



## **A GOOD PM HAS A COMPREHENSIVE KNOWLEDGE OF THE COMPLETE CONTRACT DOCUMENT,,**

What do these alphabets mean ? For a Construction Engineer these mean 'Project Manager' For a politician these mean 'Prime Minister'. Both are correct. The Project Manager of a Construction Company is as important as the Prime Minister of a Country. The success of the Project Site depends entirely on the efficiency of the Project Manager as the success of the country too depends on the efficiency of the Prime Minister.

An Engineer with 5 to 10 years can occupy the chair of a PM. That does not mean all Engineers with 5 to 10 years experience are eligible to be PMs. Some Engineers even with 30 to 40 years experience would not be fit enough for this coveted post.

The health of the Company depends on the strength of its PMs. The health of the Company can be said to be excellent if 80% of their PMs are efficient. In case this percentage drops below 60% the Company is likely to become sick.

An efficient and competent PM leads the Project Team from the front. The Project Works entrusted to him will be completed as per schedule within the specified cost and in the best workman like manner. A good PM makes his entire staff efficient during the time they work along with him in execution of one complete Project Works.

A good PM has a comprehensive knowledge of the complete contract documents. He knows the BoQ from the beginning to end. Hence he is aware whether he is executing an extra item before he starts with the item.

He keeps a complete record of the delays which hamper the progress of work. He asks for extension of time well before the scheduled date of completion quoting the various reasons for delay. He takes care of the Company's interest regarding compensation in case of working during the extended period for reasons attributable to the 'Owner'. In no case should a situation arise when the Company is on the defensive in case of delay in completion.

All labour contractors would be eager to work for efficient PMs. They stand to earn more in projects efficiently handled, as the Piece Workers are able to get the maximum output from their workers because the works are well planned and all arrangements for execution are meticulously done well in advance.

Posts like Project Coordinators or any other post above the level of PMs are only to identify the seniority of the PMs otherwise the PM alone is supreme for any project.

Our Ex-Chairman Mr B.E. Billimoria used to say that he would never make the mistake of giving any orders to the PM when he was visiting the Project Works. He always considered the PM supreme at the project site.

PM also means Purchase Manager. This is also a post of vital importance to the Company. An efficient Purchase Manager will be able to reduce the cost of construction. Once an honest and a person of integrity is appointed to this coveted post, the Management's major worries are over.

I call upon all PMs to consider their respective projects as their own Companies and work effortlessly for the successful completion of the same. This will not only assure a bright future for our Company but for you as well.

**Mr. N. C. Parameswaran**  
Chairman



# GREEN BUILDINGS



The Leadership and Energy & Environmental Design (LEED) Green Building Rating System is a set of performance criteria for certifying the sustainable design and construction of a building. It has been developed by the United States Green Building Council with the intent of creation of high performance, healthful, durable and environmentally sound buildings. It has been brought to India by the Confederation of Indian Industries (CII) citing adaptability to Indian conditions.

The Indian version of the rating system has commenced under the flagship of the Indian Green Building Council (IGBC), which in turn is affiliated to the USGBC. The LEED system addresses the following aspects in Land Development

- Site Sustainability
- Water Efficiency
- Energy Optimisation
- Materials and Resources
- Indoor Environmental Quality

## Site Sustainability

Reduce pollution from construction activities by controlling soil erosion, waterway sedimentation and airborne dust generation.

Channel development to urban areas with existing infrastructure, protect green fields and preserve habitat and natural resources.

Reduce pollution and land development impacts from automobile use by encouraging pool cars, bicycle and alternative fuel automobiles.

Provide a high ratio of open space to development footprint to promote biodiversity.

Reduce heat islands (thermal gradient difference between development and undeveloped areas to minimize impact on microclimate and human and wildlife habitat).

## Water Efficiency

Limit or eliminate use of potable water, or other natural surfaces or subsurface water resources available near the project site for landscape irrigation by tertiary treatment of sewage water.

Maximise water efficiency via tertiary treatment of sewage water and low flow EC fixtures to reduce the burden on municipal water supplies.

## Energy Optimisation

Verify the building's energy related systems, are installed, calibrated, and performing according to the owner's project requirement.



Establish the minimum level of energy efficiency for the proposed building and systems as per followed energy standards (ASHRAE) and achieve increasing levels of energy performance above the baseline to reduce environmental impacts associated with excessive energy use.

Provide for monitoring and verification of building energy conservation over time.

## Materials & Resources

Divert construction and demolition debris from disposal in landfills and incinerators. Redirect recyclable recovered resources back to the manufacturing process.

Increase demand for building products that incorporate recycled content materials thereby reducing impacts resulting from extraction and processing of virgin materials.

## Indoor Environmental Quality

Minimise exposure of building occupants, indoor surfaces and ventilation air distribution system to Environmental Tobacco Smoke.

Provide additional outdoor air ventilation to improve indoor air quality for improved occupancy comfort.

Use of Low VOC (Volatile Organic Content) materials, adhesives and sealants, reducing quantity of air contaminants that are odorous, irritating and/or harmful.

Minimise exposure of occupants to harmful housekeeping chemicals.

Provide for the building occupants a connection between indoor spaces and outdoor through introduction of daylight and views into the regularly occupied areas.

# Engineers & Managers

Our first batch of 20 Engineers completed the last day of instruction of the 'Executive Post Graduate Diploma in Programme Management' at NICMAR's Tardeo campus on Friday 23<sup>rd</sup> May, 2008. On the occasion Mr. Kaiyoze Billimoria spoke to them and congratulated them on having become Construction Managers in addition to being Engineers. He also related to them the following story 'in a lighter vein' to explain to them the characteristics of 'Engineers' and 'Managers'.

*A man who had made a promise to meet his friend decided to travel to that place in a hot air balloon. He soon realized that he was lost. He saw a lady on the ground below so he reduced his attitude to try and get directions from her.*

*"Excuse me, can you help me?" he said. "I promised a friend I would meet him an hour ago, but I don't know where I am!"*

*The lady replied "You are in a hot air balloon. You are approximately 30 feet above the ground you are between 40 and 41 degrees north latitude and between 59 and 60 degrees west longitude".*

*"You must be an Engineer!" said the man.*

*"I am" replied the lady. "How did you know?"*

*"Well", said the man "everything you have told me is technically perfectly correct, but it is totally useless information, because I am still lost and do not know where I am. Frankly, you have not been much help to me".*

*The lady said to the man, "you must be a Manager".*

*"I am", replied the man, "But how did you know that?"*

*"Well", said the lady, you don't know where you are or where you are going. You have risen to where you are due to a large quantity of hot air. You have made a promise and you have no idea how you will fulfill your promise. And you expect people beneath you to solve your problems. The fact is you are in exactly the same position you were in before we met, but now, somehow, it's my fault".*

Mr. Kaiyoze also gave the following advice to the new Construction Managers:

1. Before you start your task, set your objectives. If you don't know where you are going; you cannot get there.
2. Don't do things blindly. Question whether what you are doing is useful and correct.
3. Remember that the Company's purpose is not just to construct buildings, but also to make money. Keep a strong focus on controlling the cost.

The aim is to ensure that more and more employees take more AUTHORITY and RESPONSIBILITY and together pull the Company in the same direction.



# PROJECT Update MUMBAI DELHI PUNE BANGALORE HYDERABAD CHENNAI U.P.

## RESIDENTIAL

'Mahindra Splendour' at Bhandup, Mumbai - 5 towers with 2 level parking and still. 2 towers having 32 floors each and 3 towers having 21, 23 and 25 floors each

'Crescent Court' at Greater Noida, Uttar Pradesh - 3 towers with double basement, ground + 22 floors and 2 towers with double basement, ground + 6 floors

'Chloris' at Faridabad, New Delhi - 8 towers with ground + 9 floors including a club house

'Antilia' a private residence at Altamount Road, Mumbai with double basement, still + 27 floors

'Ashok Towers' at Parel, Mumbai - 3 towers with ground + 30 floors and 1 tower with ground + 51 floors and 3 levels of podium

'Planet Godrej' at Byculla, Mumbai - 5 towers with part podium, 48 + 3 floors

'Lodha Grandeur' at Parel, Mumbai - basement, ground + 27 floors

'Regency Park Tower' at Thane - still + 23 floors

'Lodha Bellissimo' at Lower Parel, Mumbai - 3 level podium and still + 50 floors

'Concorde Manhattan' at Doddathoguru village, Bangalore - 5 towers with double basement, ground + 14 floors

'Aparna Sarovar' at Kancha Gachibowli village, Hyderabad - 5 towers with double basement, ground + 19 floors

## CORPORATE

'Ashford' at Lower Parel, Mumbai - with double basement, ground + 14 floors

'Godrej Eternia' at Shivajinagar, Pune - still + 10 floors

'Brigade Gateway' at Malleshwaram, Bangalore - double basement, ground + 28 floors

'Commercial complex' at Gachibowli, Hyderabad - Block 1 with still + 5 floors and Block 2 with basement, ground + 5 floors

## UTILITY

'Orchid Ozone' Mall at Dahisar, Mumbai - with double basement, ground + 2 floors

'Amanora' Mall at Hadapsar, Pune - 2 blocks with basement, ground + 3 floors

'Brigade Gateway' at Malleshwaram, Bangalore, multilevel car parking

'UPAL' Mall at Lucknow, Uttar Pradesh - with 3 basements, ground + 6 floors

'Hospital and Medical College' at Chennai with ground + 3 floors and ground + 4 floors respectively



'CIPLA' Research and Development Centre at Vikhroli, Mumbai



## My tribute to our Chairman Emeritus

**Sneha Natarajan** -  
Secretary to the Chairman Emeritus

Our Chairman Emeritus has just turned 81 on 27<sup>th</sup> June 2008. Images of a young Mr B.E. Billimoria, when I joined BEB, flash through my mind - tall and hefty with a dynamic look belying his 63 years - and some very memorable thoughts of the years since gone by are etched in my mind.

The first time I met Mr K.B. Billimoria was at my interview and without knowing who the interviewer was, I asked him "How is Mr Billimoria as a person to work for" and he answered with a straight face "Mr Billimoria has a very bad temper and gets annoyed easily but he is a gem of a person". Probably this reply was the reason why I joined BEB.

During the years I worked for Mr B.E. Billimoria, nothing about my work or me would annoy him except an application from me asking for leave, the workaholic that he was. This was something I could not avoid on occasions as I had little school-going children at the time. Mr B.E. Billimoria was more a father figure to me than the Boss though on the surface he cleverly disguised this attribute.

He was not only concerned for my welfare but for my children's welfare too. A small but an unforgettable incident will probably enlighten you of this facet. Some ten years ago, a shocking mishap took place in the 'Ladies Train' that used to leave from Churchgate at 6:13 pm to Virar. This incident happened just before the train could arrive on the Borivali Platform. It halted as usual between Kandivali and Borivali and suddenly there was a complete black-out in all the 12 coaches of the train. There was a loud murmur through the compartments that the train had caught fire because of short circuit. It was pitch dark on the tracks and it was raining, many ladies quickly jumped out of the train without realizing the dangers they could encounter and they were either run over by the speeding train coming from the opposite direction or fell into the open nullah below the tracks, which was swollen due to heavy rains. Those days our working hours were from 10:00 am to 6:00 pm and the 1<sup>st</sup> train available would be the "Ladies Train", though I had not mentioned to him at any time that I take the 'Ladies Train'. On that fateful day, I happened to take the train previous to the "Ladies Train" because the previous train was already very late and I did not wait for the 'Ladies Train' as it would be very crowded being delayed. Mr Billimoria was in office early next day waiting for me to arrive. He called me to his cabin immediately as he saw me enter the office reception lobby. He looked very pleased to see me. I could not fathom the reason at that moment until he spoke. He said "I have not been able to sleep the whole night hearing of the 'Ladies Train' accident but I know you are not so dumb". This touched me very deeply.

Mr B.E. Billimoria never failed to ask about the progress of my children at school and after their schooling, about their higher education. He used to be as anxious as me to know their results each year and very often would give little gifts for my son (which he secretly kept in the topmost drawer of his table) on knowing he had excelled in his exams.

In early January last year on one of those days when he happened to be in office, I went up to him and told him "Mr Billimoria, my son will soon be getting married" expecting to see that joy that I was used to seeing specially when it concerned my children. But Mr Billimoria just stared at me and did not react at all. That moment hit me very hard because I realised that his ill-health had taken its toll and he had forgotten my children. If only Mr Billimoria would have been his usual self, I know full well that he would have been as happy as I was for my son's marriage. I was lucky to get an opportunity to work for a boss like Mr B.E. Billimoria. I miss him very much.

## Learning @ NICMAR

**Siraj Hussein** - Site Engineer  
(Ashok Tower)

I am very thankful to BEBL for having given me the opportunity to take up the EPGPM Course by NICMAR and to my Project Manager for encouraging and motivating me to undertake this Course. The Course has helped me to grow as an individual and also taught me new techniques. In the recent semester we have covered the following subjects:

1. Tendering and Bidding
2. Construction Equipment
3. Human Resources & IR Management
4. Operation Management
5. Construction Safety Management

The subject which I would like to specially share my learning experience is about Construction Safety Management. I have learnt that paying heed to safety norms can save many mishaps to life and property. NICMAR also taught us that working together as a team towards safety of the project will reduce the burden of expenditure that may arise due to accidents/hospitalization resulting in legal payments and even affecting the prestige of the Company in the face of the Clients and the future business prospects as well.

I feel proud to say that NICMAR training has greatly influenced me on how to safeguard ourselves and the project, which in turn will contribute towards maximum output of our Company.

## Knowledge

**Amrish Jalali** - Project Coordinator  
(Planet Godrej)

**KNOWLEDGE** is built up from interaction with the world and organized and stored in each individual's mind and is acquired by the interpretation of experience. It is also stored on an organizational level within the minds of employees and in paper and electronic records.

Knowledge Management is a very valuable asset of any organisation and is a record of the hard-earned wisdom of the company's experts. It takes years for a company's talented employees to acquire expertise - and when raw data (i.e. EXPERIENCE) is captured (RECORDED) and transformed into effective applied information and the same is spread among human capital (EMPLOYEES) in an organization, it is called "Knowledge".

Knowledge is therefore a Process. It is dynamic, personal and distinctly different from scientific data and information.

Two forms of knowledge can be distinguished:

- **tacit knowledge or implicit knowledge**, which is held in a person's mind and is instinctively known without being formulated into words; and
- **explicit knowledge**, which has been communicated to others and is contained in written documents and procedures

Knowledge is an Intangible Asset (i.e. does not have any form is not concrete or definable in measurable terms). It has benefits that are sometimes difficult to quantify but these benefits play a critical role in a company's ability to maintain a competitive edge in industry.

Organizations are increasingly recognizing the value of knowledge as one of the most important core capabilities that an organization can have and from that arises the need to manage valuable knowledge.

### KNOWLEDGE MANAGEMENT

Knowledge Management has many definitions but briefly it involves the process of capture, create, and re-use know-how

"Knowledge Management (KM) is everything and nothing. What is it?"

To answer this question, KM involves the process of acquiring, storing, distributing, and using information within a company in order to create benefit and competitive advantage for an organisation. It involves the integration of people, processes, tools, and strategy, to create, use and share knowledge to accomplish an organization's goals. A knowledge management strategy involves consciously helping people share and put knowledge into action through networking within and outside the organizational structure.

To be effective, Knowledge Management needs a culture to facilitate it and employee initiative and participation to deliver results. One way of information dissemination is through a powerful database and distributed via a communications network which permits the coordination and exploitation of an organization's knowledge resources.

Organizations are realising the true value of providing access to collective business memory and work experience to provide answers for a vast range of business solutions. The KM activity helps in leveraging knowledge to create value in the organization and to run the organization in an efficient way.

Knowledge-powered problem resolution, using a knowledge base, knowledge sharing, collaboration and knowledge reuse can help greatly to solve problematic solutions at any of our construction sites. For example

- A useful and flexible Knowledge info-structure enables employees to find what they need to know when they need it to help them with different areas of their work.
- Importantly, Knowledge about competitive threats and business conditions, provided in a timely manner, is essential for appropriate decision-making. A direct connection between a firm's ability to use information effectively and its financial performance.

Knowledge Management when well executed leads to reduced costs, increased revenue, increased profitability and the achievement of your other business objectives.

Managing knowledge is not a cakewalk. It involves continual efforts towards fostering knowledge, innovation and a desire for continuous learning to replenish and renew stocks of knowledge. It involves a process of collecting relevant information, converting it into useful knowledge, and turning it into wisdom.

Judicious management of all the three key ingredients viz. information, knowledge, and wisdom will determine industry segment leaders.







A friend in the office came to me and asked whether he could sell his property in view of certain issues which later on, he discussed with me in detail. He was quite diffident in the beginning of our conversation but as the discussion developed and blossomed, I could see that he was aware of everything for which he came asking. Those were points/issues regarding the transfer of his property.

Law warns and says **"Buyer Beware"**. But I was experiencing exactly the opposite. Here was a person who wanted to sell of his property and was scared to part with his own thing. How and why is this circumspection, tentativeness and half hearted approach in a transaction of sale of one's own property? The answer is very clear. We do not know all the laws and we do not know all our rights and obligations there under though law assumes otherwise. In this phase of globalization, the traditional saying "Ignorance of law is no excuse" does not hold ground any more. Continuing discussion with that friend, I opined that the buyer may be trying to safeguard his interests in a transaction wherein he wanted to invest his money and may be, the cautious approach adopted by the buyer was working on his mind. Investing in property involves large amounts of capital and it makes perfect sense to have a clear and clean understanding of all the options that are open, once this sizeable investment has been made. Consequently, the whole issue of transfer of property and related sub issues become hugely relevant.

I, therefore, immediately decided to scribble my thoughts and try to analyze the legal position for better understanding and thus I am writing.

The Transfer of Property Act, 1882, covers transfer of property as a whole. Section 5 of this Act defines transfer of property and refers to "any act by which a living person conveys property in the present or in future to one or more other living persons". This definition covers a company or association or body of individuals, whether incorporated or not. Section 6 of the Act states about what may be transferred and refers to property of any kind. Section 7 states about the capacity of the person who would either be a buyer or a seller and refers to any person competent to contract. A transferor must be competent to contract, he must have the title to the property or authority to transfer the property not his own in order to be a competent transferor, he must have attained the age of majority, according to the law to which he is subject. A transfer by a minor or by a lunatic is void. The provisions of Indian Contract Act and Transfer of Property Act are complimentary to each other in this respect. Section 11 of the Indian Contract Act states that every person is competent to contract, who is of the age of majority, according to the law to which he is subject and who is of sound mind and is not disqualified from contracting by any law to which he is subject. Similarly the provisions under the Bombay Stamp Act and Registration Act also

become relevant at the time of transfer of property.

Generally speaking, whenever a person transfers his property to another person, the transferor's interest in the property is transferred to the transferee. However, if a different intention is expressed or necessarily implied then the whole interest in the property will not pass to the transferee on the transfer of property. When land is transferred it is not only the land that is transferred but also the easements annexed thereto, the rents and profits thereof accruing after the transfer and all things attached to the earth. In case of a house the easement annexed to the house, the rents and profits accruing after the transfer and locks, bars, keys, doors, windows and all other things that are provided for permanent use are also transferred.



Sale is one of the species of transfer of property. Sale is defined under section 54 of the Transfer of Property Act as a transfer of ownership in exchange for a price paid or promised or part paid or part promised. Thus, in a sale four ingredients are most important, namely:

- 1) it must be a transfer,
- 2) the transfer must be of full ownership,
- 3) there must be some consideration and
- 4) the consideration would be the price paid or promised.

Hence, in any deed of sale these four requirements must be clearly reflected. A deed of sale is popularly called a deed of conveyance.

The broad points which need to be incorporated in a deed of sale are as under:

- Names of the buyer and seller
- Recitals leading to an agreement
- Clause recording the agreement of sale and purchase
- Description of the property
- Consideration/price clause and the mode of payment thereof
- Clause pertaining to the title of the property
- Production and inspection of the title documents
- Period of completion of the agreement, if any
- Special conditions, if any
- Delivery of possession of the property by the seller
- Execution of the deed of conveyance
- Details of the outgoing in respect of the property and respective obligations
- Cost of sale
- Permission for sale, if required
- Brokerage clause
- Stamp duty and registration

Methinks I have scribbled all the basic points to understand the concept of sale.



**EVEN IF YOU MAKE A DEPOSIT ON THE LAST DAY OF YOUR ACCOUNT (THAT IS, THE DAY IT IS DUE TO MATURE), YOU GET A TAX REBATE EVEN THOUGH NO INTEREST ACCRUES ON THE DEPOSIT.**

**The Public Provident Fund (PPF) is probably the most advantageous of all the tax saving schemes. You can invest up to Rs.70,000/- of your income to claim deduction u/s 80 C. The minimum deposit is Rs.500/-.**

#### Who can invest, how and where ?

Just about anyone can open a PPF Account. You can open an account in your own name or in the name of a minor if you are a guardian. You can even open an account on behalf of a Hindu Undivided Family (HUF) using its income. The account can be opened even if you subscribe to a General Provident Fund of the Employees' Provident Fund.

A PPF account can be opened with a minimum deposit of Rs.500/- at

- Any branch of the State Bank Of India (SBI) or
- Branches of its associated banks like the State Bank of Mysore or Hyderabad
- Nationalised banks like the Bank of India, Central Bank of India and Bank of Baroda, etc.
- At any head post office or general post office.

After opening an account you get a pass book which will record all your deposits, interest accruals, withdrawals and loans.

#### For how long can you maintain your PPF account ?

On paper, your PPF account must be maintained for a 15-year period. However, the tenure actually works out to 16 years since you are allowed to make your last contribution in the 16th financial year. Even if you make a deposit on the last day of your account (that is, the day it is due to mature), you get a tax rebate even though no interest accrues on the deposit.

#### Can you continue your account after the 15-year period ?

Sure, but only in a block of five years at a time with no upper limit.

#### Will you have to continue investing after extending your account ?

No. If you merely retain your balance it will earn 8 per cent interest per annum till withdrawal.

#### What if you want to withdraw Money during the extension period ?

After the initial 15-year period, if you choose to extend the account and just maintain the balance, you can withdraw the entire sum in a lump sum or in installments. If you withdraw the money in installments, you cannot make more than one withdrawal a year.

If you continue to deposit money in your account, you can withdraw up to 60 per cent of the balance to your credit at the

beginning of each extended period (block of five years).

#### How much interest do you earn ?

The interest rate is fixed periodically by the government. Presently it is 8 per cent compounded annually. The interest for a month is calculated on the lowest balance between the close of the fifth day and the end of the month, and is credited to the account at the end of each year. So, to get the maximum returns, make deposits in the first few days of the month.

#### How do you withdraw money from your account before maturity ?

Before maturity you can make withdrawals within limits : from the 7<sup>th</sup> financial year you can make one withdrawal every year - an amount not exceeding 50% of the balance at the end of the fourth year or the year immediately preceding the withdrawal, whichever is lower. If, however, you have taken a loan, the amount you are eligible to withdraw will be reduced by the amount of loan you have taken.

#### Can you take a loan ?

Yes, even before becoming eligible for a withdrawal in the 7<sup>th</sup> year you can take a loan from the 3<sup>rd</sup> year onwards. However, you cannot take a loan after you become eligible for the withdrawal facility. The loan amount should not exceed 25% of the amount to your credit at the end of the financial year immediately preceding the year in which you apply for the loan.

The loan is repayable in a maximum of 36 installments at an interest rate of 1% per annum. If you are unable to repay the entire loan in 36 months, you will have to pay interest on the deficit. Of course, you will not be eligible for a fresh loan until you repay the first one with interest.

#### Advantages & Disadvantages of PPF :

A PPF account has more benefits than drawbacks...

##### ADVANTAGES

- Your money is absolutely safe.
- You have the flexibility of contributing varying amounts between Rs.500/- and Rs.70,000/- a year, depending on your financial status. The account can be kept 'alive' by depositing just Rs.500/- a year
- You can even open an account on behalf of a minor if you are the guardian and claim the tax benefit for yourself
- The income from PPF is fully exempt from income tax.

##### DISADVANTAGES

- The tenure of the PPF scheme is 15 years, which makes it less attractive for older people.
- Although partial withdrawal is allowed from the 7<sup>th</sup> year, it is limited to 50% of the balance in your account at the end of the 4<sup>th</sup> year.