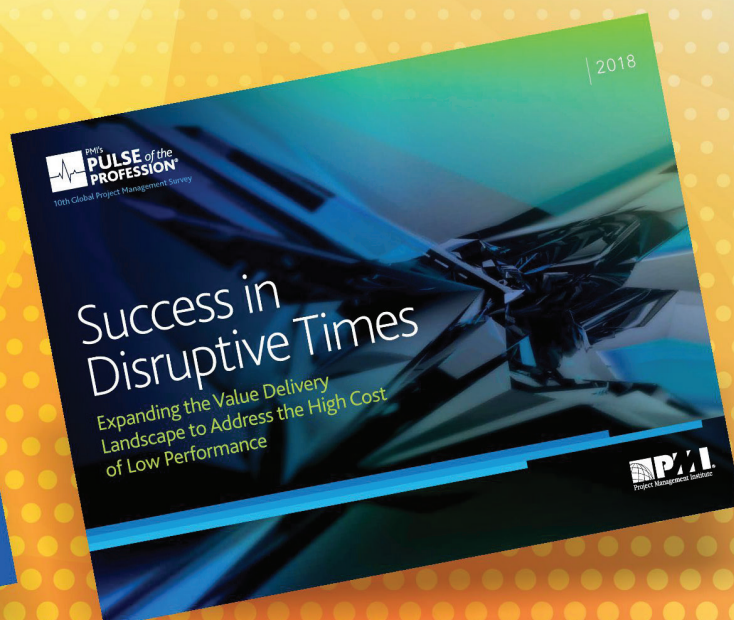
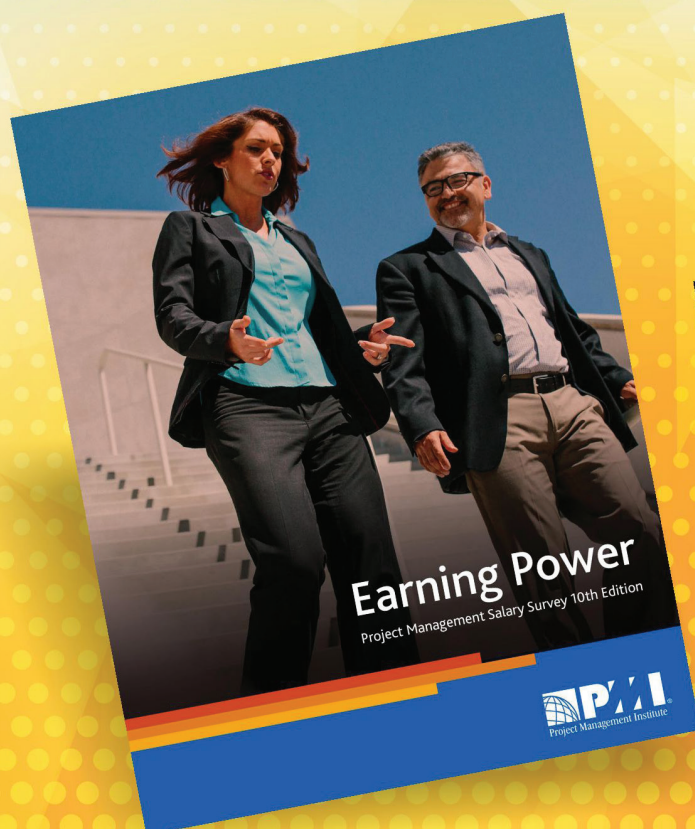


# MANAGE India

MARCH 2018

THE LATEST TRENDS  
AND UPDATES IN THE WORLD OF  
PROJECT MANAGEMENT



## In this Issue



**Managing Editor**  
Raj Kalady

**PMI India  
Communications**  
Priya Awasare

**Project Editor**  
Panchalee Thakur



**PMI Organization Centre**  
Private Limited 302-305, III  
Floor, Balarama, Plot No.  
C-3, E Block, Bandra Kurla  
Complex, Bandra East,  
Mumbai – 400051, India  
Phone +91 22 2659 8659  
Fax +91 22 2659 2235  
E-mail [pmi.india@pmi.org](mailto:pmi.india@pmi.org)  
[www.pmi.org.in](http://www.pmi.org.in)



Design, Spenta Multimedia Pvt Ltd  
Peninsula Spenta, Mathuradas Mill  
Compound, Senapati Bapat Marg,  
Lower Parel, Mumbai - 400 013.  
Tel: (022) 2481 1010  
Fax: (022) 2481 1021.

**03 LETTER FROM  
MANAGING DIRECTOR**

**04 BY INVITATION  
Big Projects Off  
Big Cities**

**06 COVER STORY  
It's a Good Time to be  
a Project Manager**

**08 CHAPTER NEWS**

**17 CHAMPION PROGRAM UPDATES**

**20 NATIONAL CONFERENCE PROMOTION**



## PMI POLL BOOTH

### VOICE YOUR OPINION-MARCH POLL

**Q. My current skills are sufficient to effectively manage today's new project challenges.**

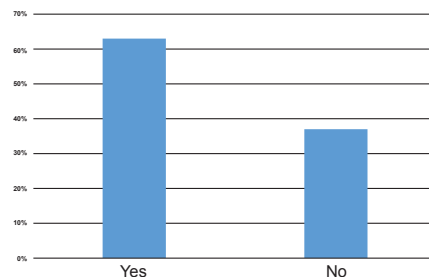
[Click here to fill entry](#)

### RESULT OF DECEMBER POLL

**Q. Robotics and Automation at the Workplace  
will be Good for India**

*Voice your opinion • Last poll results*

*Cast your vote today. Learn if your fellow practitioners feel the same way as you  
when the results come out in the next issue of Manage India.*







Dear Practitioners,

We have had an exciting start to 2018. You may have seen the new PMI India website that we launched earlier in the year — [www.pmi.org.in](http://www.pmi.org.in). The new avatar is in line with the PMI global brand and seeks to provide website visitors a consistent digital experience across the organization's online assets. However, even as we have followed a global template to standardize the look and feel, we have introduced a lot more of localized content to make it highly relevant to our visitors. And there's more. The people you see on the website are real-life project management practitioners — the passionate volunteers who are the core of PMI.

On 10 March, we hosted the fourth Project Management Regional Conference in Pune. The theme for the conference was *Achieving Business Transformation Through Project Management*. Nearly 400 delegates from a range of industry sectors attended the event. Look out for a special issue on the regional conference next month.

We have finalized the theme and venue for this year's Project Management National Conference. This is going to be our 10th national conference and you can expect it to be on a grander scale than before. The conference theme for this milestone event fits the occasion — *India in 2022 – Leading in a Globally Disruptive Market*. Visit the conference site for more details.

We have published a white paper, *India at 75: Opportunities & Challenges*, in association with *Forbes* and CNBC TV18. The white paper covers the crux of the discussions and recommendations by industry leaders and policy-makers at a CEO roundtable series organized by PMI India in 2017. It touches upon the role of investment in nurturing fresh talent, the Make in India initiative, challenges in education, public-private partnerships, job creation, uninterrupted power supply, and more. You can download the white paper [here](#).

I'm pleased to announce the launch of the PMI India Awards program 2018. I urge you to nominate organizations for projects that show the exemplary use of project management. The awards are a true recognition of the skills of project managers.

In this issue of *Manage India*, we are featuring two recently released reports by PMI that show how project management will remain a critical capability around the world. The 2018 *Pulse of the Profession*® establishes that contrary to popular perceptions India fares well in a global ranking on monetary waste in projects. The second report, *Earning Power: Project Management Salary Survey* reveals that survey respondents holding the Project Management Professional (PMP)® certification earn higher median salaries than those without the PMP certification (23% higher on an average across the 37 countries surveyed). In India, PMP holders report median salaries that are 36% higher than those who do not hold the certification.

A handwritten signature in blue ink, appearing to be 'Raj Kalady'.

Warm regards,

**Raj Kalady**  
Managing Director, PMI India

# BIG PROJECTS OFF BIG CITIES

BY SRIDHAR VEMBU, CEO, ZOHU CORPORATION



**A** million projects done right: that is what it will take to make India a developed country. These are projects that create capacity and assets. And they also provide jobs. Their mission, vision, and execution will determine the course of our economy, and ultimately, the future of our society. Effective project management, therefore, is vital to our national agenda.

The geographic location of these projects, particularly critical ones, is an important question. This determines how balanced the country's economic development will be. Today, the best paying jobs that come from critical projects are almost entirely in the major metros. This means that talent in smaller towns or villages have to move there. Now each high paying job also creates many smaller jobs

that are needed to service it. For example, an executive may need a driver, his office may need a lunch caterer, a high bandwidth internet connection, and so on. Up to 80 percent of the income may be spent in the same location. Therefore, when the high paying job moves, it takes along with it these smaller jobs. This creates a multiplier effect on migration numbers.

The imbalance such unchecked migration results in is a major cause for concern. Our metros are already bursting at the seams. Half of the top 20 most polluted cities in the world are in India. The air quality index of Singapore on the day of this writing was around 50, which is considered good (source, the AirVisual app). On the same day, Mumbai registered a reading of close to 200 (unhealthy) and Patna



220 (very unhealthy). In some areas in Delhi, the index was near 400, which is regarded as hazardous. Unchecked migration also results in overcrowding, traffic congestion, infrastructure woes, water and sanitation problems, and increased cost of living.

Now imagine how worse this already chaotic situation will become if each of those million projects is run in big cities. On the other hand, if we can move many critical projects with high paying jobs to smaller towns and retain and attract talent here, we could curb, and ultimately reverse, the direction of migration. Then, the multiplier effect would also work in reverse, infusing the smaller towns with economic vitality. It would also protect the bigger cities from the disaster they are headed towards.

This is not an outlandish proposal. There are examples from history. Consider AT&T Bell Labs whose projects have won eight Nobel Prizes. Pathbreaking innovations like the transistor and the laser, the development of the Unix operating system, and the programming languages C and C++ happened here. This research center is in a borough called New Providence near the US east coast with a population of 12,000. FANUC Corporation, headquartered in Oshino, a Japanese village with a population of 9,000, is considered a leading industrial robot maker in the world. The 'hidden champions' of Germany are companies that have set up shop in inconspicuous locations, created a thriving economy around them, and are top in the world in their niche markets.

We, at Zoho, are committed to pushing as many of our operations as possible outside big cities. We have set up an R&D center near Tenkasi, a town in the south of Tamil Nadu with a population of 75,000. We've done a major product launch from this location and you can read all about our experiences here. Just last month, we inaugurated an office in Renigunta, a town in Andhra Pradesh with a population of 26,000. As we grow, we would expand more in these places. And we do not want to stop

with India. We have opened a satellite office in Kawane-hon-cho, a small town of 6,500 in Japan that is 300 km from Tokyo.

We consider two factors while taking work to rural regions.

The first is infrastructure — roads, electricity, sanitation, education, and healthcare infrastructure. These are certainly vastly better in the major metros. But the good news is that the situation is rapidly changing in smaller towns, particularly in Southern India. We can now find good schools even in small towns, and the healthcare infrastructure is growing as well. And thanks to the development of e-commerce, you can buy anything, anywhere.

The second aspect is hiring and retaining talent. If you are looking for flashy credentials that only talent from high profile institutes possess, or look to address vacancies with specific expectations, then you will find it difficult to match those requirements. But if you take a more fundamental approach and are willing to find smart people and invest in them, then you can find talent everywhere. Most of our hires are picked straight out of engineering colleges. Many of these colleges are away from big cities. A majority of the leaders in the company, who manage various product teams today, started out fresh in this fashion.

Zoho University is another initiative that helps add to our workforce. Students join our program after completing school and we train them based on our needs. And they are ready to start working with us in a year. This approach takes foresight and patience, but in time it pays rich dividends.

Working in a place like Tenkasi comes with its own perks — the clean air, fresh unadulterated food, lots of space, lower cost of living, and a life more leisurely paced. Many of us who are used to these cannot think of living in a city.

*(Sridhar Vembu is the CEO and a founder of Zoho Corporation. Headquartered in Chennai, the company makes software products that are used by more than 30 million users worldwide. Besides the 10-year-old Zoho Projects, the company has now launched Zoho Sprints for project managers.)* 

# IT'S A GOOD TIME TO BE A PROJECT MANAGER

PMI REPORTS REVEAL INDIA IS FAVORABLY PLACED IN GLOBAL RANKINGS ON MONETARY WASTE IN PROJECTS AND PMP CERTIFICATION HOLDS HIGHER EARNING POWER

Last month PMI released two reports that go to establish, once again, the significance of project management across sectors.

The 2018 *Pulse of the Profession®*, a global survey conducted by PMI, reveals that around Rs. 6.5 crore is wasted every 20 seconds collectively by organizations around the globe. This is due to the ineffective implementation of business strategy because of poor project management practices. The second report, *Earning Power: Project Management Salary Survey*, shows that, among survey respondents, practitioners who hold the Project Management Professional (PMP)® certification earn an average of 23 percent higher salaries. It is a direct measure of the importance that organizations attach to project management certification.

## India third best in controlling monetary waste in projects

According to the 2018 *Pulse of the Profession®*, on an average, organizations globally waste 9.9 percent of every dollar spent due to poor project performance. India is the third lowest among 11 countries and regions in terms of the amount of money wasted on projects. China reported the lowest average of 7.6 percent, followed by Canada and India with 7.7 percent and 8.1 percent, respectively, of every dollar invested. The report puts Australia on top of the list with 13.9 percent.

Raj Kalady, managing director, PMI India, believes India has fared better than the global

*“Project management provides a direction to achieve the goal of a team or an organization. Even in the agile world, the scaling concept revolves round project, program, and portfolio. Project management is an ocean and all other practices can be considered as drops in the ocean,”* says Koti Reddy Bhavanam, associate director, Optum (UnitedHealth Group)

*“The cost of building a competent workforce is far less than managing an incompetent one. Get certified. Transform,”* says Aravindan Chandrasekaran, Director, Robotics Process Automation, Sutherland

average because of a high level of project maturity across various sectors. “Organizations in the IT, automotive, and financial services sectors have adopted strong project management practices and are way ahead of capital-intensive sectors such as infrastructure and real estate. We also see a higher level of induction of project management in the private sector than the public sector,” says Kalady.

Of the total 40,000 certified project professionals in India, as many as 55 percent belong to the IT industry. India's favorable ranking in the report has a direct correlation to this section of project professionals, since 34 percent of the survey respondents are from the IT industry.

“It's true that time and cost delays exist in government and construction projects. However, increasingly, even public sector companies are considering training programs and strengthening their project management units and professionals,” he adds.

The *Pulse of the Profession®* also reveals that around one in three projects (31 percent) does not meet its goals, 43 percent are not completed within budget, and nearly half (48 percent) are not completed on time. However, executive leaders seem to be out of touch with this reality, as 85 percent surveyed said they believed their organizations were effective in delivering projects to achieve strategic results. These factors are leading to colossal financial losses for businesses around the world, with a significant broader macro-economic impact.

On the positive side, there has been a 27 percent decrease in the amount of money organizations are wasting due to poor project performance. The 2013 *Pulse of the Profession®*



had reported 13.5 percent waste.

The findings over the years have reinforced the fact that strategic change happens through projects and programs. And that those who recognize the criticality of project management fall into the category of “champion organizations” – or organizations with 80 percent or more of projects being completed on time, on budget, meeting business intent, and having high benefits realization maturity.

These champions continue to display increased maturity in terms of talent, capabilities, and culture. They enjoy higher project success rates, recording 92 percent success rate as compared to 32 percent in the case of underperformers. They also enjoy more successful business outcomes and waste significantly less money due to poor project performance.

#### Five critical factors that drive performance

1. Executive sponsor engagement is the top driver of effective strategy delivery
2. Greater connection between strategy design and delivery
3. Optimized investment in strategy implementation
4. Leveraging disruption – don’t just react to it – get agile
5. Defining and tracking success metrics

You can download the report [here](#).

#### PMP certification and earning potential

The 10th edition of *Earning Power: Project Management Salary Survey* shows an earning advantage among those with PMP certifications. Survey respondents holding the PMP certification reported higher median salaries than those without a PMP certification. On average, these professionals earned 23 percent more across the 37 countries surveyed.

“By hiring a PMP certified professional, you are hiring someone who has some hunger to learn and upskilling himself/herself, and always keep himself/herself up-to-date with market trends. You are hiring a professional who has the right talent, right attitude, and clear market forecast,” says Prabodh Gupta, program manager, IBM

*Earning Power: Project Management Salary Survey* is a comprehensive biennial salary survey that offers insight into the value of project management skills, experience, and certifications. It is an industry-leading source of data that gives project management practitioners greater awareness of their earning potential. It also helps employers, compensation committees, human resource departments, and executive recruiters to better determine salary ranges.

The other key findings of the report are around increases in compensation. As many as 70 percent of the participants have had pay hikes in the year prior to the survey period. About one-quarter (26%) reported increases of at least 5 percent over that period.

#### Below are some of the highlights of the study:

1. The following countries reported the highest median salaries for project management professionals: Switzerland (US\$130,996), the United States (US\$112,000), and Australia (US\$108,593).

#### Below are the top paying industries in India:

| Industry                             | Median salary |
|--------------------------------------|---------------|
| Real estate                          | ₹2,200,000    |
| Resources (mining, agriculture etc.) | ₹1,900,000    |
| Consulting                           | ₹1,800,000    |
| Healthcare                           | ₹1,800,000    |
| Telecommunications                   | ₹1,800,000    |

#### 2. In general, median salaries increase alongside number of years of experience in project management.

#### A sample of annualized salaries for project managers in India:

| Years of relevant experience | Median salary |
|------------------------------|---------------|
| Less than three years        | ₹1,120,000    |
| 10 < 15 years                | ₹2,050,000    |
| 20 years or more             | ₹3,000,000    |

#### 3. The majority of respondents (82%) participating in the study hold the PMP certification. The PMP certification appears to provide a significant advantage in virtually all countries included in the study.

#### In India, the difference in annualized salaries between PMP certified and Non-PMP certified project managers is as follows:

| Certification status | Median salary |
|----------------------|---------------|
| PMP certified        | ₹1,800,000    |
| Non-PMP certified    | ₹1,327,026    |

You can access the detailed report [here](#). [MI](#)

## PMI KERALA CHAPTER Office Launch, New Branch Opening



Brajesh Kaimal, Jayakrishnan P S, Rajeev Panicker, Nitin Nair, Najeeb Zackeria, Krishnakumar, and YeYoon Kim at the office inauguration ceremony

PMI Kerala Chapter celebrated its 15th anniversary by moving into its first physical office space at BHub in Mar Ivanios Vidyanagar in Trivandrum. The chapter chose Kerala Piravi Day, or the state's founding day, which falls on 1 November, for this occasion.

The chapter will use the BHub office space for networking and learning. PMI India Managing Director Raj Kalady, was the chief guest at the inauguration ceremony. Dr. Saji Gopinath, director, Indian Institute of Information Technology and Management, Kerala, and CEO, Kerala Start Up Mission, joined Kalady in lighting the lamp and cutting the ribbon for the inauguration. The office is in a prime location buzzing with educational and business activity.

On 6 January, Kerala Chapter joined the elite group of chapters with more than one branch. On this day, it formally inaugurated the Kochi branch. The chapter has now been rebranded as PMI Kerala Chapter, instead of PMI Trivandrum, Kerala Chapter, and has a new logo.

PMI staff member — YeYoon Kim from



Saji Gopinath and Raj Kalady inaugurating the chapter office

Singapore, and PMI Region 11 Mentor Girish Kadam from Pune were present on the occasion. A special invitee was Dr. Najeeb Zackeria, chairman, Confederation of Real Estate Developers Association of India, Kerala. He expressed his support for PMI Kerala Chapter's effort to increase project management awareness among engineering and construction professionals.

Raghunandan Menon, chapter vice president, governance, has taken the lead in drafting the branch operations guidelines such as the governance model, financial policies, and an overview of activities to be undertaken. The following volunteers will support Menon in these efforts — Kenny Paul, Kabir Pary, Venkata Subramanian, Mehraj A, and Tony Jacob (AVP, academic outreach). [MI](#)



## Business Quiz for College Students

The chapter conducted a state-wide business quiz for college students as part of its academic outreach program. Colleges were slotted into three zones depending on their location – south, central, and north Kerala. Registration was free, and each college team had two members. A total of 86 quiz teams registered across Kerala.

The teams that secured the first and second positions in the regional round on 9 December and 16 December moved to the state-wide, final round. The final was conducted in Kochi on 6 January along with the Kochi branch inauguration ceremony.

PMI Region 11 Mentor Girish Kadam awarded a trophy and a cheque for Rs. 25,000 to the champions – Jameel K B and Abdul Vahid P A from Government Victoria College, Palakkad. YeYoon Kim from PMI GOC Singapore awarded a trophy and a cheque for Rs. 15,000 to the runners-up team of Hari Krishnan M B and Faheem M from the



Girish Kadam, YeYoon Kim, and Jayakrishnan P S presenting the cheque to the quiz winners

Government Engineering College, Trissur.

Jayakrishnan P S, president, PMI Kerala Chapter, did the honors for the second runners-up team of Zahir Akthar K V and Aswin Shaj from Nirmalagiri College, Kannur. They received a trophy and a cheque for Rs. 10,000. [MI](#)

## Certification Preparatory Sessions, MS Excel Training

PMI Kerala Chapter is now extending preparatory sessions for members aspiring for PMI's Project Management Professional (PMP)® certification in Kozhikode, besides Trivandrum and Kochi. The first set of four sessions was conducted in November 2017 and attended by eight chapter members.

On 3 December and 13 January, the chapter conducted refresher sessions for the Certified Associate in Project Management (CAPM)® and PMI Agile Certified Practitioner (PMI-ACP)® certifications, besides PMP certification in Trivandrum and Kochi. For PMP aspirants who have attended training in PMI's *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* – Fifth Edition and are keen to take the certification

examination before the pattern changes on 26 March 2018, the chapter conducted two refresher sessions on those two days. PMI India Champion Dileep Viswanath supported the chapter in these initiatives.

Since project managers deal with a huge amount of data, they need to be skilled in using Microsoft Excel. The chapter organized a workshop on 3 February to help members understand how best to use this tool for handling, analyzing, and presenting data. The session was conducted by Rajesh Nair, who has rich experience in IT and IT-enabled services, and is a PMI volunteer from the PMI Chicagoland Chapter Board. Around 30 professionals from multiple industry sectors attended the session. [MI](#)

## Workshops on Project Scheduling, Design Thinking



Sinoj Mullangath conducting a workshop on design thinking at the BHub training facility

PMI Kerala Chapter joined hands with Kerala Industrial and Technical Consultants (KITCO) to conduct a workshop on project scheduling for project management professionals and KITCO employees, on 28 October. Organized at the Kochi office of KITCO, the workshop attracted over 25 participants. There were two sessions – conducted by Santhosh Udayanan, former director and board member of PMI Kerala Chapter, and Rajesh Nair, consultant and volunteer from PMI Chicagoland Chapter board.

On 10 February, the chapter organized a workshop on rapid design thinking at the training facility at BHub, Trivandrum. The intent behind the workshop was to provoke new thinking and a results-oriented exploration of design methods to arrive at innovative solutions rapidly. Participants discovered how to identify unmet and unexpressed user needs, explore new possibilities, and find solutions by relooking at problems, using new insights, lateral thinking, rapid ideation, and elimination. The



Santhosh Udayanan, former chapter director and board member, conducting a session on project scheduling training

session was conducted by Sinoj Mullangath, who has over 25 years of experience in UX designing. As many as 25 project managers, UX designers, educators, and students attended the workshop. [MI](#)



## PMI BANGALORE CHAPTER Engineering and Construction Forum

PMI Bangalore Chapter's Engineering and Construction (E&C) Forum conducted two informative sessions on 17 February. The E&C Forum was established in 2015 with the objective of providing a platform for industry leaders to share their knowledge and expertise in project management and other areas of relevance.

The forum conducts monthly talks, which are coordinated by T V Sessa Sai, vice president, outreach, PMI Bangalore Chapter and guided by an advisory committee of industry experts.

The two talks on 17 February were on the "Rights of Persons with Disabilities – Mandates for Private Sector vis-à-vis Accessibility of Persons with Disabilities, Standards and Universal Design" by Rama Chari, director, Diversity and Equal Opportunity Centre. The second talk was



Sobha Rani delivering her talk at the E&C Forum

on the "Importance of Cost Management in Emerging Real Estate Environment" by Sobha Rani, managing director, Veadhik Cost Consultants Pvt. Ltd. The presentations were also webcast live. [M](#)

## PM Empower

This is an initiative conceived in late 2017 as an extension of the chapter's philosophy to provide project management training to college students. PM Empower brings together domain-specific content, workshops, and field exposure.

The first edition was launched on 19 February in Atria College of Engineering, Bangalore for its civil engineering students. This is a two-week long program that the chapter wants to extend to other streams of engineering and management.

PM Empower was conceived and led by Sessa Sai, with the support of Sekar Parasuraman, chapter vice president, academic relation, and the guidance of the E&C advisory body, and Amar Bhaskar, member, chapter advisory board. [M](#)



Chapter board members at the first edition of PM Empower

## PMP Quest



Chapter members at the launch of the preparatory session on *PMBOK® Guide – Sixth Edition*

The chapter has been conducting 35-hour preparatory sessions for those who want to take the Project Management Professional (PMP)® examination. With the release of the final version of *A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition* in September 2017, the

chapter formed a task group of senior faculty members to create a course tailored to the new content. On 17 February, the chapter launched the new version for both public and corporate sessions. This initiative was led by Balakrishna S. Kasibatla, vice president, professional development, PMI Bangalore India Chapter. [MI](#)

## PM Footprint

PM Footprint is a forum through which chapter members can network, share, and learn from fellow professionals on a wide variety of topics. On 1 February, K N Srikanta, retired vice president, sales and business development, Amrutanjan Health Care Ltd., gave a presentation on “Project Manager as a Corporate Leader.” On 15 February, M S Hiremath, project management consultant, corporate trainer, and former board member, PMI Bangalore Chapter, gave a presentation on the “Salience Model of Stakeholder Management.” These presentations were also webcast live. [MI](#)



## PMI PUNE-DECCAN INDIA CHAPTER Monthly Seminar Crosses Milestone

The Pune-Deccan India Chapter conducted a seminar on 16 December as part of a monthly schedule. The venue was the Pune auditorium of the Institution of Engineers (India). Dippak Wani, founder and managing director, Wani Technologies Pvt Ltd, delivered an inspiring address on “Being a Successful Leader.” He spoke about leadership principles through “PHD” — in other words, “passion, hunger and discipline,” and provided numerous real-life examples to explain them. Post this session, Makarand Hardas, chapter vice president, academics, and chapter volunteers Vidhya Chavan and Prajakta, shared their experience in conducting activities related to the PMI Educational Foundation.

On 20 January, the chapter crossed a milestone by organizing its 150th monthly seminar. The topic was “Project Management Best Practices in Engineering Sector,” by Prashant Alekar, founder, QLENPRO Consulting. He touched upon the challenges, key learnings, and best practices in managing long duration, high cost, and complex projects



Cake cutting by chapter board members and old members to celebrate the 150th seminar

of setting up thermal power plants. He also emphasized the need to implement project management principles in the budget and cash flow management for such projects.

Post this session, chapter board members outlined the volunteering opportunities in different portfolios. To mark the occasion, chapter board members and chapter members who have been attending monthly seminars since the beginning took part in a cake-cutting ceremony.

The next seminar, on 17 February, also held at the same auditorium, was on “Demystifying the Health Code for PMs.” It was conducted by Aakash Ramchandani, a certified yoga teacher. He discussed the importance of a healthy body and stress-free mind for project managers, and shared tips on health and mental well-being. The second session was on “How to Increase Profitability by Improving Project Management” by Chetna Ingle, co-founder, Black Koffee.

At the end of each monthly seminar, chapter board members felicitated newly certified PMP® professionals. [MI](#)



Rajaram Rao felicitating Chetna Ingle

## Udaan 2018, Conference Kick-off Meeting



Dignitaries at the inauguration of Udaan 2018 in Pune

**U**daan 2018, an annual inter-college project and business competition, was held on 9 and 10 February.

The chapter hosted the competition along with the Institute of Industrial and Computer Management and Research (IICMR), Nigdi, Pune. The competition provides students an opportunity to showcase innovative ideas. Some of the events like “Kaun Banega Management Guru” and “Project Management Champion,” revolved around project and business planning.

Rajaram Rao, chapter president; Makarand Hardas, vice president – academic; Milind Mutalik, vice president, HR, DBL Food Limited (Mothers); and Dr. Abhay Kulkarni, director, IICMR, jointly inaugurated Udaan 2018. Rao and Hardas, along with the following chapter

board members and volunteers, judged the competitions – Jay Dholakia, Girish Kelkar, Sangeeta Kanse, Atik Shah, Kunjan Mehta, Sudhanshu Panse, Pradnya Paithankar, Arati Dahiya, and Anuradha Jain.

The chapter organized a meeting to kick off preparations for the PMI India Regional Conference that was held in Pune on 11 March. In this meeting, chapter leaders briefed volunteers on the conference objectives, agenda, and the roles and responsibilities of volunteers to make it a success. More than 15 volunteers attended the meeting. [M](#)

**(Chapter news contributors:**  
**Jayakishore S R, PMP; Akhila Gowri**  
**Shankar, PMP; Sivaram Athmakuri, PMP,**  
**Narauttam Das and Pradnya Paithankar,**  
**Tanish Mathur and Balakrishna S Kasibatla)**



## PMIEF at Udyog Utsav 2018



School students visiting the PMIEF stall at Udyog Utsav 2018 in Chennai

PMI Educational Foundation (PMIEF) is a philanthropic arm of PMI, with a mission to inspire and empower people to realize their potential and transform their lives and communities by leveraging their knowledge of project management.

PMIEF along with PMI Chennai Chapter participated in Udyog Utsav 2018, a career-focused exhibition and conference for schoolgirls, on 27 January in Chennai. At the event, organized as part of Project Puthri, over 1,000 schoolgirls from over 100 corporation and government schools across Chennai learned about various courses and careers that they can choose from.

The chapter set up a stall and conducted awareness sessions on PMI's Project Management Skills for Life®. Around 200 school students, a few college students, and 12 teachers also learned about PMIEF.

Project Puthri is a social initiative to make girls studying in secondary and higher secondary grades in corporation and

government schools career-conscious. Its mission is to make 10,000 girls studying in corporation schools across Tamil Nadu and Pondicherry 'career intentional' every year, facilitate their entry into tertiary education, and help them pursue a white-collar career upon graduation. [MI](#)



PMI Chennai Chapter volunteers at the event



## Program that Blends Project Management with English-Language Skills

Volunteers from PMI Pune-Deccan India Chapter, along with Makarand Hardas, chapter vice president, academics, and PMIEF liaison, have been working with schools in and around Pune to introduce project management to their students. They specifically choose schools lacking in basic facilities and where children come from disadvantaged backgrounds.



When Pujya Bapuji Salunkhe Vidyalay, Asawali, a primary school in Khandala, faced difficulties in improving the English-language skills of its students, the principal approached them. Hardas and the team designed a project management program that used both English and Marathi. Over time, it helped improve the children's confidence in English.

"When outsiders come to work on their English skills, students become shy and do not open up or ask questions," says Hardas.

So, chapter volunteers started bi-lingual project management sessions in the school. They used analogies from cricket to drive home project management principles. "We showed them how cricket stars began their personal journeys – 'projects' – by identifying the desire to be cricket players, planning what to do to become athletes, and working hard to achieve their goals. This way we explained to them concepts such as planning, goals, and deliverables," says Hardas.

At subsequent sessions, students learned about communication management, as volunteers shared stories in Marathi and asked the students to translate them into English. "Now when we visit, a student will say, 'Sir, I have written a page for you in English.' In the last few months, we have seen the quality and confidence of spoken English rising week after week. We have seen the impact on teachers also," he adds.

Prajakta Dhamal-Bhoite taught English classes with an emphasis on verbal skills, two other chapter volunteers provided logistical support, and PMI India staff member Leena Gupte supported the chapter in developing the partnership.

Students also participated in a drawing contest on the theme, "Dream School" — in other words, expressing ideas on how to turn their classroom into a "dream" learning environment. These drawings have given volunteers an idea of what the school needs. [MI](#)

## COMMUNITY EVENT AT SHELL SBO, BENGALURU

PMI India Champion Anand Lokhande organized the PM Open Space Industry Practitioners Community event at Shell SBO, Bengaluru on 5 March. This is a community forum supported by organizations like Hewlett Packard Enterprise, Huawei, SAP Labs, ABB, and now Shell SBO, and co-organized with PMI Bangalore India Chapter. More than 100 project and program managers, and senior leaders from Shell and other organizations attended the event. It was the first time that this community program was organized on such a scale.

Stephen Townsend, director for network programs, PMI, spoke on "Approaches for



Anand Lokhande welcoming delegates at the Shell SBO community event

Being Agile Virtually." He spoke about the importance of having co-located members for high-performing agile teams and the difficulties associated with this. [MI](#)

## WORKSHOP AT HYUNDAI AUTOEVER, DELHI

PMI India Champion Mohit Jain conducted a workshop on project management for the IT team of Hyundai AutoEver on 27 January. The workshop helped the team understand the standard methodology for project execution and industry best practices. Jain held another

session on 24 February, in which he spoke on the two Knowledge Areas of Project Stakeholder Management and Project Time Management from PMI's *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*.

(Champion Update was contributed by PMI India Champion Kush Kumar, PMP) [MI](#)



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## LEARN AND EARN SESSION IN BHUBANESHWAR

PMI India Champion Prabhu Prasad Mishra from CSM Technologies, in association with PMI West Bengal Chapter, organized a Learn



Sumit Kumar Sinha felicitating Shradha Padhi

and Earn session on 17 February in Bhubaneswar. Manoranjan Misra, executive engineer, works department, Government of Odisha, was the chief guest. Sunil Kumar Agrawala, founder and principal consultant, Bharati Consulting, and Shradha Padhi, associate professor, KIIT School of Management, were the speakers. PMI West Bengal Chapter president Sumit Kumar Sinha, and Amitabha Banerjee, chapter director - finance represented the chapter.

The first topic of discussion for the session was “An Insight into Critical Chain method,” in which the panel discussed challenges in typical scheduling techniques, concepts of project buffer and feeding buffer, scheduling using the critical chain method, and benefits of the critical chain method.

The second topic was “Ethics and Project Management,” in which discussions were around perceptions of ethical behavior by project managers in a software project and the impact of ethical behavior of project managers on project performance. [MI](#)



VOICE YOUR IDEAS AND WIN!



## MANAGE INDIA ARTICLE OF THE MONTH CONTEST

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A column that gives you an opportunity to share your ideas with the community. Participate in the March contest and win PMI goodies.

**[CLICK HERE TO GO TO CONTEST PAGE.](#)**

QUESTION FOR THE MARCH ISSUE IS:

**PMI'S EARNING POWER: PROJECT MANAGEMENT SALARY SURVEY OF 2018 SHOWS THAT PROJECT MANAGERS WITH PMP® CERTIFICATION HAVE A HIGHER EARNING POTENTIAL. WHAT IS THE MOST IMPORTANT QUALITY THAT ORGANIZATIONS FIND IN A PMP CERTIFIED PRACTITIONER?**

*Put your thoughts down in less than 150 words and we will publish the best answer in the next issue of Manage India. The winner will also get goodies from PMI.*

**HERE IS OUR WINNER FOR THE DECEMBER SHORT TAKES CONTEST**

**VISHU SRINIVASAMURTHY, PMP**

**SENIOR MANAGER – GLOBAL SERVICE DELIVERY UNIT, RADIO ACCESS NETWORKS, ERICSSON INDIA GLOBAL SERVICES PVT. LTD.**

**What is the one new lesson from 2017 that you want to take into the new year?**

2017 saw the emergence of a number of disruptive technologies that impacted a wide spectrum of industries. Some of these disruptive technologies are Internet of things, artificial intelligence, blockchain, virtual reality, and 3D printing. The lesson that I want to take away: "Innovation is key to relevance." I would take this a step further and state that organizations and individuals who confine themselves to their comfort zones are likely to be pushed to irrelevance. 2018 will likely see these technologies mature and modify the ecosystem in ways the world has never seen before. The key to success is to unlearn, relearn, innovate, and importantly "Hit Refresh" as you go along.

#### **TERMS & CONDITIONS**

The contest is open to PMI members and PMI credential holders in India only.

- Each contestant can send only one entry for each contest.
- The closing date to send your entry is 20 April 2018.
- No responsibilities will be taken for entries not received.
- The Manage India editorial team reserves the exclusive right to make the final decision on the winner.
- The winner agrees to the use of his/her name and photograph by PMI India in PMI publication material.
- The winner will be notified through the email address provided at the time of entry submission.



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302-305, III Floor, Balarama,  
Plot No. C-3, E Block,  
Bandra Kurla Complex,  
Bandra East,  
Mumbai – 400051, India  
Tel No. +91 22 2659 8659 |  
Fax No. +91 22 2659 2235.  
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