all important components of cost management. An overview of the significance of cost management, its essential elements, and how it affects project success is given in this abstract. Cost estimating, cost budgeting, and cost control are just a few of the procedures that go under the heading of cost management. It enables project managers to efficiently plan and distribute resources, keep an eye on project expenditures, and make sure the project is completed within the agreed-upon budget. In the beginning of a project, accurate cost assessment is essential. Predicting costs for different project activities, resources, and deliverables is necessary. Project managers may define realistic financial goals and decide on the viability of a project, resource distribution, and procurement tactics by doing detailed cost estimating. Allocating the expected costs to certain project activities or work packages is the process of cost budgeting. It helps in setting a baseline against which real expenses may be assessed and figuring out the financial needs for each project phase. Effective cost planning makes ensuring that enough money is set aside to cover project needs and makes it possible to monitor expenses throughout the course of a

project.Monitoring and controlling project expenses to make sure they remain within the allocated budget is a continuous activity known as cost management. It entails monitoring actual expenses, contrasting them with anticipated expenditures, and acting appropriately if discrepancies arise. To keep the project financially on track, cost management techniques assist in spotting cost overruns, managing scope modifications, and optimizing resource utilization.

It is impossible to exaggerate the role that cost management plays in a project's success. Project managers may reduce financial risks, preserve project profitability, and make well-informed choices with the help of effective cost management. It ensures openness and accountability throughout the project lifecycle by giving stakeholders a comprehensive picture of project expenses. Resource allocation may be optimized with the aid of effective cost management. Project managers may allocate resources effectively, ensuring that resources are used effectively and waste is minimized, by being aware of the cost implications of various tasks. This enhances the overall efficacy and cost-effectiveness of the project. Cost management is also very important for project control and monitoring. Anticipate managers can see patterns, anticipate future costs, and put corrective measures in place on time by routinely monitoring and analyzing project costs. This proactive strategy assists in avoiding financial shocks, eliminating cost overruns, and ensuring that project deliverables are met within the authorized budget. Cost management, which includes estimation, budgeting, and spending control, is an essential step in project management. It helps project managers to make wise choices, allocate resources optimally, and keep projects profitable. Project managers may raise the chance of project success and execute projects within the specified budgetary restrictions by putting efficient cost management practices into practice.

Cost Types

There are several expenses associated with building projects for the owner, such as capital costs and asset costs. The price of the project's initial facility composition is covered by this rubric. These capital cost components may be divided into the following categories:

1. Cost of land and property registration procedures.
2. Planning and feasibility studies.
3. Engineering activities and studies.
4. Construction materials and equipment and supervision on site.
5. Insurance and taxes during the project.
6. The cost of the owner office.
7. The cost of other equipment that is not used in construction, such as private cars to transport owner engineers.
8. Inspections and tests.

The following maintenance and operational expenses are incurred for each year of the project's life:

1. Leasing land.
2. Employment and labour wage.
3. Materials required for maintenance and repairs annual renewal.
4. Taxes and insurance.
5. Other costs of the owner.

The precise sums will change depending on the nature, scope, location, and organizational structure of the project. Regarding this exercise, it's crucial to bear in mind the owner's intention to lower project costs overall, keeping with the overall investment aim. The construction cost is the biggest factor in real estate and building structure projects. Contrarily, the cost of civil engineering and structural work is low in comparison to the prices of mechanical and electrical equipment in industrial construction and petrochemical projects.

For instance, a power turbine's concrete base may cost about 30,000 USD, whereas the actual power turbine itself might cost more than 5 million USD. Nuclear power plants and other sources of electricity production exhibit comparable equipment/construction cost differences. Projects. When assessing costs from the owner's perspective, it is crucial to account for the cost of operations and maintenance for each of the design choices that are available as well as the cost of the project's life cycle as a whole. It is also necessary to assess the prospective costs of the different project-related hazards. Calculating the range within which actual costs may deviate from those anticipated in the project budget and the cost of risk or an unforeseen occurrence during project execution are crucial here. Each item's risk percentage must be estimated, along with its share of the entire project cost. These estimations are based on prior encounters with and understanding of the issues that are often foreseeable throughout project execution. The increasing expenses of potential emergencies, which often happen as a consequence of the next incident, are related to this.

1. Changes in the project design.
2. Differences in the timing of various phases of the project's work schedule especially those that tend to increase the time it will take to complete the project.
3. Administrative charges such as salary increases
4. Special onsite circumstances, including unexpected obstacles or defects in the soil in some location.
5. The need of additional or special permits for project construction work.

Cost Estimate

Cost estimates are revised during the course of the project to reflect the most recent costs of resources needed to complete it. Beginning with the project, proof-of-concept estimations are carried out in order to provide information for the decision on whether to approve the project's continuation. The order of magnitude estimate is one such estimate. These may be 50 to 100 percent accurate. More precise estimates are needed as the project develops. The range of values that are indicated for a certain estimate may differ from one Organisations to another, as well as the name assigned to it. For instance, conceptual estimates are those that are between thirty and fifty percent accurate. The accuracy range for preliminary estimates is +20 to +30%. The accuracy range for definitive estimates is between 15 and 20 percent. The control estimate, which has a precision of between 10 and 15 percent, is then computed. There is no use in investing more time than necessary to make an estimate with a greater range of accuracy than needed at any specific stage of the project since there is still a great deal of uncertainty regarding the work that will actually be done in the project at its commencement. According to the level of precision needed for the cost estimate and the quantity of work, there are many types of estimates. Michel describes numerous techniques. We'll talk about a few of the common kinds presently.

Top-Down Estimates

Top-down estimates are utilized in the early stages of a project when there is very little specific information available. The phrase top-down refers to an estimate that is really created at the project's highest level, producing a single overall ball park value. This kind of estimate may be created quickly and with minimal effort. However, it's not as accurate as it might be with a more thorough effort.

Bottom-Up Estimates

When project baselines or a cost-control kind of estimate are needed, bottom-up estimates are employed. The method is known as bottom-up estimation since it starts by estimating the project's precise expenses and then summing them up at the appropriate level. You may utilise the work-breakdown schedule (WBS) for this roll-up. The benefit of this kind of estimate is that it yields reliable outcomes. The level of that accuracy mostly depends on the amount of information included; when more information is included, the calculations

statistically move in the direction of the most probable cost estimate, or cost range estimate. Of course, the cost of the time needed to develop such a reasonably thorough estimate is greater as well as the time needed to fulfil it.

Analogous Estimates

An example of a top-down estimate is analogous estimating, which uses the actual costs of previously finished projects to estimate the cost of the present project. The estimates may be highly accurate if the project being used as the analogue closely matches the project being estimated; nevertheless, if the stated analogy is more apparent than genuine, the estimate may not be at all accurate. This idea is essential. With software development projects, it usually occurs that numerous comparable earlier projects may be identified and evaluated, frequently sharing an ostensibly identical architecture of many of the important code modules. If the projects' problems are comparable, it would first seem that a new project's 30-percent larger overall Programme code size should result in a 30-percent higher cost than the analogue used as the comparison standard. The new project may still cost less even if it employs more code if time-saving productivity techniques for programmers have improved since then. Alternatively, a 30% increase in coding will actually cost the new project more than an inaccurately informed analogous estimate would predict if the previous project was using some of these newer productivity tools but those tools are not yet included in the planning of the current project.

Parametric Estimates

It includes estimating project costs depending on certain factors or variables utilizing historical data and mathematical models. To anticipate the cost of related future projects, parametric estimates use statistical analysis and trends found in earlier initiatives. Various variables or factors known as parameters are discovered and quantified in parametric estimation. Project size, length, complexity, needed resources, and any other pertinent metrics are examples of these factors. Then, historical information from earlier projects with comparable characteristics is examined to create a mathematical formula that connects the parameters to the project cost.By entering the values of the indicated factors, the relationship or formula may be used to estimate the cost of future projects. At different stages of project planning, from high-level estimates at the early project idea stage to more precise estimates throughout project execution, parametric estimates may be used. Speed, consistency, and the ability to produce early cost estimates when specific project information may be scarce are just a few benefits that parametric estimating provides. When previous data is available and a project has repeating or comparable qualities, it may be very helpful. It's crucial to keep in mind that parametric estimates may not account for all particular project characteristics or unanticipated events since they are based on assumptions and previous data. Therefore, to achieve accuracy and dependability in project cost estimate, they should be used in combination with other estimating methodologies and expert judgement.

CONCLUSION

Estimating, budgeting, and managing project expenditures are all important components of cost management. By providing financial management, optimizing resource allocation, and sustaining project profitability, it plays a crucial part in guaranteeing project success.Project managers that practice effective cost management are able to base their judgements on precise cost estimates and budgeting. It assists in establishing reasonable goals, effectively allocating resources, and detecting possible risks and difficulties pertaining to project financing.Project managers may monitor actual costs, compare them to the budget, and take the appropriate corrective steps to stop cost overruns using cost control procedures. This entails handling scope adjustments, maximizing resource use, and putting cost-cutting measures in place. Effective cost management encourages accountability and transparency, enabling stakeholders to comprehend project expenses and financial performance. It makes it

easier to communicate and make decisions that are in line with the project's goals and the available funding. Cost management also improves the efficacy and efficiency of projects. Project managers may maximize the value of the project and accomplish desired results within the allotted budget by optimizing resource allocation, minimizing waste, and spotting cost-saving options. Project management includes cost management, which demands proper thought and care. Project managers may reduce financial risks, preserve project profitability, and raise the likelihood of project success by employing efficient cost management procedures. To guarantee that project costs are properly managed and controlled, it is a continuous process that requires monitoring, analysis, and modification throughout the project lifetime.

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