

PROJECT MANAGEMENT CONCLAVE, 2018

Ranchi, June 2-3

Structured Project Management – the key to Project Success

Title: **Ensuring Institutional support mechanism for building Project Management Competency**

Presenter details: Jagadeesh Kumar R, PMP, CRE, CMQ/OE, MBB, Lead Auditor (ISO 27001, 9001 & 14001-2015)
Addl. GM & Head,
Nalanda: BEL Academy for Excellence (BAE),
Bengaluru



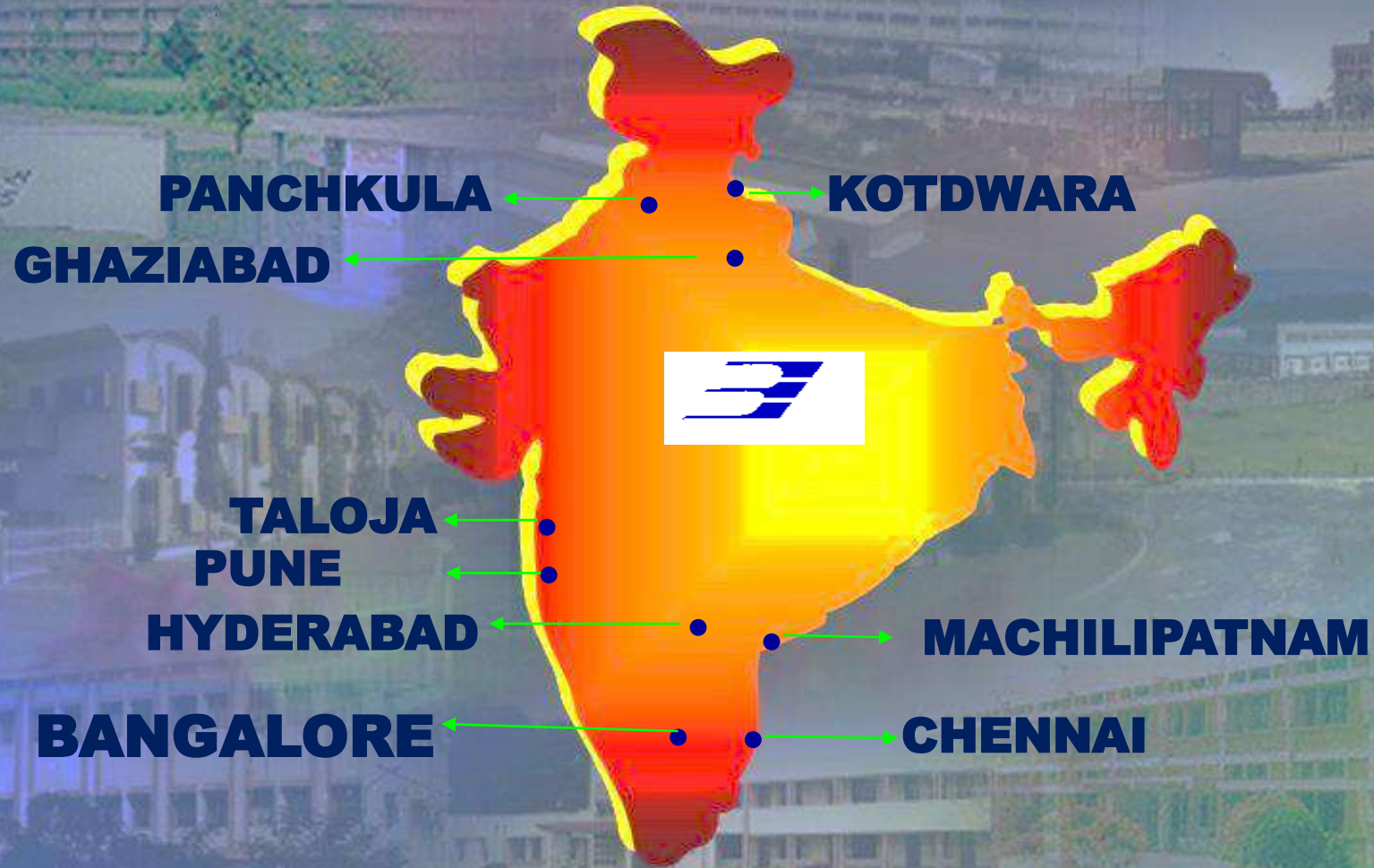
About Bharat Electronics Ltd (BEL):

- ❖ BEL was established in 1954 by the MoD.
- ❖ The total employee strength is 10K.
- ❖ BEL is a 10K Crore Company in terms of turnover
- ❖ BEL is a Navratna DPSU mainly dealing in Defence Electronics
- ❖ BEL is a technology company with 84% of the turnover coming from the indigenous design.
- ❖ BEL has a 3 Tier R&D structure viz, CRL- Futuristic Technology Research Centres, PDIC- Product Development & Innovation Centre, and the SBU R&Ds- Product realization R&Ds
- ❖ BEL has 9 Units across India viz, KOT, GAD, PK, NAMU, PN, MC, HYD, CHN & BLR.



BHARAT ELECTRONICS

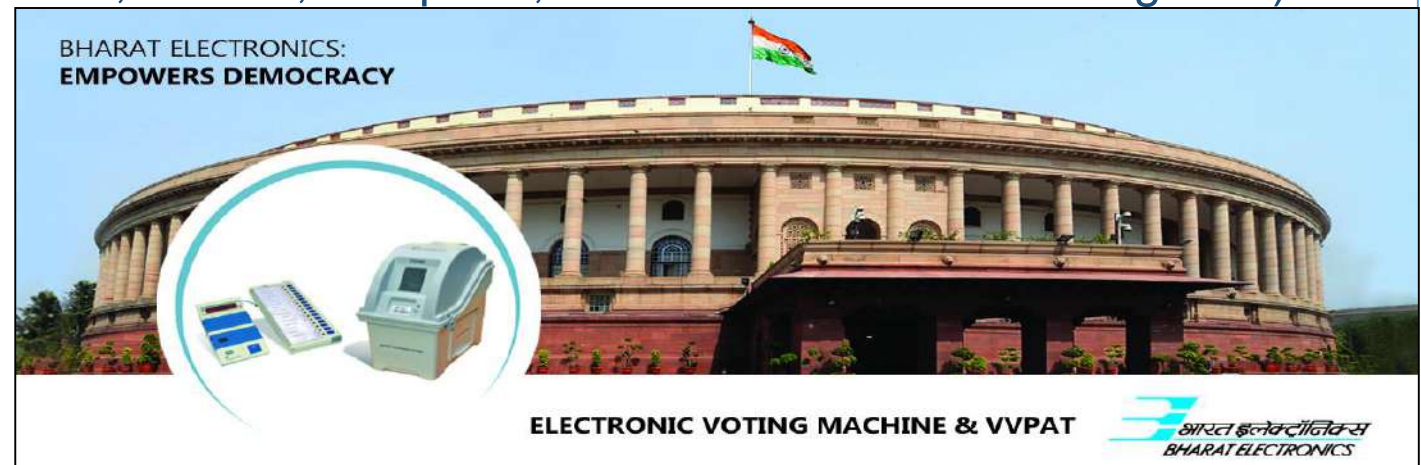
OUR UNITS ACROSS THE COUNTRY



About B BEL Products...

The main products are:

- ❖ Defence communication systems
- ❖ Radars
- ❖ Underwater systems
- ❖ Gun fire control systems
- ❖ Electronic warfare systems & avionics
- ❖ Command control systems-C4-I (command, control, computer, communication and Intelligence)
- ❖ Electro-optics
- ❖ Laser & Night vision systems
- ❖ Tank electronics
- ❖ Missile systems
- ❖ Coastal surveillance system
- ❖ EVMs & VVPAT



About Nalanda: BEL Academy for Excellence, Bengaluru

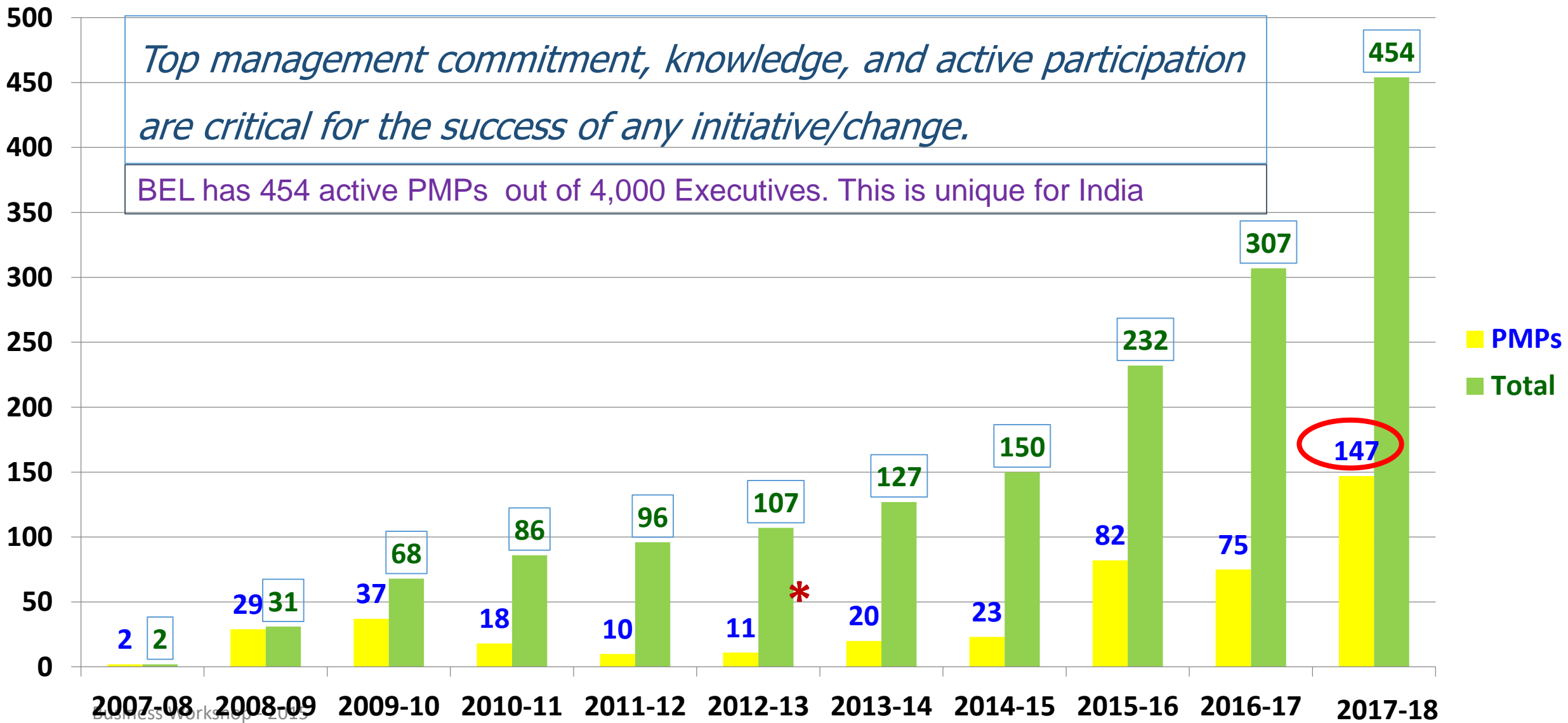


BEL PM Competency-PMP Results



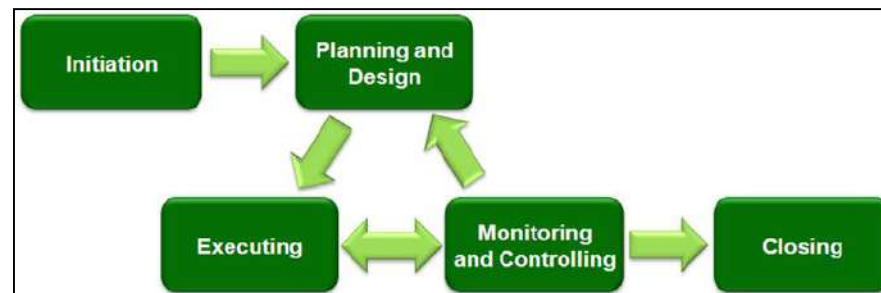
Top management commitment, knowledge, and active participation are critical for the success of any initiative/change.

BEL has 454 active PMPs out of 4,000 Executives. This is unique for India



The journey of Project Management Competency acquisition - BEL:

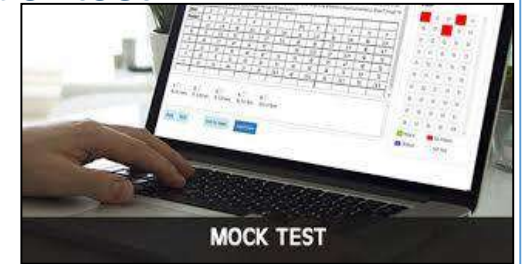
- ❖ The importance of PM competency was recognized by BEL in the year 2007
- ❖ Many Global customers demand that PM professionals should be the project leads
- ❖ PMI Bangalore Chapter trained the initial batches
- ❖ For extensive PM implementation, BEL had compulsion to develop it's own expert faculty pool to teach PM in BEL
- ❖ In the year '2008 BEL started conducting the mandatory 35 hour contact programme as an “other education provider approved by PMI”.
- ❖ BEL executives performed well in the Global certification
- ❖ BEL Management was pushing for much better result than 70-80% success rate



Project Management – BEL’s structured approach to build PM competency...

BEL evolved a novel scheme of FOUR online mock tests:

1. A 75 question, paper-based assessment at the end of the 35 hours training
2. Four mandatory online mock tests of 200 questions each with duration 4 hours per test
3. The above mock tests are pre-scheduled and notified well in advance.
4. Difficulty levels of the first 2 mock tests are comparable to Global examination
5. The 3rd and the 4th online mock tests are slightly tougher than the Global exams.
6. Those who score more than 60% average are only recommended for certification exam.
7. Else, they need to study and take one more 4 hours mock test of 200 questions and score min.60% before they are ready take Global exam.
8. BEL has created a dynamic question bank with 2,000 questions. The 200 questions are randomly and non repeatedly picked keeping the overall difficulty level for the particular mock test a candidate takes.
9. Also PMI prescribed number of questions only are picked from each Process Group.
10. BEL has developed it’s own unique examination software customized for PM mock tests.
11. The online mock test results are provided Process Group wise to know the areas to improve.



Project Management – BEL’s structured approach to build PM competency...

- ❖ BEL PM policy 2009 allowed reimbursement of the membership fee and the exam fee only once the PMP Global exam is cleared by an individual.
- ❖ BEL personnel were interested but not too keen and were apprehensive of the success
- ❖ BEL released a modified PM policy in the year 2014 to encourage PMP certifications further
- ❖ PMI membership is compulsory. This is confirmed during the 35 hours training programme. Individual gets online access to PM BoK and other PMI knowledge resources.
- ❖ Reimbursement is now done once the exam is scheduled by the individual. Even if the candidate succeeds in the second attempt, membership fee plus exam fee for both the attempts are reimbursed.
- ❖ BEL personnel take Global examination within 3-4 months of training completion.
- ❖ PMIP, Project Management Implementation Programme customized and introduced to help BEL to implement the PM concepts
- ❖ PMIP has 4 day PM training with BEL certification. It has two objectives:
 - (1) Ease of PM implementation in BEL and
 - (2) Enhancing confidence to work for PMP certification



Build adequate
expertise to deploy
programmes

Project Management – BEL’s structured approach to build PM competency...

- ❖ Implementation of PMI approved 64 PM templates were difficult for the beginners
- ❖ BEL customized the PM templates, released 15 templates and integrated in SAP.
- ❖ To help the freshers, BEL introduced the subject” Introduction to PM” at the entry level itself
- ❖ The freshers are encouraged to fill 6 PM templates during their role as PM team members
- ❖ BEL has trained more than 1,500 Executives on PM to enhance contribution to the project success
- ❖ **Constancy of purpose:** BEL has not deviated from the PMI stream even though there were serious offers from other PM bodies. Not to step into 2 boats, BEL has gone for PM training of PMI alone



Project Management – BEL’s structured approach to build PM competency...

To sum up,

1. Commitment of Management to build PM competency
2. Policy support for fee reimbursement even in case of one time failure in the Global exam
3. Internal faculty base for better connect between the PM concepts and PM requirements of BEL
4. Compulsory PMI membership to ensure unhindered access to the PMBoK
5. Periodic online 4 hour mock tests (4 tests) with the results provided Process Group wise .Follow up sessions to consolidate concept assimilation by the executives
6. PM Knowledge Management Portal created to support the PMs to utilize the lessons learned from the past projects and also to share their experiences with BEL community
7. PMO is led by the respective SBU Head

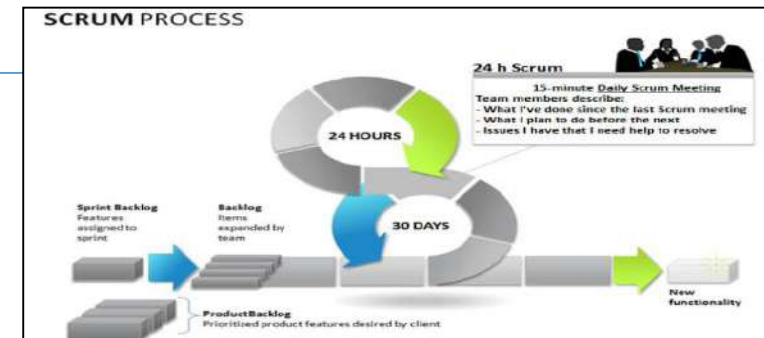
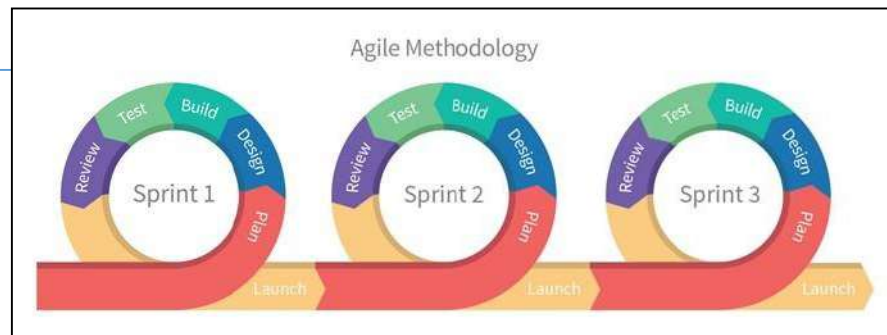
Outcome:

1. 454 certified BEL PMPs are leading various projects across India
2. PM competency for maximum benefit from the PM practices
3. Highly structured Risk Management approaches



PMBOK Guide-6

- ❖ Additional processes introduced and increased to 49. Some Process Names Modified. Two KAs names & content modified.
- ❖ There are three new processes. Thus, there are at least 5-10% of new content.
- ❖ Inputs, Tools & Techniques and Outputs Modified in a big way.
- ❖ Risk Response Modified.
- ❖ Communication term made more clear.
- ❖ Project Scope and Product Scope Concept is added.
- ❖ Closing Procurements have been rolled into Control Procurement.
- ❖ Additional emerging tools, trends, techniques, and Practices need to be learnt (Newly added).
- ❖ Agile and SRUM related contents are added. This is additional reading.



Thank you

