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**Preface:**

- It is hard to define Design and Construction Management at a single point threshold.
- In the design sector so many inputs are getting integrated in terms of structural, architectural, electromechanical engineering in the residential, commercial and industrial sectors. These inputs are getting multiplied to at least 100 times more while staging the construction management.
- The building design works starts at profound interface with the clients

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- **Stage of Bidding:**

- On completion of the design stage Engineering Companies and Contractors possess the stage of tendering. Engineering Companies and Contractors strive hard to get acquired the targeted Project
- There is a bid and there is a bid evaluation after that
- In order to ensure that targeted Projects are getting arrived to Engineering Companies or Contractors door step once again they strive hard in the bidding process by the virtue of picking up series of tenders together. The logic behind picking up the series of tenders is that every tender passes through competitive bidding
- There can be five bidders or ten or fifty and some times number of bidders can reach to hundred numbers.

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- **Stretched Resources:**

- Let us review the another situation of Engineering Construction Companies.
- If these are the new companies then of course they do possess limited staff to estimation section as projects have not yet arrived to Companies and expenditures of office overheads, administration overheads to Engineering Construction Companies are accumulated to them above than the cost of Estimation section.
- Also running Construction Companies can not keep unlimited staff to Cost Estimation Section. As in the Engineering Companies staffing are classified to Top Management Levels, Middle Management Levels, Project Management Levels, Administration Levels, Supervisory Level, Technicians Level.
- All these levels have their own proportions of staffing. Suppose a Construction Company is having overall staffing of 100 people then in proportion to that maximum 5 people shall be deployed to Estimation Section.

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- **Stretched Resources:**
- Once again while reviewing the complications the Estimations Section being stretched by the management in terms of resources those are asked to deal with multiple tenders.

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- **Bidding Complexities Assessments:**

- In this case most probably the estimation section deals with quoting according to BOQ.
- In few of the exceptional cases it goes to make Quantity Survey based upon drawings. Once the quantified figures and BOQ figures are compared then most probably Estimation Section closes their mode to go to more advanced stage.
- During the time while bidding series of large no. of Projects by the virtue of equation of probability few of them fall to them.
- The Projects fallen to the Construction Company lacks exploring of discrepancy among BOQ, Drawings, Specifications, Scope of Works and Contractual Documents.
- Even if such discrepancies are pointed out then the client remains silent.
- As to draw out the design companies from the Design stage clients had done equal exercises to keep moulding designs frequently.

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- **Bidding Complexities Assessments :**
- At this stage client is not in position to mould again the Project Design stage means bringing back Projects from Tender stage to Design Stage.
- As Project had reached to the Tender stage in the consent of client only.



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- **Design Complexity Assessments:**

- Like wise the kind of complexities observed by us at the bidding stage are having equivalent complexities at design stage also. Every Project is having budget and every Project is time bound.
- When design works are getting started that time both the sides client as well as consultant works in the relaxed form.
- Client demands more & more and the plate of client is not getting filled up by varieties of foods.
- As design advances, the time also advances.
- Suddenly client alarms the Consultants to finalize the design according to contractual terms and put up to the Tender stage.
- Consultants who had passed their 80% of time under client's amnesty suddenly start to get bothered about Contractual Terms of finishing of design.
- At this stage lot of detailed designs and specifications are thrown to contractor's side to get materialized then once again Consultants start to relax.

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- **Design Complexity Assessments:**

- The complexity of the subject starts here.
- About 80% of time clients and consultants celebrate as the time of intimacy among them and the during the rest 20% of time period all intimacy of clients and consultants start to get disappeared.
- If it is one year design programme then celebrating intimacy with consultants. Once about nine months time is getting passed then client starts to take about nine months of time period most of the clients pass the time in contractual stand.
- Number of things were not developed during the last nine months, now consultants are obliged to finish it in during rest of the three months.
- Once again in these three months Consultant gets very busy to declare Architectural designs during the next two months of the time period.



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- **Design Complexity Assessments:**

- Then these consultants leave designs of MEP on their own mercy of last one month.
- During the time last whole month is getting consumed in preparation of Mechanical Designs.
- Then whole the Electrical and ELV designs part runs under heavy screaming of the clients.
- This scenario is usual every where.
- There can be float of 50% in the situation as described above.
- The result of which can be scraps in Construction Designs and MEP Construction Designs.
- The consultants know well that what kind of scrap they have entered to the design works however they are unable to confess the details of scraps to the clients.
- Consultants usually keep silent about scraps developed by them and transfers the design to the tender stage smoothly.

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- **Integrated Complexities:**

- Before we observe complexities to design works we had already observed complexities to the cost estimations works.
- Now let us say the design was passed through the tender stage and let us consider that 5% critical scraps were diluted to the design works.
- Here dilution is terminology is used. Diluted scrap means no body knows about this scrap except experts of the industry.
- As discussed earlier when Contractors are quoting series of multiple Projects that time where do their estimation section is having time to detect such critical scraps.
- By means of theory of probabilities contractor wins the particular Project out of series of biddings.
- In such acquired or won Project is possessing severe deficiency at Estimation stage. First of all discrepancies among drawings, boqs, specifications, scope of works and contractual documents were not detected.

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- **Integrated Complexities:**

- When there is no time to quote the Project then where to bring the extra time to detect discrepancies among drawings, boqs, specifications, scope of works and contractual documents.
- Like wise Consultants keep quiet about their scraps generated by them at the design stage similarly at the same time estimation sections of the contractors keep quiet about these discrepancies.
- Now in this situation detecting design deficiency is very far away from the contractors.
- The works are passed from the Design stage to Cost Estimation Stage to the implementation stage.

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- **Implementation Phase Complexities:**

- The clients usually afraid of the Contractors hence bring their own team in the name of 'Client Representative'.
- The design consultant is already there in supervision of the Project contractually. Above than that in very sensitive Projects clients recruit 'third party' inspection team.
- Along with all these agencies client recruits 'Project Management' agency.
- The concept of keeping 'Project Management' Agency is that it monitors the Project activities which were basically not monitored by the Project Consultants, third party inspection team, client representative.
- In this situation it becomes difficult to declare which one agency is more superior than other agency.
- With involvements of all the supervisory agencies contractor possess their own Project Mangers, Design Engineers, Site Engineers and Supervisors

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- **Implementation Phase Complexities:**

- Now in order to coordinate with all agencies some times Coordination Engineers are recruited.
- These coordination engineers tries to make coordination among all agencies.
- However the project which was suppose to start at normal phase starts at the normal phase but gradually gets converted to racing phase.
- The racing phase means there is no racing of accelerating the works.
- The racing is established among different agencies.
- Among these all agencies the “Project Management” agency takes front line to establish the most worst roles.
- All the Project Management Companies established worldwide they do possess their own black faces which they never expose to clients and contractors.

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- **Superimposed Situation:**

- With integration of all circumstances particularly in the middle east Projects go to different stage of variation orders.
- In the middle east clients are loaded with heavy money.
- When they do possess over flooding of money with them then the question of where to diversify their money comes then they always find out the ways to diversify their money into construction works.
- During the process of construction they become dreamy and every day they do not get relaxed until and unless they issue the change orders. While putting the change orders they do not limit the no. of change orders.
- These change orders are unlimited.
- In this situation Client Representative, Project Management Team, Consultant get together and they discuss how to survive to the extent of five years if the Project Time was limited to two years.
- They make nice plot of dragging project of two years life to give it life of five years.



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- **Advanced Complex Stage:**

- Usually with integration of all the agencies gradually project starts to go to mess up.
- Contractor possess very smart and experienced Project Managers.
- Their Project Managers day starts with complications.
- When they take up the charge at the site usually number of people are ready to make them walked to particular places of sites to show the mess up.
- On other side complaints comes to them that number of materials are out of stock.
- Site Equipments are not arranged yet.
- Consultant and Project Management Team together have not approved the shop drawings to start with.
- Particular procurements are not made or the particular procurements are not approved by the client.
- No. of Request for Information are not answered.

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- **Advanced Complex Stage:**

- With composition of no. of issues and frequent site visits the number of agencies from client's side calls the Contractor's Project Managers for meetings.
- Usually these Construction Managers do not get time to make well studies of on going issues.
- Hence their answers are getting shorten to certain time-line always that with in a week they will revert back to particular issues.
- The engineers require sharp guidelines of Construction Managers to develop shop drawings.
- But they hardly make presence to design section in supporting them to make shop drawing.
- These Construction Managers know well that to make survival they need to keep the site in running condition.
- To keep the site in running condition they convert all detailed engineered solutions to spot solutions while knowing well that all the spot solutions will go to the process of reworks but they don't mind to rework at the same place frequently.

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- **Advanced Complex Stage:**

- At all the sites all detailed engineered decisions are getting converted to spot decisions only and cycle of reworks are highly common.
- While composition of all junctures at a single point suppliers make queue to Project Mangers to get approved their materials.
- Consultants become dishonest during all the times.
- For example normally Electrical Consultants approve the ELV systems.
- When they receive any submittals from suppliers about their ELV systems, first they start to scratch the submittals.
- If they do not scratch the submittals then they are not consultants.
- Usually if Electrical Consultant is reviewing telecommunication submittals from supplier then he should know BISCII if he or she doesn't know BISCII then he or she should call the suppliers and get explanation of their telecommunication & security system.

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- **Advanced Complex Stage:**

- If Electrical consultant is reviewing Fire Alarm supplier's submittal then he/she should know NFPA.
- Usually Electrical Consultant shifts detectors here and there in the drawing and that is their knowledge about NFPA.
- When they review the lighting submittals they ask the suppliers to bring the samples of the light fittings.
- Normally softwares are strong enough to replace the samples.
- On other side Project Management team is very keen to scratch all submittals and make frequent rejection of works at the site under the name of quality control.

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- **Extreme Complex Level:**

- Gradually client smells all ongoing mess up and calls all the agencies that if their performances are not found adequate then the client was strong enough to expel all of them.
- At this stage these agencies start to make coordination which each other while knowing that they have made enough mess up at the site and making more site messed up means getting expelled from the Project.

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- **Stage of Extreme Mess-ups:**

- Gradually they call contractors of all trades and give the statements that they are rapidly going to approve all suppliers submittals, shop drawings, coordination layouts in a bulk and they ask contractors to follow time lines after having made up enough mess up at the site.
- Something was not achieved at the site during past 100 days now Project Authorities ask contractors to finish up in 10 days irrespective of quality controls. All the quality control programmes are getting diluted during the time.
- Mean while sometimes Client asks all involved agencies to get passed through ISO certifications.
- Once again contractor's administration was enough loaded now starts to get loaded with ISO certifications.
- Finally all these developments cause terrible health & safety violence at the sites. Number of Project Managers, Supervisors and Engineers start to get involved in job burns situations.
- Either they have to get works exported to their homes or they have to present themselves at the site 24 hrs.



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- **Stage of Extreme Mess-ups:**

- Families of people involved in job burns situation suffer.
- Child doesn't come to know why daddy remains so tensed last no. of weeks, gets angry in each and every matter.
- For the Wives of these Project Managers Saturday, Sundays become equivalent to normal working days.
- No of supervisors and foreman sleep at the sites in stead of their accommodations.
- Know body knows what is the root cause of this situation.
- The global impact of this kind of environment is so common that people do not try to investigate the root cause of the problems.
- Once one Project gets handed over they switch to another project.

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- **Motivations:**

- Did any body has thought of that one efficient Project Engineer is equivalent to one thousand inefficient Project Managers?
- Do any body has thought that the Project can pass smoothly through the phase of design, estimation and construction.
- At this stage we need to remember the story of Napoleon Bonaparte no.3.
- The person was selling his war strategies at the position of Soldier and became emperor of the France just by means of selling his war strategies.
- In fact it was not just only his war strategies but number of so many millions of characteristics of Napoleon were attached to this phenomena.
- But his base line to this phenomena was directly proportional to selling of his war strategies.

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- **Strategies:**

- Exactly all the war strategies are getting applied to the Construction Industry also. Napoleon was doing very hard work of roaming to hundreds of miles of geographical areas and putting down the geographic maps to his note pads.
- He was making war strategies without use of laptops or computers.
- Now days we are well equipped with science and technologies along with softwares even though the Construction Industry is in big mess up.
- All the unusual matters are happening as listed above despite of latest science and technologies.
- So the Construction is a science and construction is warfare also.
- Gradually construction has got converted from one of the most standard Science to warfare and the stage of politics.

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- **Strategies:**

- When politics is getting involved at that time it doesn't allow any agency at the site to stay with their own well versed visions.
- If any clever, honest Construction Manger enters to the Project who knows well the scrap produced by the consultants, client representatives, third party inspectors, project management teams, contractor's project managers & engineers and if he starts to report about these scraps then all the involved agencies survival come to danger.
- At this stage as first job all these agencies do enough to expel such kind of talented Project Managers or they do not allow to make their schemes successful.
- The question is that do we need so many agencies at one place just to happen the Construction.
- The answer is strictly no.
- There is need of single agency in the Project who can perform all the tasks.

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- **Strategies:**

- Basically if we divide the Project Administration and site activities into two phases then at least 65% part of that comes to Project Engineering Administration and 35% of the rest of which comes to Project Pure Site Implementations .
- Something was not decided in air-conditioning office has to get decided in the hot temperatures after fighting with so many agencies.
- Our Extreme Engineered Solutions say that we decide ourselves every thing in our air-conditioned office itself instead of at the site without fighting with so many agencies.

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- **Advanced Strategies:**

- So what is the way of making over all situation comfortable. First of all let us theoretically expel client's representative from the Project, Let us expel the Project Consultant from the Project after Design Phase, Let us expel design managers & Engineers from Construction Companies and MEP Construction Companies, Let us expel third party inspection company from the site and let us expel so called Project Management Companies from the site.
- Let us make the ground clear for us.
- We do not need any involvement of any agencies in the Projects undertaken by us. This is very clear matter we need to convey to the clients.
- Even if such agencies are involved then we would like to stage at the top of all Project Authorities even at the top of clients also.



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● **Charge of the situation:**

- At this stage we would like to put up our conclusions.
- Who are the best people who can take the charge of the sites.
- Our conclusions says that Consultants are the best people who can take the charge of the sites.
- When Consultants develop their designs they need to give budgetary costs to clients in order to process the tenders.
- When consultants can prepare the budgetary costs then they can prepare the detailed cost estimations also.
- At the site Consultants are approving the financial claims produced by the Contractors if Consultants can approve the financial claims then they can prepare the financial claims also.
- Also once the Project Programmes are delivered to the clients then Clients send these programmes for the approval of the Consultants only.
- If Consultants can approve the Project programmes then Consultants can prepare the Project Planning also.

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- **Charge of the situation:**

- Now once again matter comes to Procurements. Consultants usually approves the Project procurements.
- If they can approve the Project Procurements then they can make the Project procurements also.
- Normally when Project Consultants are given the charge of particular sites then they limit their exposures to shop-drawings and coordination layouts.
- So their outcome looks like a outcome of drafting company.
- We are going to take up the full charge as being Construction Manager of the Projects being Consultant Organization.

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- **Charge of the situation:**

- We ourselves willing to declare the most Supreme Authority of the Project hence we would like to declare ourselves as clients representatives and the intense brain engines of Contractors.
- We don't let detailed engineered decisions to be taken by Construction Managers at the sites.
- We believe that if water is supplied at 160 psi then it serves the purpose of serving fountain water of the garden while accelerating the water pressure to 60000 psi, it serves the purpose of metal cutting.
- Our intense brain-storming exercises being provided to our clients and contractors are equivalent to situation of accelerating of water psi to the extent of 60000.

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- **Charge of the situation:**

- We know the limitations of Construction Managers at the sites. Construction Managers probably dealing with workforce of about 3000 people at the sites and about 30 trades of Subcontracting Divisions.
- Their most of the energies are getting spent in work force management then where do they possess the time of detailed engineering.

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- **Charge of the situation:**

- So once we take up the charge of the Projects then we take the responsibility of all detailed engineering.
- We also give profound relaxation to Construction Managers at the sites and by means of such relaxation we expect that these Construction Managers should not exploit their own teams while putting them under severe tortures.
- The background of such severe tortures are hidden in the improper detailed engineering, project planning, procurements.

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- **Charge of the situation:**
- We also believe that our methodologies are not just going to give relaxation to Construction Managers at the sites but we would like to train them on weekly basis while giving them the multilayered brief of events which are going to happen in the next week.



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- **Our Starting Phase:**

- Now let us start with any Project. Let us assume that Project Design Phase is over and Project Cost Estimation Phase is also over. The Project is awarded to certain contractor and now we integrate our approach to interface the Construction Contractor and the clients.

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- **What we do offer:**

- First of while taking the charge of the Project we would like to take the responsibility of whole the Project on our own shoulder. Once the Project is handed over to us then we shall collect the Project CD or DVD comprising the BOQ, Drawings, Specifications, Scope of Works and Project Estimations made by the contractors along with the quotations of subcontractors and all vendors. Once we undertake the Project then we would like to deliver to the client the following deliverables.
- SI
- Description
- 01
- Design Philosophy
- 02
- Design Methodologies
- 03
- Construction Management Philosophy
- 04
- Construction Management Methodologies.

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- **What we do offer:**

- Once these deliverables are approved by the clients then we will send to clients the “Project Brief”.
- On sending the Project brief, we shall list out the deliverables along with we shall list out the sequence of deliverables.
- Once the list of deliverables and sequence of the deliverables are approved by the client then we shall give to the client the schedule of deliverables.
- After getting approved the schedule of deliverables our contract shall be getting activated.
- We shall issue the Project Value Engineering.
- At this stage if any design deficiency are remained then we shall draw attention of the client and we shall make redesigning of the whole project or the partial project.

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● **What we do offer:**

- During the process of the value engineering if we find any alternative designs to make cost reduction of the Project then we shall issue to the client the alternative design either partial or in the complete volume according to report of our value engineering.
- Once we cross the stage of Value Engineering then we shall offer to client Cost Estimation Services into three phases, in the first phase we shall deliver to the client the conventional cost estimations based upon boq then in the second phase we shall issue to the client cost estimation based upon our quantity survey and in the third expert oriented phase we shall detect discrepancy among BOQ, Specifications, Scope of Works and Contractual Documents. For this purpose we shall coordinate with all USA as well as Middle East based vendors.
- On completion of our estimation analysis we shall declare to the client that the particular Project was either over quoted, under quoted or adequately quoted.
- We shall deliver to the client module of expenses to be occurred at the site at the different stages of construction.
- On completion of Value Engineering, Cost Estimation Phase and declaration of Module of Expenses we shall start to coordinate with USA as well as Middle East based vendors for lead items procurements.

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- **What we do offer:**

- We shall send to the client the procurements sought by us based upon cost, quality and tender specifications.
- While passing the procurement phase we shall start to deliver Project Construction along with MEP Construction Planning.
- Once getting approved Project Planning developed by us on Prima Vera software we shall start to develop shop drawings and coordination layouts.
- Further to these drawings we shall enhance all the drawings by BIM Modeling.
- At the technical core of BIM is the software that enables 3D modeling and information management.
- Extensive use of the software eventually leads to a more complete understanding of the technical core

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- **What we do offer:**

- After having developed BIM Modelling we shall issue ICCET and AREATLES version of the Project.
- We shall compress the project to the smallest possible volume and we shall enable the Project Managers at the sites to keep whole Project with them like a small note book of 100 pages maximum.
- Once we have gone through making BIM Modeling we shall ensure that all the deliverables are approved by the client at least one month before starting of the construction activities.
- At the time of starting Construction Activities we shall declare the site clearances programme weekly.
- Then we shall invite at every stage of construction site photography and we shall declare our quality management programme according to that.
- At the interval of 15 to 20 days we shall invite raw as built from the sites and which we shall convert to professional as built.
- By means of these Professional As Built we shall make periodic Quantity Survey and issue the invoices to our clients to get approved finances according to works progress.



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● **What we do offer:**

- While preparing such Invoicing we shall compare module of expenses pre-declared by us.
- We shall draw attention of client if expenses were incurred were more than the site progress. For this purpose we shall invite from the client total sum of the expenditures incurred at the site during the particular month of execution.
- On progress of the Project to the completion stage we shall declare commissioning programme.
- We shall invite the client to send to us the Project Commissioning Report.
- During the time we shall invite the snag lists to be developed by third party at the site.
- Based on the snag lists we shall deliver the norms of Job Handover Programme.

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- **What we do offer:**

- Our dedicated Project Manager shall make the periodic and specific visit of site for real time client interface during the phase of construction.
- We shall invite primary, secondary and tertiary snag lists from the site in three stages at the time of Project Handover.
- Once again based upon primary then secondary then tertiary snag lists we shall keep modulating the Project Handover norms.
- Once our Project Handover Norms are fulfilled by means of site handover report on completion of snag list we shall certify the Job Completion.

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- **What we do offer:**

- During whole the process we are not going to deploy Site Engineers from our side, we shall not develop Raw As Built developing at the site, we shall not take up the Project Photography on our own shoulder, we shall not participate in Project Testing Commissioning but we shall declare from our side the Project Testing Commissioning and Handover Norms and we shall observe the fulfillment of such norms from our side.

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- **What we do offer:**

- On handover the project we shall issue to the client the job completion certification. After handing over the job completion we shall issue to the client Job costing.
- The analysis of budgeted and incurred expenses. So very complicated industry of Construction we shall make it very simple.
- We are offering
  - (i)Scientific Management of Constructions
  - (ii)Time Saving Management of Constructions
  - (iii)Cost Saving Management of Constructions
  - (iv)Upmost Quality form of Constructions
  - (v)Energy Saving form Constructions by the virtue of Green Building Designs.