

MASS

MANAGEMENT

LESSON-04



PROJECT MANAGEMENT

WHY IS PROJECT MANAGEMENT IMPORTANT?

You know that feeling you get, when you have too much to do in a very short amount of time and everyone is waiting on you, expecting you to produce some grand, flawless work? The anxious, worried, stressed out feeling you get in the pit of your stomach? The feeling you get when you have to complete a project and you don't even know where to start?

In this lesson, we are going to teach you the principles of project management so you can confidently take on any project life throws at you.

"Let our advance worrying become advance thinking and planning." ~ Winston Churchill

Principles of project management will teach us how to plan in advance, reducing our stress and worries. We will learn these principles through a case study – **The construction of Akshardham, New Delhi.**

PRINCIPLES OF PROJECT MANAGEMENT

There are three Principles of Project Management as per **John Storck (American Management Association - AMA)**. These principles are also known as the **Project Management Triangle**.

1. Quality of Project

- What is the final output, what level of quality are we trying to achieve?

2. Time Efficiency

- When are we trying to complete the project? What is the deadline?

3. Resources

- What resources do we have? (human, financial, social, political, etc.); What are our limitations?



- MASS MANAGEMENT
- From this triangle you can achieve any two aspects, but you cannot achieve three. You have to sacrifice one of them.
 - If you want to achieve good quality, but have a tight deadline, then you will need substantial financial resources.
 - If you want to achieve good quality, but don't have financial resources, then you may need more time to complete the project.
 - If you want your project done in less time but you don't have financial resources, then you may have to sacrifice quality.
 - According to the American Management Association, in order to achieve any two principles from this triangle, you must sacrifice the third.

However, **the Akshardham project smashed this theory and proved that it is possible to achieve all three aspects!** Let's see how they did it!



QUALITY OF PROJECT

SWAMINARAYAN
Akshardham
NEW DELHI

1. AKSHARDHAM MONUMENT

The monument is *made without use of ferrous metal* in construction.

The Akshardham Mandir consists of 234 intricately carved pillars, 9 ornate domes, 20 quadrangle spires and 20,000 statues of India's spiritual personalities.

The Mandir reaches 141.3 feet into the sky, spans 316 feet in width, and is 356 feet long. 3,00,000 stone pieces to be carved, 1 to 7 inch deep intricate carving needed, 8,50,000 cubic feet of stone work!



2. IMAX-LIKE FILM: MYSTIC INDIA

- A large format epic on **a scale never seen before in India.**
- A period film that transports you back to 18th Century India.
- **Filmed in over 100 locations** all over India, from the freezing mountains of the Himalayas to the scorching deserts. A total of **22,000 miles of surveys conducted over 250 locations** for the shooting of this film (**equivalent to travelling from Mumbai to Mexico twice!**).
- In order to cast the role of Nilkanth Varni, there were more than **11,000 auditions taken** in more than 10 cities.
- A huge **cast of 45,000 people.**
- The theater houses **Delhi's first large format screen**, measuring **85-foot by 65-foot.**³

MYSTIC INDIA



Awards:

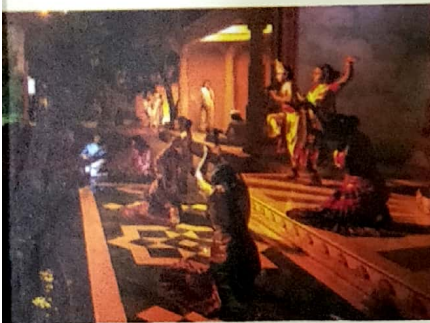
- Mystic India received the **Audience's Choice Award** at the 10th International Large Format Film Festival at La Geode in Paris, France. Mystic India was **one of nine large format films** selected to be screened at the festival. Mystic India was also accredited with the honor of **"Most Popular Film"** at the San Jose IMAX Film Festival.

3. SAHAJANAND WATER SHOW

Used **425 Submersible Pumps, 600 Lights, and laser projection.**
Designing and installation of this show was done by **BAPS volunteers.**

Yves Pepin (Creator of multimedia shows and large-scale events, founder of ECA2) who had worked as artistic consultant for opening and closing ceremony in **Beijing 2008 Olympic Games**, helped in making of this water show.

In 2018, **USA Today** recognized **Sahajanand Water show** as **1 of the top ten spectacular laser and light shows in the world!**



4. SANSKRITI DARSHAN – CULTURAL BOAT RIDE

More than 350 texts were researched while creating the Cultural Boat Ride. Research was done in the following fields:
Medical, Mathematics, Geometry, Space Science, Aeronautics, Atom Science, Arts and Skills.
You can **see 10,000 years of Indian Civilization in just 12 minutes!**

These are just a few of the main attractions at Akshardham. Based on the information above, we can see that no corner was cut in producing this cultural complex. Each attraction was researched and created with quality as a main component of the work.

Awards received by AKSHARDHAM:

- 2007 – Guinness World Records** awards the Swaminarayan Akshardham, New Delhi with the **Largest Comprehensive Hindu Temple Award.**
- The prestigious **Reader's Digest** monthly magazine selected Swaminarayan Akshardham in New Delhi as one of **'The Seven Wonders of the 21st Century'.**





TIME EFFICIENCY



view more opinions about AKSHARDHAM at -

» <https://akshardham.com/about-us/opinions>

MUKESH AMBANI - Chairman, Reliance Industries

"After seeing Akshardham I feel that nothing is impossible. It is on the commitment and dedication of your volunteers that has got Akshardham done in 5 years!"



SATISH GUJRAL - World Renowned Painter, Sculptor, Muralist & Architect

"This place, as I am told, was created in just 5 years. I am not only an artist but an architect myself. And seeing the limitations in India I think normally it would have taken 50 years to build such a thing"



DR. R. CHIDAMBARAM - Former Principal Scientific Advisor of Indian Government

"It is impossible to believe that this work has been completed in just 5 years. The presence of Pramukh Swami Maharaj has a tremendous effect... Here's an incredible combination of ultra-advanced technology and spirituality."



PRITHVIRAJ CHAVAN

Former Chief Minister of Maharashtra

"The overall experience of architecture special design, cleanliness, calm, crowd control, discipline, peace, serenity is difficult to describe in words. It is a modern day wonder. Considering the project was executed in less than 5 years, is a remarkable feat."

RESOURCE

BAPS is a non-profit organization, so efficient and effective use of resources was critical for success.



• **Maximum resource utilization was achieved through waste reduction and efficiency.** e.g. creating smaller stone carvings from larger stone wastage.

• **Time Management** - The skilled workers lived anywhere from 25-75 KM from site. This travel time was cutting into productive work time. In order to increase efficiency and

time effectiveness, stone would be delivered to the house of the artisans so they could work from home. When the trucks would go to collect the carved stone, more raw stone would be dropped off to carve.

• To complete the Akshardham in 5 years, every month on average 5,000 stones has to be carved and for that 7000 artisans were needed. However, only 1,000 artisans were available. At that time HH Pramukh Swami Maharaj suggested that 6,000 new artisans could be trained. The current artisans reached out to their family members who had artisan blood in their ancestry. These artisans were then trained to carve stone like their ancestors, completing the required 7,000 artisans needed to stay on target.

From 2000 to 2005, Akshardham was only 1 of many other on-going BAPS construction projects:

• 8 Shikharbadh Mandirs were built › India: Anand, Sankari, Dholka, Bharuch, Delhi, Jaipur | USA: Houston, Chicago
• 174 smaller Mandirs • 3 hospitals: Dabhoi, Atladara, Surat • 51 schools: Kutch-Bhuj, 3 schools: Sarangpur, Atladara, Bhuj
Along with many other activities world-wide! • Earthquake Relief Activities in Bhuj.

So how did BAPS achieve so much in such little time? HH Pramukh Swami Maharaj's leadership and exceptional project management.

(Use the lessons learned from the Akshardham project and apply it to this case study)

What should you ask the Provost right now? (Ex: budget)



1. Plan the whole Fest (what activities, programs, shows, etc. are you going to have?) **2.** Figure out a tentative budget, **3.** Plan out which departments will be needed to plan and execute the Youth Fest?

Sponsor/partner management | Volunteer management



Plan out which departments/teams you will need to help you make this Fest a success.
(Hint: Food department, audio-video, decorations, electric... etc.)

The list is long, think!

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____

(Hey! did you remember to have an emergency medical team on site?)

8. _____
9. _____
10. _____
11. _____
12. _____
13. _____



Time to plan out your budget with your team and department leads.

Things to consider:

- With 4,000 students attending, how much water will you need? How much food will you need? How much will it all cost? (E.g. 1 litre bottle of water costs 20rs. How much water will one person drink? Is there a cheaper, more efficient option? Can I bargain? Can I get it in bulk?)
- Other things that you need to budget for: entertainment, marquees, audio-video rental, decoration, marketing/publicity, and many more things.



Department	Expected Cost		Department	Expected Cost
_____	_____	B U D G E T	_____	_____
_____	_____		_____	_____
_____	_____		_____	_____
_____	_____		_____	_____
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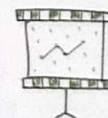
Your budget is now decided and it comes to a **grand total of Rs. 10,00,000!**

You present this budget to the Provost and he says,

"This budget is too high! The college can only offer 7,00,000 rs. You will have to figure out the rest."

You are missing 3,00,000 rs. From your expected budget – **what can you do now?**

1. Make changes to your program to reduce cost?
2. Find sponsors?
3. Make up some of the cost by charging a registration fee?



BRAND YOUR EVENT

If you want your event to stand out, you need to choose a timely and compelling theme. This means that you need to come up with a dynamic theme and you need to take great care with the actual name – since it can be a key attention-getter, especially in online media.

**CREATE A TAGLINE**

Once you've come up with a name, also try to craft a tagline – a short, memorable branding slogan that describes the event.

DETERMINE ADMINISTRATIVE PROCESSES

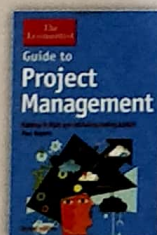
How are you going to keep track of your planning, registration, budget, guest and speakers lists, etc.?

If any problem occurs, do you have any back-up plan?

What will you do if the famous entertainer cancels last minute?

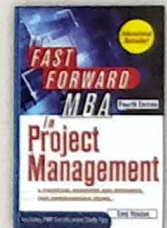
**RESOURCES TO READ...**

Project Management
Absolute Beginner's Guide
-
Gregory Horine



Guide to Project Management:
Getting it right and achieving lasting benefit
-
Paul Roberts

The Fast Forward
MBA in Project Management
-
Eric Verzuh



"First, **have a definite**, clear practical ideal; **a goal, an objective**.

Second, **have the necessary means** to achieve your ends;

wisdom, money, materials, and methods.

Third, **adjust all your means** to that end."

~ Aristotle