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STATEMENT OF THE PROBLEM

OBJECTIVES

HYPOTHESES

RESEARCH METHODOLOGY

RESULTS & DISCUSSION

FINDINGS

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CONCLUSIONS

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EXECUTIVES' PERCEPTION ABOUT PROJECT MANAGEMENT PRACTICES IN BEML BANGALORE

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ABSTRACT

Today's competitive global marketplace demands that businesses get new products, services, and business development completed quickly, on time, and within budget. Major challenges in facing business today are increasing customer demand, increasing competition, globalization, and complex technology. To overcome these challenges managers need to be more innovative and proactive. Project Management is attempted to accomplish a value addition, to bring about a beneficial change to the organization. It is achieved by steering in the right direction to keep in the right track, enabling an up gradation, change, or development in the existing system. The basic challenge in successful accomplishment of a project lies in optimizing the allocation and integration of inputs necessary for completion of the project. The set of project management practices in managing the projects helps in completion of the project well within the specific time. This paper attempts to identify the executives' perception about project management practices in BEML with respect to project planning, project Identification, project development risk management and project execution monitoring and control.

KEYWORDS

Project Development, Project Identification, Project Management, Project planning, Project Execution, Monitoring and Control.

INTRODUCTION

 Project management enables an organization to achieve operational excellence and a high employee satisfaction and retention index. To realize the full potential of an organization and its people, the Project Management Practices followed in PSUs, systematically provides the best business solutions. Understanding the importance of an effective Project Management System (PMS) brings the real value to the firm. Some of the major challenges in adopting project management practices identified in the study were a low level of understanding of the scope of the term 'Project Management', which tends to generate a rather myopic view of what it entails. In addition, the inadequacy of skilled and semi skilled manpower often limits the productivity and cause a huge divergence in terms of the results expected and what is actually delivered at the end. In this juncture, it is required to find out the PM practices and its application, an attempt to ensure its effectiveness and impact of the PMS employed in the organization under study. Bharat Earth Movers Limited (BEML), a public sector undertaking, incorporated on 11th May 1964, is India's largest and Asia's second largest manufacturer of mining, construction and earthmoving equipments with remarkable presence in numerous sectors such as coal, mining, steel, cement and irrigation. An attempt has been made to analyse the executive's perception about project management practices in BEML. An opinion survey has been conducted from 42 respondents i.e., executives in BEML were contacted and their views were obtained through an interview schedule comprising of personal factors and study factors. The collected data were processed and portrayed in suitable tables.

REVIEW OF LITERATURE

Several studies done on project management practices, effectiveness of project management and project overruns, have been collected through the reviews of the related research studies. Studies on projects show that deviations from a general to a planned endeavor do indeed happen. Public sector companies are generally viewed on project schedule slippages and cost overruns.

M.Sakthivel Murugan (1994)¹, attempts to make a comparative evaluation of project overruns of time and cost, and its impact on the projects. He suggests that effective management of a project is a sine-qua-non for the development of the economy to germinate on a firmer footing because development itself is the offshoot of a series of successfully managed industrial projects.

Mukesh Jain (2007)⁴, comprehends that in the present day, the competitive marketplace demands the best of everything – the highest quality, lowest costs and shortest schedule. Avoiding failures and delivering the right software at the right time requires taking care of end –to-end process, including project management and quality management.

Larry Puleo (2007)⁵, in his study on 'Enterprise Project Management: what it takes to deliver organizational benefit, suggests that if you want to improve your project management capability you need to focus on people and process, not on software tools.

N.Vijaya Lakshmi, (2008)¹¹, in her study, examined that managing projects in 21st Century successfully requires good people-management skills. However the new generation project managers have few people-management skills and usually they are not trained in managing people, due to the reasons like attitude towards workplace culture, loyalty, communication and technology.

NEED FOR THE STUDY

The ability to allocate resources to achieve a goal within the specified period of time, making it unique, is the hallmark of project management. BEML is taken as a case study to understand its PMS (Project Management System), a source of information for the Public Sector Undertakings in India. The study enables to examine the final outcome relating to the potential problems and pitfalls that can occur in projects.

STATEMENT OF THE PROBLEM

The Project management system pertains to the intricate Project management Practices generally applied by the Project Managers with lot of challenges. The challenges faced by the Project managers in accomplishment of the projects balancing between the triple constraints - Time, cost, resources, along with the quality, skill and performance involved in projects claim the need for this study especially in BEML, which is known for its complexity and success over the decades.

OBJECTIVES OF THE STUDY

1. To examine the relationship between the personal factors and the occupational status of the Project managers.
2. To analyze the relationship between the Project Management Practices (PMP) and the Project Management System.
3. To identify the personal decisions of project managers in administering the projects.

HYPOTHESES OF THE STUDY

- H₀ : There is no relationship between the personal factors and the occupational status of the Project managers.
- H₁ : There is relationship between the personal factors and the occupational status of the Project managers.

RESEARCH METHODOLOGY

The study attempts to analyze the relationship on their occupational status, their personal decisions taken relating to the Project Management practices applied in managing their Projects for an effective Project Management System.

RESULTS AND DISCUSSION**PROJECT MANAGEMENT PRACTICES**

The perception about the various project management practices such as project planning, project identification, project development, risk management project execution monitoring and control were identified and compared with personal profile.

PROJECT PLANNING

Project Planning applicable in the organization (BEML) under study. It explains the procedures and policies adopted relevant to Project Planning as one of the Project Management System.

AVERAGE SCORE ANALYSIS

The Average Score Cross Analysis is used to assess the level of opinion of the respondents based on the Personal Factors namely, the occupational status and number of years of experience of the respondents on the variables relating to Project Management System through a Five-point scaling technique similar to Likert Scaling.

TABLE 1.1: PROJECT PLANNING

S.No	Variables	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
1	Before starting the project a professional exercise of planning has been made	14 (33.3)	20 (47.6)	4 (9.5)	2 (4.8)	2 (4.8)
2	The environmental issues relating to the project does not arise	2 (4.8)	9 (21.4)	8 (19)	20 (47.6)	3 (7.1)
3	Suggestions from the team members are accepted	18 (42.9)	21 (50)	1 (2.4)	2 (4.8)	0 (0)
4	Identification of problems expected in the current project is shared among the team so as to elicit solutions from team members	13 (31)	24 (57.1)	3 (7.1)	2 (4.8)	0 (0)
5	List of activities are defined to each individual involved in the project	15 (35.7)	23 (54.8)	1 (2.4)	3 (7.1)	0 (0)
6	Collaborative estimation of cost and time is more effective	12 (28.6)	22 (52.4)	5 (11.9)	3 (7.1)	0 (0)
7	The critical path of the project is defined in detail to ease the complexity in the schedule	15 (35.7)	19 (45.2)	2 (4.8)	5 (11.9)	1 (2.4)

[Note: The values in brackets are in percentage]

It is found from Table 1.1 that, majority of the respondents 20 (47.6%) have agreed, and 14(33.3%) of them have strongly agreed, on the project planning exercise applied, before initiation of the project. 20 (47.6%) of the respondents have stated that environmental issues arise on the projects undertaken. 50% of the respondents have agreed, and 18 (42.9%) have strongly agreed that suggestions from team members are accepted at any point of the project management system. Majority of the respondents 24(57.1%) have agreed that problems anticipated in project implementation and solutions for these problems are always shared among the team members. Almost all the respondents have consented that each member involved in the project management system (pms) are aware of the activities involved in the project. Majority of the respondents have also agreed on the effectiveness of Collaborative estimation of cost and time. Finally in the project planning stage, 19 (45.2%) of the respondents have agreed and 15 (35.7%) have strongly agreed that the CPM (critical path method) is defined in detail to ease the complexity of the PMS.

It is concluded that all the necessary inputs relating to the project planning stage has been prudently followed with the required communication and feedback among the team members to enable an effective initiation of the project.

1.1.B.1 PERSONAL FACTORS AND PROJECT PLANNING

Association of the personal factors of the respondents on various aspects relating to project planning were tested in Table 1.2

Before starting the project a professional exercise of planning has been made

- A 1

The environmental issues relating to the project does not arise

- A 2

Suggestions from the team members are invited during the planning stage

- A 3

Problems anticipated in the current project is shared among the team, to elicit solutions

- A 4

List of activities are defined and assigned to each individual for smooth execution

- A 5

Collaborative estimation of cost and time is more effective in planning process

- A 6

The critical path of the project is examined in detail to ease the complexity in the Schedule

- A 7

TABLE 1.2: AVERAGE SCORE OF PERSONAL FACTORS AND PROJECT PLANNING

Occupational status		Project Planning						
Designation	Managers	A1	A2	A3	A4	A5	A6	A7
		3.86	2.36	4.36	4.14	4.43	4.07	3.86
	Asst. Managers	4.07	2.86	4.29	4.14	4.07	4	4.07
Experience (years)	< 10	3.8	2.4	3.8	3.4	4	3.6	3.4
	10 – 20	3.44	2.44	4.11	4.22	4.22	3.67	4
	>20	4.21	2.82	4.46	4.25	4.21	4.21	4.11

It is found from the Table 1.2 that the Managers have more level of agreeability towards A5 (4.43) followed by A3 (4.36) whereas the Assistant managers have more level of agreeability towards A3 (4.29) followed by A4 (4.14) than others. The respondents having experience greater than 20 years have shown a high level of agreeability towards A3(4.46) followed by A4 (4.25) and those having an experience between 10 to 20 years have a high level of agreeability towards A4 and A5 (4.22) than others and so on towards Project Planning.

It is concluded that the respondents irrespective of their cadre and experience have a high level of agreeability towards the variables A5, A4 or A3 than others relating to Project Planning.

1.1A.2 PROJECT IDENTIFICATION

TABLE 1.3: PROJECT IDENTIFICATION

S.No.	Variables	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
1	Research on prospective customer base is continuously explored	10 (23.8)	24 (57.1)	3 (7.1)	5 (11.9)	0 (0)
2	The existing customers' orders is in adequate demand to meet our optimum sales	6 (14.3)	22 (52.4)	6 (14.3)	8 (19)	0 (0)
3	The competency mapping is done in a continuous process	0 (0)	5 (11.9)	7 (16.7)	16 (38.1)	14 (33.3)

[Note: The values in brackets are in percentage]

It is found from Table 1.3 constituting Project Identification, majority 24 (57.1%) of the respondents have agreed that research on exploring of prospective customers has been done in continuous basis. As also 22 (52.4%) of the respondents agree that the existing customer base fulfill the existing production capacity meeting the company's optimum sales. Regarding the competency mapping, 16 (38.1%) of the respondents have disagreed that it is done on a continuous basis. It is concluded that Project identification is not a major problem for the company due to the sustained demand and accomplishment of the projects suiting to the customer's requirements.

1.1.B.2 PERSONAL FACTORS AND PROJECT IDENTIFICATION

Association between the personal factors and the variables of project identification was tested through Table 1.4

Research on prospective customer requirement is continuously explored

- B1

The competency mapping is done in a continuous process

- B2

No need for identification of new projects due to optimum level of business reach

- B3

TABLE 1.4: AVERAGE SCORE OF PERSONAL FACTORS AND PROJECT IDENTIFICATION

Occupational status		Project Identification		
Designation	Managers	B1	B2	B3
		4	3.43	1.64
Experience (years)	Asst. Managers	3.89	3.71	2.29
	< 10	3.6	3.8	2.2
	10 – 20	3.67	3	1.89
	>20	4.07	3.79	2.11

It is observed from the Table 1.4 that the Managers have more level of agreeability towards B1 (4 .00) followed by B2 (3.43). The Assistant managers also have shown a high level of agreeability towards B1 (3.89) followed by B2 (3.71) than others.

The respondents having 10 to 20 years of experience have a high level of agreeability towards B1 (3.67) followed by B2 (3.00). Further the respondents with experience above 20 years have a high level of agreeability towards B1 (4.07) followed by B2 (3.79) and so on towards Project Identification.

It is concluded that the respondents irrespective of their cadre and experience have a high level of agreeability towards B1 and B2 than others, relating to Project Identification.

1.1.B.3. PERSONAL FACTORS AND PROJECT DEVELOPMENT

PROJECT DEVELOPMENT

The 'Project Development', which covers the role of the project Manager and the team, referring their responsibilities on the issues in development of the Project were analyzed in table no. 1.5

TABLE 1.5: PROJECT DEVELOPMENT

S. No.	Variables	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
1	Project manager's role is more about team leadership than project management	8 (19)	14 (33.3)	5 (11.9)	10 (23.8)	5 (11.9)
2	The project team's morale remains intact until the completion of the project	6 (14.3)	28 (66.7)	2 (4.8)	5 (11.9)	1 (2.4)
3	The strategic objectives are well defined	8 (19)	24 (57.1)	6 (14.3)	3 (7.1)	1 (2.4)
4	Training programs help to share knowledge and improve the skills	12 (28.6)	23 (54.8)	3 (7.1)	4 (9.5)	0 (0)
5	Project manager's role is more about team leadership than project management	21 (50)	19 (45.2)	1 (2.4)	1 (2.4)	0 (0)
6	The expertise and professional skill is the core competency of the organization	4 (9.5)	28 (66.7)	7 (16.7)	2 (4.8)	1 (2.4)
7	Performance analysis is done periodically	11 (26.2)	26 (61.9)	2 (4.8)	3 (7.1)	0 (0)

[Note: The values in brackets are in percentage]

It is found from Table 1.5 , that 28 (66.7%) of the respondents agree that the morale of the team members are kept intact over the period of accomplishment of the PMS, as also 28 (66.7%) agree that the core competency of the organization is the expertise and the professional skill of the team members enhancing the Project Management System. Similarly 26 (61.9%) of the respondents agree on the periodical performance analysis adopted in the PMS. It is found that 10 (23.8%) of the respondents have disagreed on the statement, Project manager's role is more about team leadership than project management.

It is concluded from this analysis that the Project Development is strongly built on the edifice of expertise and the professional skills of the team, periodical performance analysis, and the morale of the project management team kept intact during the entire process of PMS.

The respondent's personal profile with respect to their perception relating to variables of project development has been tested in Table 1.6

Project manager's role is more about team leadership than project management

- C1

The project team's morale remains intact until the completion of the project

- C2

The strategic objectives are well defined

- C3

Training programs help to share knowledge and improve the skills

- C4

The expertise and professional skill is the core competency of the organization

- C5

A part of the work is outsourced

- C6

Performance analysis is done periodically for timely completion of project.

- C7

TABLE 1.6: AVERAGE SCORE OF PERSONAL FACTORS AND PROJECT DEVELOPMENT

Occupational status		Project Development						
Designation	Managers	C1	C2	C3	C4	C5	C6	C7
		3	3.93	3.71	4.29	4.5	3.86	4.21
Experience (years)	Asst. Managers	3.36	3.71	3.89	3.89	4.39	3.71	4
	< 10	3.4	3.2	3.8	3	4.2	3.6	3.2
	10 – 20	2.89	3.78	3.44	4	4.44	3.67	4.22
	>20	3.32	3.89	3.96	4.21	4.46	3.82	4.18

It is found from the Table 1.6 that the Managers have more level of agreeability towards C5 (4.50) followed by C4 (4.29) whereas the Assistant managers have more level of agreeability towards C5 (4.39) followed by C7 (4.00) than others. The respondents having 10 to 20 years of experience have a high level of agreeability towards C5 (4.44) and C7 (4.22), as also of those having less than 10 years of experience, C5 (4.2) than others.

Further the respondents who have experience more than 20 years have a high level of agreeability towards C5 (4.46) followed by C7 (4.18). towards Project development.

It is concluded that the respondents irrespective of their cadre and experience have a high level of agreeability towards C5, C7 and C4 than others, in relation to Project Development.

1.4.A.4. RISK MANAGEMENT

TABLE 1.7: RISK MANAGEMENT

S.No.	Variables	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
1	Lack of confidence in time and cost estimates	3 (7.1)	17 (40.5)	7 (16.7)	14 (33.3)	1 (2.4)
2	Urgent projects disrupt the cost and available resources	3 (7.1)	27 (64.3)	3 (7.1)	8 (19)	1 (2.4)
3	Lack of team members support and cooperation	3 (7.1)	17 (40.5)	3 (7.1)	16 (38.1)	3 (7.1)
4	Team members fatigue overtime, losing interest in the project	1 (2.4)	19 (45.2)	7 (16.7)	12 (28.6)	3 (7.1)
5	On completion of the project, it may end up that the project no longer meets the current business needs	1 (2.4)	9 (21.4)	5 (11.9)	17 (40.5)	10 (23.8)
6	The business objective might change during the course of the project	0 (0)	20 (47.6)	8 (19)	12 (28.6)	2 (4.8)
7	The risk management techniques and tools has been thoroughly examined	3 (7.1)	22 (52.4)	7 (16.7)	9 (21.4)	1 (2.4)

[Note: The values in brackets are in percentage]

The risk management in PMS, is a crucial element of any organization. It is found from the analysis given in Table 6.9, that 27 (64.3%) of the respondents agreed that, urgent projects disrupt the cost and available resources. 22 (52.4%) of them have agreed that risk management techniques and tools has been thoroughly examined in the PMS and 19 (45.2%) of them have agreed that Team members fatigue overtime, losing interest in the project.

Risk is associated with outdated practices due to updated technology. It is found that 17 (40.5%) of the respondents agree that the project once completed no longer meets the current business needs and 14 (33.3%) have consented that there exists lack of confidence in time and cost estimates.

Hence it can be concluded that there are risks to be managed relating to lack of support and cooperation among the team members, change of business objective during the course of the project, and the constraints on cost and time estimates.

1.4.B.4. PERSONAL FACTORS AND RISK MANAGEMENT

Analysis of respondent's personal factors with respect to their perception relating to the variables of risk management has been tested in Table 1.8

Lack of confidence in time and cost estimates among the team members

- D 1

Urgent projects disrupt the cost and available resources

- D 2

Lack of team members support and cooperation

- D 3

Team members fatigue overtime, losing interest in the project

- D 4

On completion of the project, it may end up that the project no longer meets the current business needs

- D 5

The business objective might change during the course of the project

- D 6

The risk management techniques and tools has been thoroughly examined

- D 7

TABLE 1.8: AVERAGE SCORE OF PERSONAL FACTORS AND RISK MANAGEMENT

Occupational status		Risk Management						
Designation	Managers	D1	D2	D3	D4	D5	D6	D7
		3.07	3.57	3.07	2.93	2.21	3.36	3.43
Experience (years)	Asst. Managers	3.21	3.54	3	3.14	2.46	2.96	3.39
	< 10	3.4	3.8	3.4	3.4	3	2.8	2.4
	10 – 20	3.22	3.56	3.33	3	2.33	3.11	3.22
	>20	3.11	3.5	2.86	3.04	2.29	3.14	3.64

It is found from the Table 1.8 that the Managers have more level of agreeability towards D2 (3.57) followed by D7 (3.43) whereas the Assistant managers have also shown a higher level of agreeability similar to Managers towards D2 (3.54) followed by D7 (3.39) than others. The respondents having 10 to 20 years of experience have a high level of agreeability towards D2 (3.56) followed by D7 (4.22) and D1 (3.22).

Further the respondents who have experience more than 20 years have a high level of agreeability towards D7 (3.64) followed by D2 (3.50) towards Risk Management.

It is concluded that the respondents irrespective of their cadre and experience have a high level of agreeability towards D2 and D7 than the others, in relation to Risk Management variable.

1.5.A.5 PROJECT EXECUTION, MONITORING AND CONTROL

TABLE 1.9: PROJECT EXECUTION, MONITORING AND CONTROL

S.No.	Variables	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
1	Requirements of clients are validated in detail and any changes during the process has been authorized by the client	6 (14.3)	29 (69)	3 (7.1)	4 (9.5)	0 (0)
2	The project is updated whenever necessary	9 (21.4)	30 (71.4)	2 (4.8)	1 (2.4)	0 (0)
3	The inevitable changes done during the implementation process deviating from the planned schedule does not affect the project's health	4 (9.5)	20 (47.6)	5 (11.9)	13 (31)	0 (0)
4	Control over the execution of the project is limited to supervisions and basic reports on the advancement	1 (2.4)	14 (33.3)	14 (33.3)	11 (26.2)	2 (4.8)
5	The real execution time is very close to the planned schedule so as to avoid serious delays	3 (7.1)	25 (59.5)	4 (9.5)	10 (23.8)	0 (0)
6	Informal communication and social exchange helps to enhance team work	10 (23.8)	24 (57.1)	6 (14.3)	2 (4.8)	0 (0)
7	Review on the work carried out, achievements done and the needs to be improved is done to identify the gaps	10 (23.8)	27 (64.3)	3 (7.1)	2 (4.8)	0 (0)
8	Technology upgradation is done periodically	10 (23.8)	21 (50)	6 (14.3)	4 (9.5)	1 (2.4)
9	Before initializing the project a professional exercise of planning has been made	10 (23.8)	22 (52.4)	4 (9.5)	5 (11.9)	1 (2.4)
10	The risk management techniques has been thoroughly examined	10 (23.8)	24 (57.1)	5 (11.9)	2 (4.8)	1 (2.4)

[Note: The values in brackets are in percentage]

Table 1.9 reveals that majority of the respondents 30 (71.4%) have agreed that the project is updated whenever necessary during the course of PMS. 27 (64.3%) have agreed on identification of gaps are done on a continuous basis through review of the process and the improvements to be made wherever necessary. 24 (57.1%) have agreed that risk management techniques are thoroughly examined and duly applied.

It is found that 25 (59.5%) of them agree, that the real execution time is always close to the planning schedule so as to avoid undue delays. In toto, the project monitoring, control and execution are diligently followed keeping in view updation of project whenever necessary, inevitable changes promptly effected, review on the work carried out and technology upgradation which becomes inevitable for timely completion of PMS.

1.5.B.5. PERSONAL FACTORS AND PROJECT EXECUTION, MONITORING AND CONTROL

Analysis of the respondent's personal factors with respect to the perception relating to the variables of Project Execution, Monitoring and Control has been done in Table 1.6

Requirements of clients are validated in detail and changes required is authorized by the client	- E 1
The project is updated whenever necessary	- E 2
The inevitable changes done during the implementation process does not affect the project's health	- E 3
Control over the execution of the project is limited to supervisions and basic reports	- E 4
The real execution time is very close to the planned schedule so as to avoid serious delays	- E 5
Informal communication and social exchange helps to enhance team work	- E 6
Review on the progress made, achievements done and the needs to be improved is done	- E 7
Technology upgradation is done periodically to keep pace with the competition	- E 8
Before initializing the project a professional exercise of planning has been made	- E 9
The control process starts from the initial stages of the project.	- E 10

TABLE 1.10: AVERAGE SCORE OF PERSONAL FACTORS AND PROJECT EXECUTION, MONITORING AND CONTROL

Occupational status		Project Execution, Monitoring and Control									
Designation	Managers	E1	E2	E3	E4	E5	E6	E7	E8	E9	E10
		4	4.21	3.5	3.21	3.79	4	4.21	3.93	3.86	3.57
Experience (years)	Asst. Managers	3.82	4.07	3.29	2.93	3.36	4	4	3.79	3.82	4.14
	< 10 years	4	4.2	3.2	3.4	3	3.8	3.6	4	3.4	3.8
	10 – 20 years	3.33	3.78	2.67	2.44	3.33	4	4.11	3.56	3.33	3.78
	>20 years	4.04	4.21	3.61	3.14	3.64	4.04	4.14	3.89	4.07	4.04

It is found from the Table 1.10 that the Managers have more level of agreeability towards E2 (4.21) and E7 (4.21) whereas the Assistant managers have more level of agreeability towards E10 (4.14) followed by E2 (4.07) than others. The respondents having 10 to 20 years of experience have a high level of agreeability towards E7 (4.11) followed by E6 (4.0). Further the respondents who have experience more than 20 years have a high level of agreeability towards E2 (4.21) followed by E7 (4.14) towards Project Execution, Monitoring and Control.

It is concluded that the respondents irrespective of their cadre and experience have a high level of agreeability towards E2 and E7 than the others, in relation to the variable, Project Execution, Monitoring and Control.

FINDINGS**PROJECT PLANNING**

- 50% of the respondents have agreed, that suggestions from team members are accepted in application of the current PMS.
- Majority of the respondents have also agreed on the effectiveness of Collaborative estimation of cost and time in managing the project.
- It is concluded that all the necessary inputs relating to the project planning stage has been prudently followed with the required communication and feedback among the team members to enable an effective initiation of the project.

PROJECT IDENTIFICATION

- Around 57.1% of the respondents have agreed that research on exploring of prospective customers has been done in continuous basis.
- 52.4% of the respondents agree that the existing customer base fulfill the existing production capacity meeting the company's optimum sales.
- Regarding the competency mapping, only 16 (38.1%) of the respondents have disagreed that it is done on a continuous basis.
- It is concluded that Project identification is not a major problem for the company due to the sustained demand and accomplishment of the projects suiting to the customer's requirements.

PROJECT DEVELOPMENT

- 28 (66.7%) of the respondents agree that the morale of the team members are kept intact over the period of accomplishment of the PMS
- 28 (66.7%) agree that the core competency of the organization is the expertise and the professional skill of the team members enhancing the Project Management System in their organization.
- Similarly 26 (61.9%) of the respondents agree on the periodical performance analysis adopted in the current PMS.
- It is concluded that the Project Development is strongly built on the edifice of expertise and the professional skills of the team, periodical performance analysis, and the morale of the project management team kept intact during the entire process of PMS.

RISK MANAGEMENT

- 27 (64.3%) of the respondents agreed that, urgent projects disrupt the cost and availability of resources.
- 22 (52.4%) of them have agreed that risk management techniques and tools has been thoroughly examined in the PMS
- 19 (45.2%) of them have agreed that Team members fatigue overtime, losing interest in the project.
- Risk is associated with outdated practices due to updated technology. It is found that 17 (40.5%) of the respondents agree that the project once completed no longer meets the current business needs and 14 (33.3%) have consented that there exists lack of confidence in time and cost estimates.

PROJECT EXECUTION, MONITORING AND CONTROL

- 30 (71.4%) have agreed that the project is updated whenever necessary during the course of PMS.
- 27 (64.3%) have agreed on identification of gaps are done on a continuous basis through review of the process and the improvements to be made wherever necessary.
- 24 (57.1%) have agreed that risk management techniques are thoroughly examined and duly applied.
- 25 (59.5%) of them agree, that the real execution time is always close to the planning schedule so as to avoid undue delays.

SUGGESTIONS

From Researcher's point of view a few suggestions has been laid down, though observed a flawless PMS applied in BEML;

- As project management continues its progression, professionals require the latest information on the changes in project management. Access to state-of-the-art information is necessary to understand the increasing integration of project and the organizational strategy, and is vital to the continued advancement of the project management profession.
- Exploring new viable techniques and its effectiveness strengthening its Research and Development Department will help in a longer way.

CONCLUION

To conclude, it is found that the existing Project Management Practices of BEML followed in implementing the complex projects has been successfully managed over six decades. Projects are well managed through project management practice with respect to project planning, project identification project development, risk management and project execution monitoring and control.

SCOPE FOR FURTHER RESEARCH

It is suggested that, research on 'Project Management Practices' can be explored further on the following areas:

- ❖ Earned Value Management in Complex Projects
- ❖ Effective lessons learnt on Post Project Reviews for up gradation of PMS
- ❖ Understanding Corporate Strategies through Project Management
- ❖ Emotional Intelligence in managing Projects

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