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**ESE 2023 PRELIMS PAPER-1  
PROJECT MANAGEMENT  
By-AMIT DIXIT Sir**

- Theory
- Explanation
- Derivation
- Example
- Shortcuts
- Previous Years Question With Solution

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# UPSC ESE 2021

## Basics of Project Management Lecture 1

By  
— Amit Dixit

### What is Project?

- According to the **PMBOK** a project is “a temporary endeavor undertaken to create a unique project service or result”
- According to the Project Management Institute (PMI), the term Project refers to “to any temporary endeavor with a definite beginning and end”
- **PMBOK** - Project Management Body of Knowledge (book whose sixth edition was released in 2017, Originally published in 1996)

## What is Project?

- Temporary endeavor
- Unique creations
- Group of well defined sequence of activities
- Having goal/ goals to meet organization's needs
- Having Time Limitation

## What is Project Management?

- A temporary endeavor undertaken to create a unique product or service by Optimal utilization of resources

Manpowered

**Both Art & Science. Why?** using human (Art)

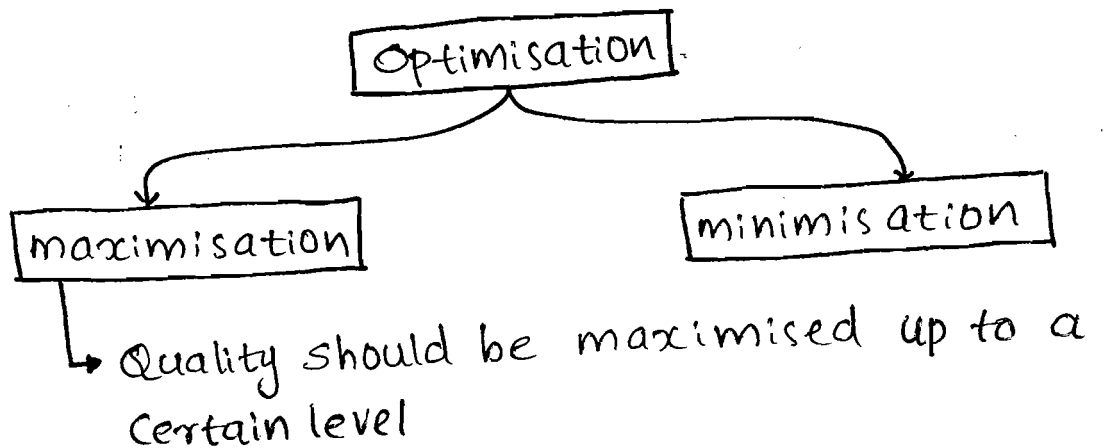
Machine

using machine (Science.)

# Optimal Utilization of Ms

- ★
- Man
- Machine
- Material
- Method
- Money

⇒ Use this for better utilization of Mankind



# Project in Loss

- Total Revenue = 90 Crores
- Total completion cost = 95 Crores



For example "BHEL" - Govt company

↓  
Lack of projects → Manpower & M/c are idle.

## What to do??

If not taken project - 10 cr loss

If taken - 5 cr loss.

∴ We should take project [save 5 cr]

Note: cost price = 80/- } turnover (Revenue) = 100/-  
 Selling price = 100/- } Profit = 80/-

## Project's Major Characteristics



A clear start and end date



A project has boundaries

*: we will be having limited resources*



A project creates something new



A project is not business as usual

*painter: exception.*

*A painting artist (Renowned) — his / her each work is project as it sells its business.*

## Other Characteristics of Project

1. Skilled Staff
2. Coordination : *Very major issue.*
3. Made to order
4. Subcontracting
5. Risk and uncertainty : *can see everywhere.*

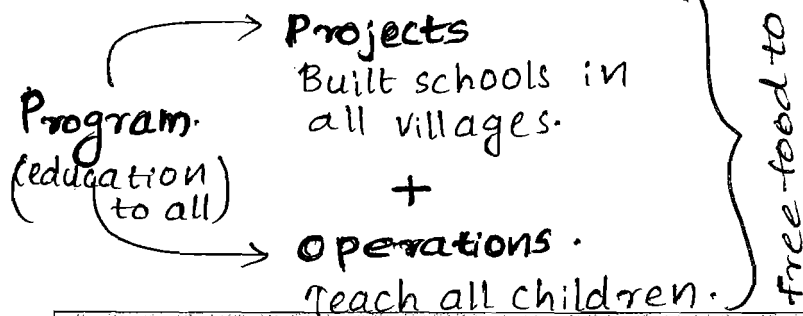
## Difference between Program & Project

Programs focus on the coordination of a number of related projects and other activities, over time, to deliver benefits to the organization

- Program is "a portfolio of projects and activities that are coordinated and managed as a unit such that they achieve outcomes and realize benefits" – **Disaster Relief Program**

- Projects are focused on the efficient creation of outputs; programs are focused on delivering outcomes

- **Rebuild a school??**



⇒ Eventhough project is successfull. program can be fail. If operation didn't happen.

⇒ If children didn't come - Programme fail → Could not complete on time

## Four Dimensions of a Project

- Inherent size (usually measured in terms of value)

• Money      • time.

a • The degree of technical difficulty in creating the output - ISRO

- The complexity of the relationships with the stakeholders Cego,

b • The degree of uncertainty involved in the work - ISRO

a'b - tunnel making @ hill

b'a - Powerplant

⇒ Any person who is benefited - +ve stake holder

→ Mr. or Mrs. Dool. OPPOSITE going down -ve stake holder

## Degree of Uncertainty in Project

<b>What to Do</b>	<b>Unclear</b>	<b>Semi Open (Making a Movie)</b>	<b>Open (Lost in Fog)</b>
	<b>Clear</b>	<b>Closed (Painting by numbers)</b>	<b>Semi Closed (Going on a Quest)</b>
		<b>Clear</b>	<b>Unclear</b>
<b>How to do it</b>			

⇒ What comes first

What to do or how to do.  
✓

## Phases - Project Management

It includes six phases:

1. Initiation phase

→ Ideas & feasibility check.

2. Definition phase

*(what)*

3. Design phase

*(how)*

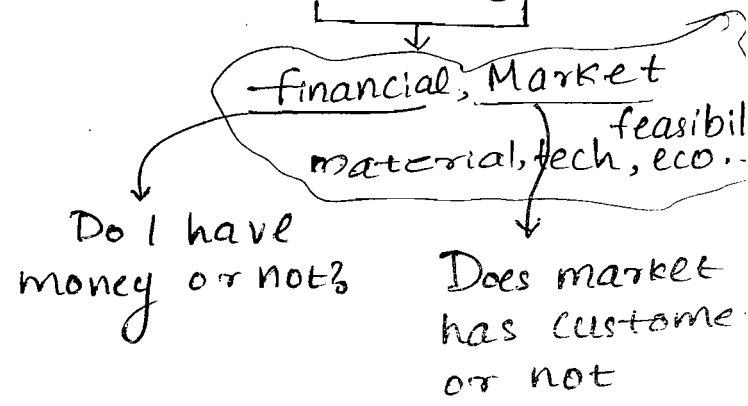
4. Development phase

*(how to implement)*

5. Implementation phase

6. Follow-up phase (Monitoring & Control)

} planning phase.



@ every phase we need 'G'.  
It happens parallelly.

## Phase-wise Examples

**Idea** – Why this building/ road, how community will be benefitted, how government will be benefitted, impact on environment, is it feasible, fund idea, payback period etc)

**What** – Requirements, limitations (route/ land acquire task, fund analysis, legal procedure to acquire, climate limitation (hill areas), management system to control/ implementation,

**How** - legal procedure to acquire, kind of material to be used, How much manpower required, time to complete, end to end or partwise construction, water Drainage system, road lights required or not and its frequency, procedure to make road (its density, etc), Creating a management system

**How to implement** – Arrange manpower, arrangement of resources, instructions hierarchy, deciding/ finalizing subcontractors, ordering material,

**Implementation** – Execution of plan, payments, daywise fund arrangement,

**Contract Closing & Maintenance** – Deciding Toll tax, Its frequency in km, repair frequency, cleaning frequency

# Project scope : who will do what , clearly define what customer wants, clearly define what supplier can supply.

• 10% payment will be done at contract closing.

8400cr (total Revenue), 840 cr (Pending) ⇒ customer keep it for

getting interest.

## Initiation Phase: Idea

### Questions to be answered in the initiation phase

➤ Why this project?

Idea phase - : Project Charter

➤ Is it feasible?

➤ Who are <sup>stakeholders</sup> possible partners in this project?

➤ What should the results be?

➤ What are the <sup>Scope:</sup> boundaries of this project (what is outside the scope of the project)?

• Project selection time (Idea) - Just Said/ think Box

• Initiation idea (Idea)- feasibility Study Completed. Detailed estimate. Mostly stake



## Definition Phase: What?

➤ In this phase, the requirements that are associated with a project result are specified as clearly as possible. This involves identifying the expectations that all of the involved parties have with regard to the project result.

⇒ What are the requirements.

## Definition Phase: What?

It is important to identify the requirements as early in the process as possible. Several categories of project requirements that can serve as a memory aid:

- Preconditions : land
- Functional requirements : Buying machine.
- Operational requirements : Giving power backup to run m/c.
- Design limitations

## Design Phase: How? *Most Critical*

- In the design phase, one or more designs are developed, with which the project result can apparently be achieved. Depending on the subject of the project, the products of the design phase can include diagrams, sketches, flow charts, site tree, etc.
- As in the definition phase, once the design has been chosen, **it cannot be changed in a later stage of the project.**

## Development Phase: How to Implement

During the development phase, **everything** that will be **needed** to implement the project is **arranged**. Potential suppliers or subcontractors are brought in, a schedule is made, materials and tools are ordered, instructions are given to the personnel and so forth.

Note: Portfolio: Company says I have done 10 national & 20 international programme.