

Learning Project Management through case studies

Strategic capability for organizations to face global competition

PM as effective tool for –

- Whether Decision taken as effective and efficient ways?
- Despite all due diligence-Whether there is surety that project goes as planned?
- Delivering products within cost-What if Cost varies unexpectedly ?
- Schedule, and –What Liquidated Damages means and protection?
- How Force Majeure Helps or protects Both side beneficiaries
- Resource constraints
- Means to respond to external opportunities as well as threats.
-As many as questions.....

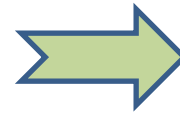
Let us share some experiences-----Industrial Case Studies

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Project Management – What and Why

- ❖ *Behavioural Aspects;*
- ❖ *Leadership;*
- ❖ *Managing Project Team;*
- ❖ *Ethics*

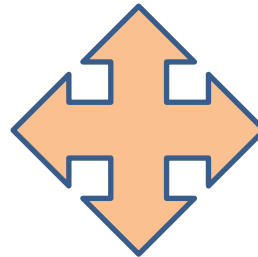
Academic outlook



- First understand Project
 - What ?- Objective and analyse
 - Whose- Owner
 - How- Method
 - Constraint
- Effective project planning,
 - Ability to build Team
 - Manage stakeholders
 - Tools and management
- Scheduling,
- Monitoring and control

- ❖ *Business Charter/ note sheet*
- ❖ *Approvals*
- ❖ *Project Award Mechanism*
- ❖ *Project Monitoring*
- ❖ *Feedback and Upgrade*

Real phenomena



- **Working methodology differs with academic theories**
- **Practical innovations and self derived mechanism**
- **Best tool : You have to complete the JOB**

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Some random REAL Cases with learning

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Why R&D Path

R&D Focus areas

Target area

Renewable

Bioenergy

Water

Carbon Capture

Energy Efficiency

Solar Energy

Bio refinery

Waste Water treatment

Carbon Capture & Storage Program (CCSP)

EEFU program program is to build knowledge and competence to enable future economic growth in new energy efficiency product and service innovations.

Concentrated Solar Power (CSP) technology

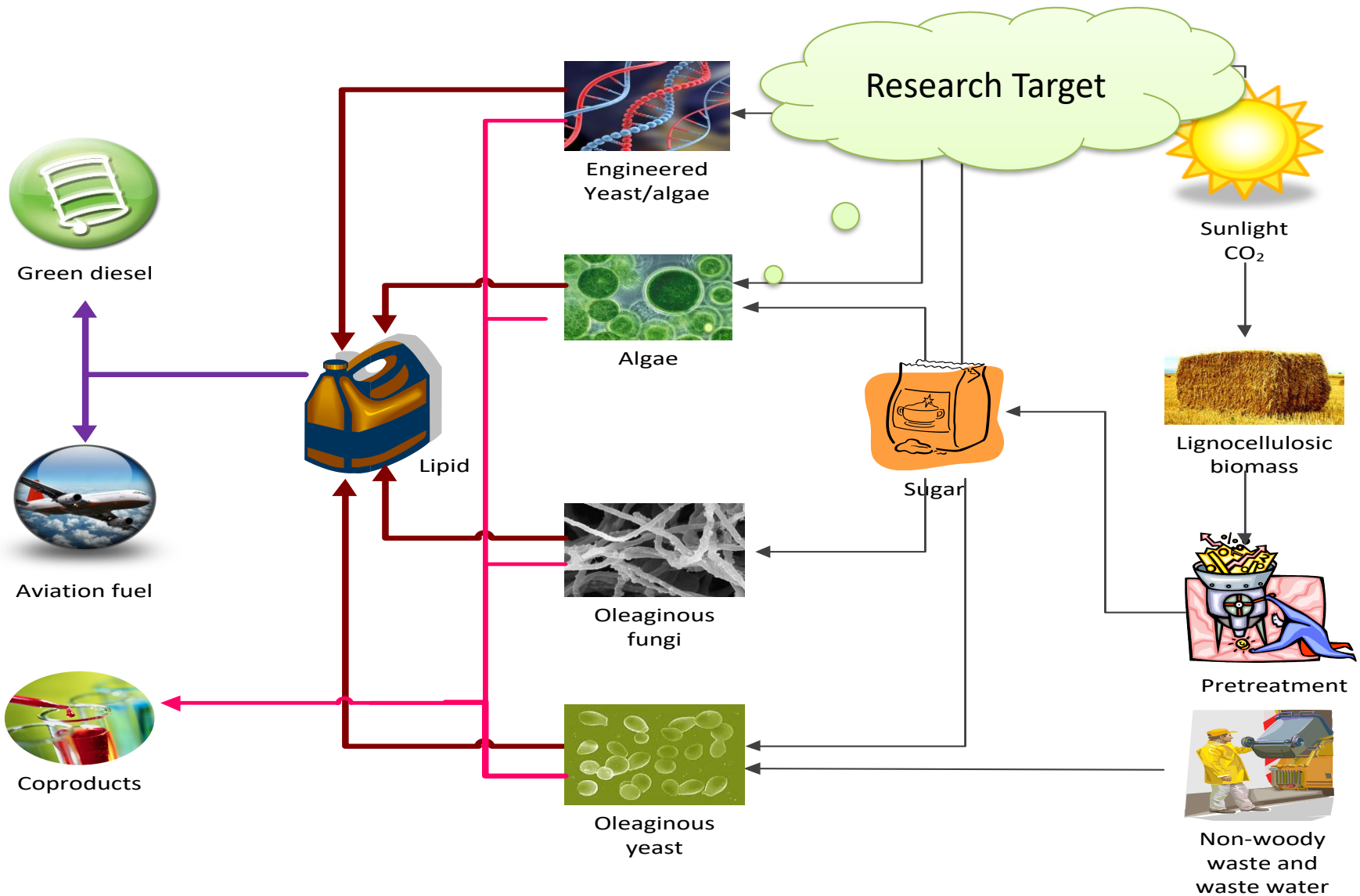
BEST program
Bioenergy Solutions for Tomorrow

Produced water treatment

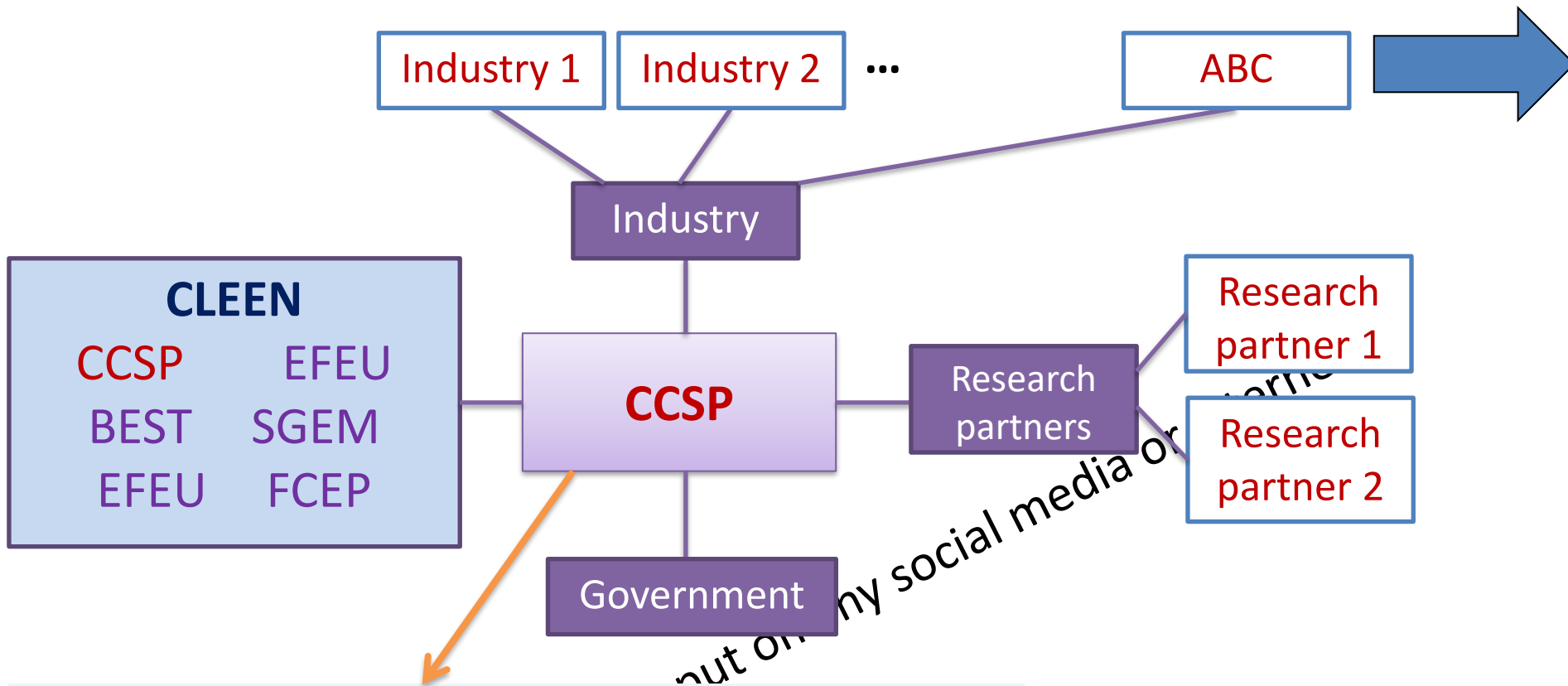
Carbon Sequestration thru Microalgae at Hazira Plant

CSP based Oil& Gas application

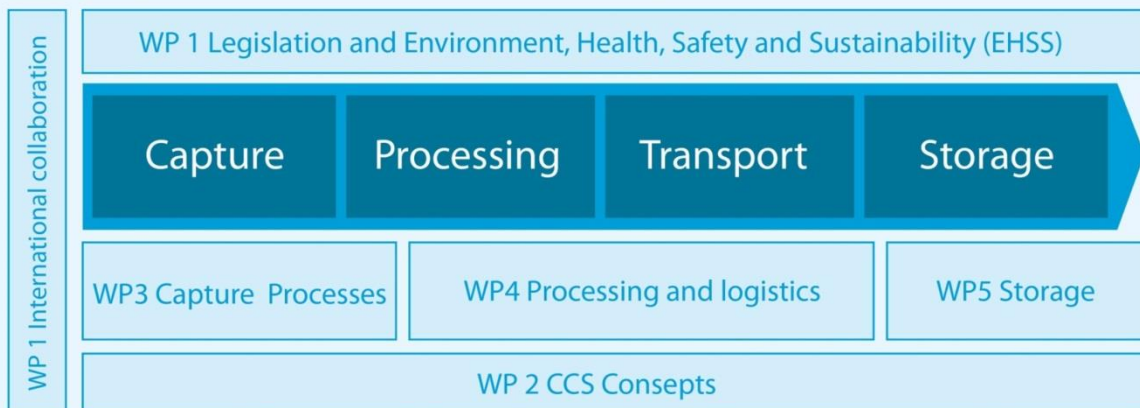
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Case-1 (Through International Collaborations)



Carbon Capture & Storage Program



New Work Package for ABC:

WP 6 Utilisation of microalgae for CO₂ capture

Objective

Inputs from ABC

Pilot plant for CO2 capture
at one of the Industrial plant
by microalgae utilising waste

Inputs from ABC

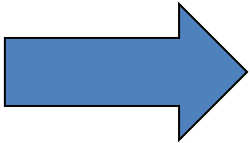
Indian Researcher-1

Indian Researcher-2

Indian Researcher-3

Test study within ONGC

Any other job related to the objective



plant @ABC

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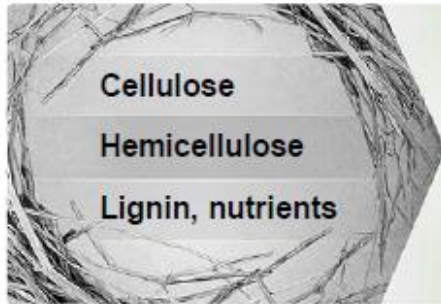
Learning and solutions

1. International treaties and MoU plays an important role, but there should be clearly mention-Binding or Non-Binding
2. Identification of difference in work culture for project implementation and timelines..
3. Maintaining sync between different project partners...
4. Whether Team is competitive and subject expert? What's the role of Transfer of manpower?
5. Whether Financial transactions are same as in Indian context?
6. Patents and their commercialisation..
7. PhDs are industry driven not only bookish..
8. Disputes and resolutions
9.many more

First bio-refinery in India by Chempolis

Case-2

Non-Food and
Non-Wood biomass



Cellulose Products

Paper fibres
Paper, board, tissue

Value fibres
CMC, Nano

Alcohol
Glycerol, succinic acid

Celluloses Products

Sugars
Xylose, arabinose

Platform chemicals
Acetic acid, furfural

Lignin Products

Lignin
Polymers, plastics

Steam, electricity

Nutrients
Fertilizer

Bio Mass
Supply Chain

Case study

Punjab

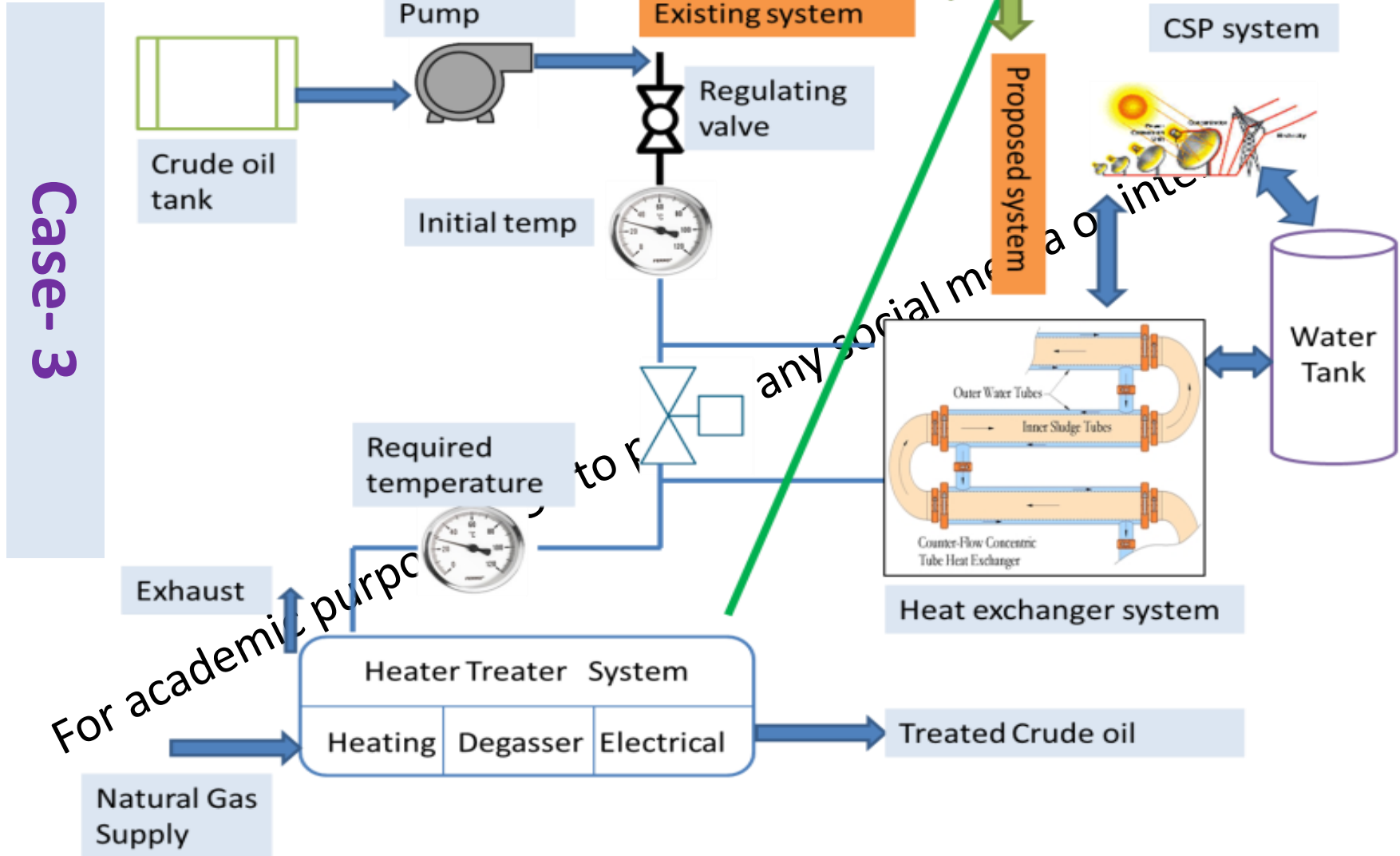
Supply Chain

FAILED

Learning and solutions

1. Many of few of earlier case study....
2. Supply Chain Management
3. Collection of Waste and its segregation
4. Waste Cost or Financial Value of Waste(MSW), Household waste etc....
5. Lack of awareness and business opportunities---lagging and benefits by a few..
6. Technology doesn't take lead in project alone.....
7. Product licence plays a major role..but needs its monetization
8. Policy and Frameworks need to be stringent, stepwise procedures and clear directions....Not as one page document..
9. Disputes and resolutions
10. Since last 10 years..Not a single project taken off..
11.many more

Sustainable Solution For Crude Oil & Natural Gas Separation Using Concentrated Solar Power Technology

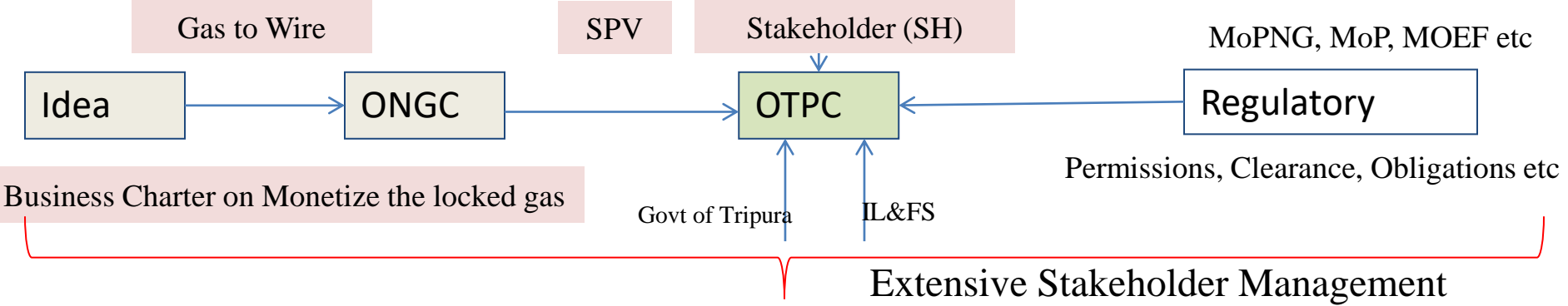


Academic Project Management Case Studies- How theory and practice work together

List of case studies/ mini case study- Developed by Project Management Institute (PMI)

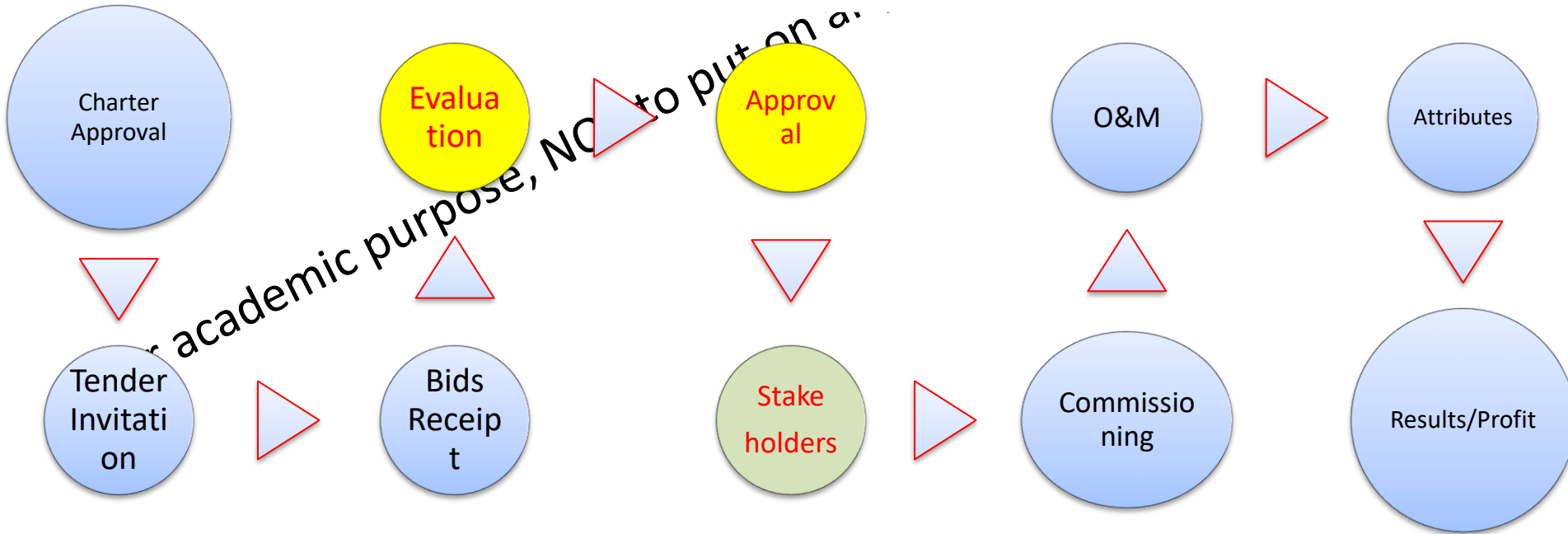
- 1) The Merck Innovation Centre: **goal conflict, information asymmetry, or opportunistic behavior**
- 2) Tata Hlsarna Project: **more efficient and reduced emissions**
- 3) Project Management at **Global Green Books Publishing**
- 4) The Back to School Crunch at Global Green Books: **risks, stakeholder and communication**
- 5) Defining Standard Projects
- 6) **Cost Estimation** at Global C
- 7) Managing **Change** at Globa
- 8) **Developing Project Manag**
- 9) **Closing** Projects at Global C
- 10) **Team Building** at Global Gr
- 11) **Quality Management** at Global Green Books Publishing
- 12) **Leadership Implications** in Complex Projects: The Boeing Dreamliner and Jim McNerney
- 13) Dealing With **Uncertainty and Ambiguity** in Complex Projects
- 14) Protecting **American Soldiers** with the Enhanced Combat Helmet (ECH)

Lets see a
real case study
(OTPC) in further detail and
with PM principles

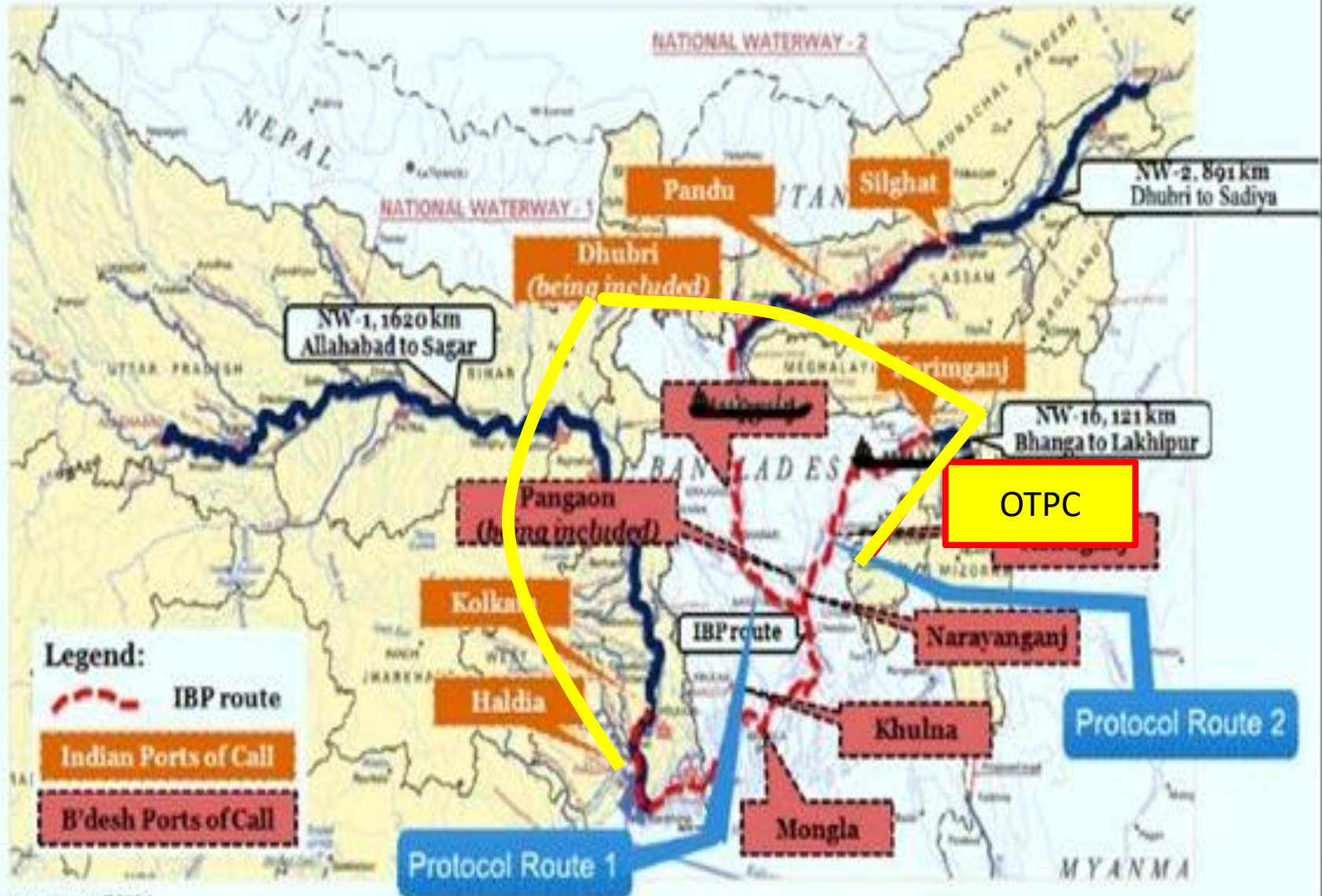


Theme	Proposer	Joining hands	Administrative
Profits	Financials	Various stakeholders	MoPNG
Image	Expansion	Company's Act	MoP
	Fiscal Incentives	Mileage/ RISK	Energy Security

Major Aspect till stage: Administrative Approvals and Clearances



Connectivity with mainland India through Indo-Bangladesh Protocol Route



courtesy IWAJ



Power Sale

- PPAs
- Power Swapping
- Transmission

1750 Kms

Gas Based Power Plant

Road Route 120 Kms
(60 kms-India & 60 km India

Sea Route 550 Kms

40 h
1,664 km

Bangladesh

Google

Learnings

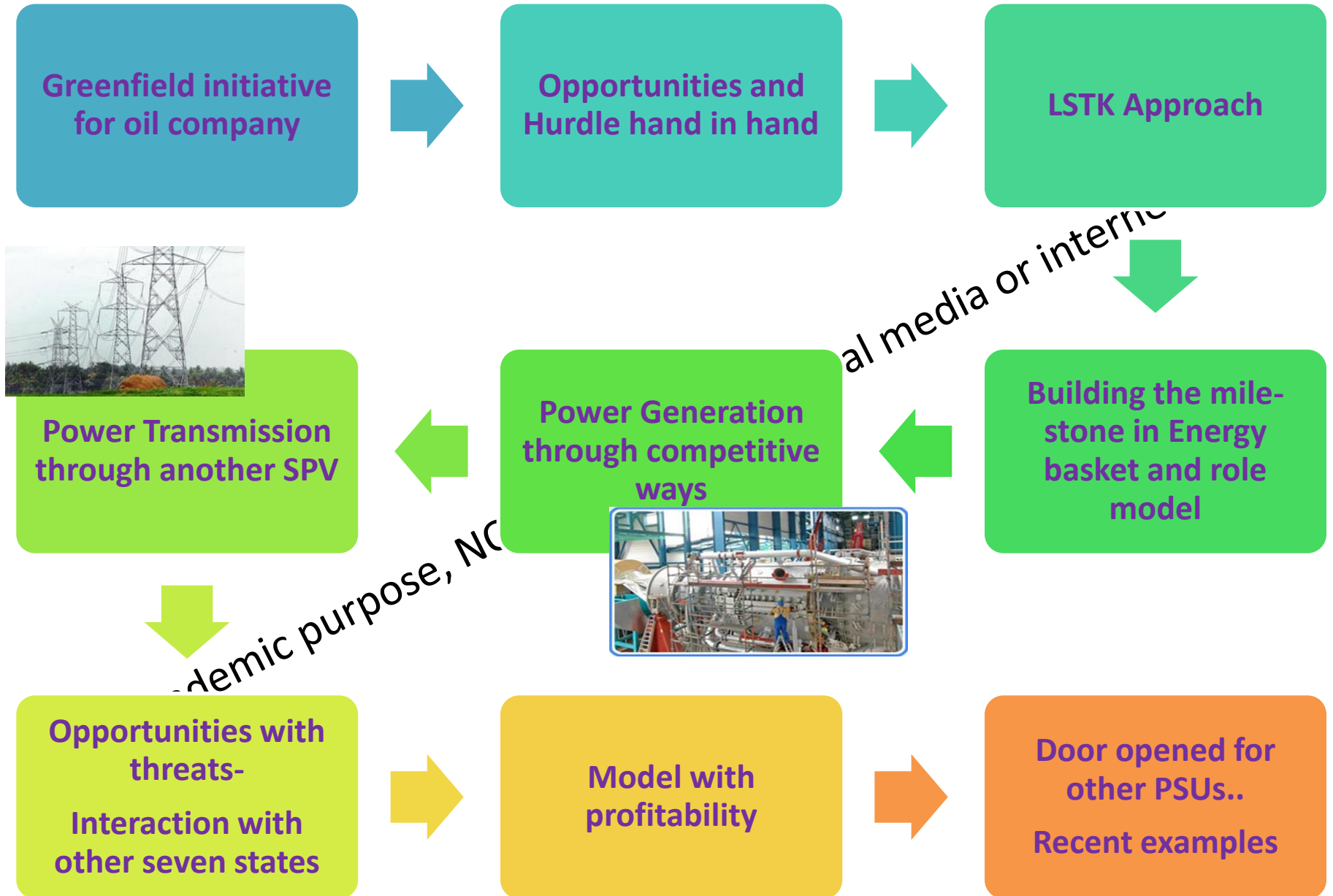
- Whether huge Transportation Cost was included in Tender? If not, where lies the gap?
- What's the difference in cost due to this Gap?
- A bid for 4500 Crs and B bid for 2200 Crs + **Cost Plus Method**...Here lies the trick and ethics..
- Project management and Planning was not done properly and the cost plus costed around 60% of won bid offer...Imagine
- These are only learning from one angle of Transportation of Turbines....What else....

Learnings...Contd

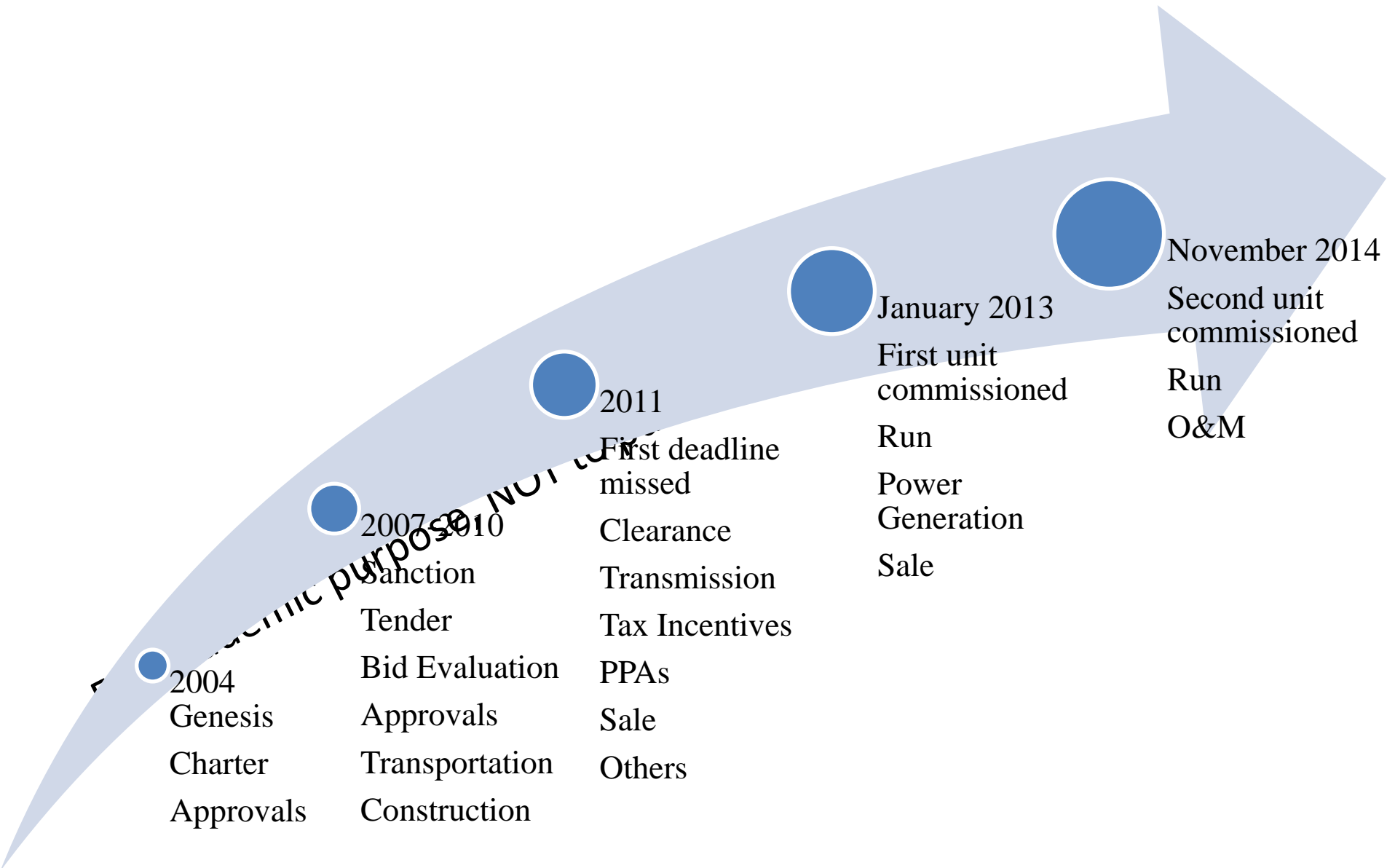
- Who will buy the Electrical Power in NE?
- Govt was not on ease to buy full power?
- Returns were the issues..
- Option of Wheeling to Northern Grid-Further cost implications..
- Swapping with Bangladesh w.r.t. Bongaigain
- Opportunistic approach..Left the option
- New SPV to Transmission
- Initial lost hope as CSR project
- Surprise-Only gas plant with profits

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OTPC – A mile-stone project networks



Time and Cost Overrun



Activity

- Leadership

- Taking initial start is big way
- Conditions were not simple
- Thinking for associated new approach-CDM

Many more –put thoughts
on mind, will get more
questions and replies

- Team Work

- First of its kind
- Joining hands (means inviting problems?- Seven states PPA, But solving)
- Collaborations (sharing partnership and profit/loss)
- Increasing the stakeholder participation- Even International relations
- What about administrative controls and why this matters?

- Ethics

- Disputes? Land acquisition? Social causes- Complete social responsibility from Port to Palatana.....Is this fair? Or responsibility.
- New project, new issues, old stakeholders, demand of money and jobs
- Iterative for many
- Identification of gray areas- Whether Tender process fair?
- Justification of cost overrun- Whether LSTK was defined well? NO hidden?
- Justification of time overrun- Logistics put open ended process and status?

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Thank You

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