Chapter -2
Research Methodology

1 Objective:

As per the view of the problems in the present consultant evaluation and selection criteria, also the present consultant evaluation and selection criteria usually creates the tussle between client PSU and consultants for stretching and shrinking of Q and C until the project ends.

Both the client PSU and consultant are advertant into their domain; where client PSU have to receive the quality and make the payment for that, hence his domain is to achieve as much as quality from the consultant before making payment, while consultant have to receive the payment in lieu of delivering the quality to the PSU client, hence his domain is to receive payment as quick as possible from the PSU client after delivering quality.

It has been felt to have a proper method for consultant evaluation and selection criteria, to resolve the problems and smooth working between the customer PSU and the consultant.

The objective the research work can be categorized as follows:

1. To find the issues and causes of the present consultant evaluation and selection criteria.

2. Finding the appropriate parameter by which issues can be resolved.

3. Using the appropriate parameter, an efficient model for consultant evaluation and selection criteria can be designed.

4. A suggestive approach for the design of the efficient model.
2 Research Design:

The research work emphasizes to improve the consultant selection criteria in a PSU. The research work is based on the practices used in the organization and by using our experience and expertise we will try to develop an efficient method which will useful for the organizations; hence the Research work will be *Empirical research work*.

3 Data:

Data used here is *Secondary Data*.

The study/ reviewing guidelines of selection of consultants of the national / international consulting apex bodies like FIDIC (Federation International des Ingenious Conseils), IMCI (International Council of Management Consulting Institutes), CDC (Consultancy Development Centre), and financial sector like WORLD BANK, ADB (Asian Development Bank), Panning Commission, Govt. of India, Ministry of Finance India, QCI (Quality Council of India) and educational sector like AICTE, India.

In earlier days (pre 1992), Indian PSUs were hiring the consultants for their *projects* based on cost based selection (CBS), and presently (past 1992) most of the PSUs are hiring based on Quality based selection (QBS), and in some cases both quality and cost based selection (QCBS). [1] [2] [3] [4] [5] [6] [8] [9] [10] [11] [12]

To achieve the objectives of the current studies, the previous studies, manuals, guidelines and books are referred. For the international guidelines the World Bank prepared the guidelines (World Bank 2004) for the selection and evaluation of the consultant proposal followed by Asian Development Bank (ADB 2007) and African Development Bank (African Development Bank 2008).
These guidelines used in a customized manner by the different countries, states, ministries and organizations based on their requirement.

In India, Ministry of Finance, Govt of India has issued Manual of Policies and Procedure of Employment of Consultant (Ministry of Finance, Govt. of India 2006).

The Secretariat for the Committee on Infrastructure, Planning Commission Govt. of India has prepared the document (Planning commission, Govt. of India 2009) for the Best Practices Selection of Consultants, and also by The Directorate of Town & Country Planning Department, Govt. of Chhattisgarh, India for the Selection of Consultant for preparation of Regional Plan for the Development of Region, comprising Korba – Janjgir-Champa – Raigarh – Bilaspur- Koriya – Ambikapur in Chhattisgarh (The Directorate of Town & Country Planning Department, Govt. of Chhattisgarh, India 2009).


Due to present selection method lots of issues are growing between consultant and client PSU (Sunil Abrol, ICPR 2010) about payment, quality and foul play by client PSU and consultant and handling the issues (Barbara Kibbie et al, 1992) for effective project execution and smooth closing of the project.

4 Scope of Research Work:

The scope of the research work included the work as follows:

1. To find the issues and causes of the present consultant evaluation and selection criteria.

2. Finding the appropriate parameter by which issues can be resolved.
3. Using the appropriate parameter, an efficient model for consultant evaluation and selection criteria can be designed.

4. A suggestive approach for the design of the efficient model.

5 Analytical tools:

Tools will be used as:

1. Primavera

   Primavera software includes project management, collaboration and control capabilities and integrates with other enterprise software such as Oracle or SAP’s ERP (Enterprise Resource Planning) systems.

2. Six Sigma tools

   Six Sigma tools like Minitab for executing and controlling the process and also to find out for relation between the processes of the project.