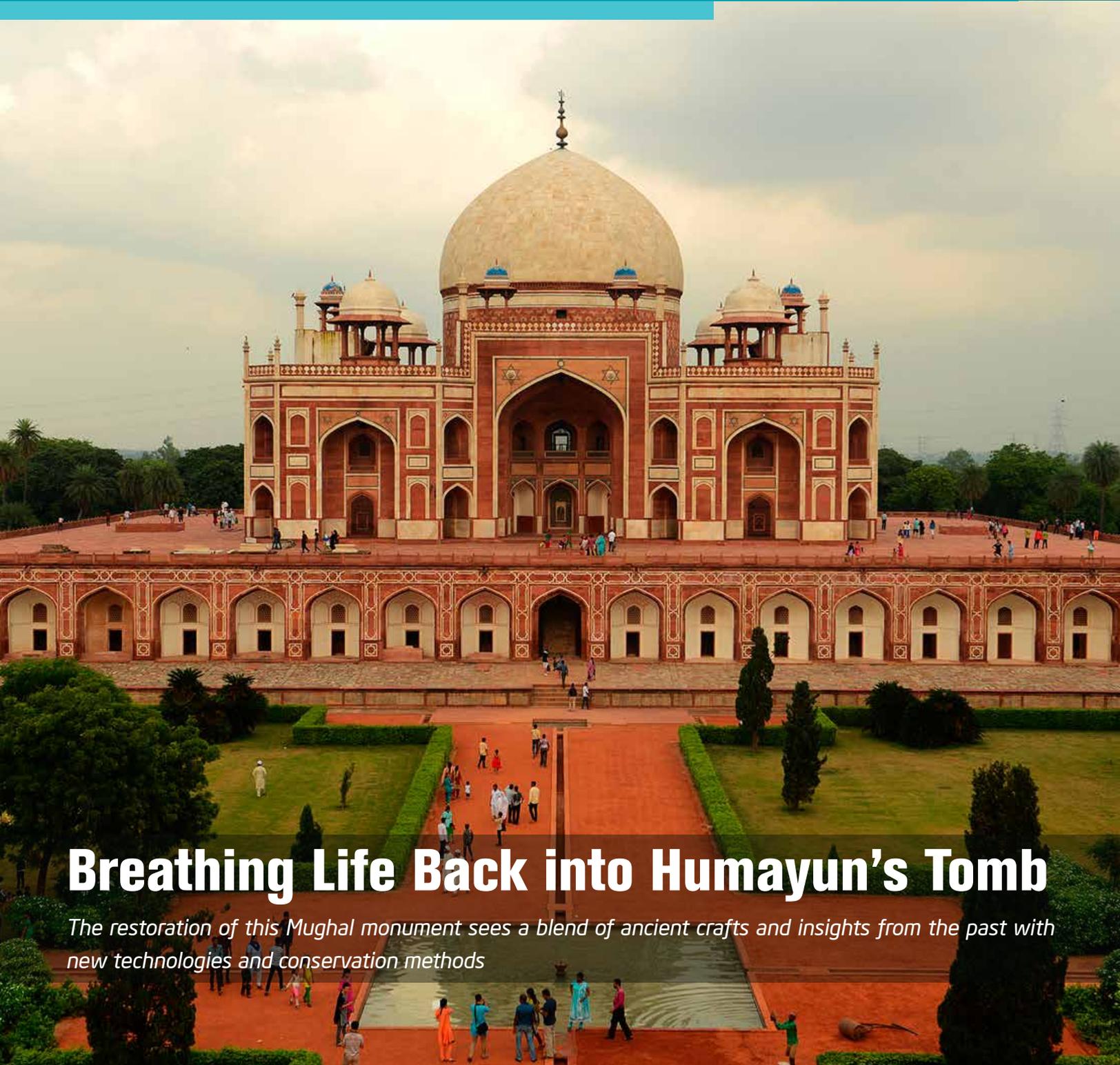


MANAGE India

June 2016, Volume 6 Issue 8



Breathing Life Back into Humayun's Tomb

The restoration of this Mughal monument sees a blend of ancient crafts and insights from the past with new technologies and conservation methods

PMI POLL BOOTH

Voice your Opinion

Q. A project manager is as good as his/her last project. Old glory does not count.

[Click here](#) to fill your entry.



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.

COVER STORY

Breathing Life Back into Humayun's Tomb

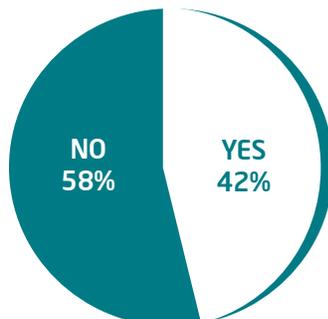
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RESULTS OF APRIL POLL

Q. Are Indian companies comparable to multi-nationals in terms of project management maturity?



Voice your Opinion - Last poll results

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Letter from the Managing Director, PMI India

Dear Practitioners,

The environment in which we manage projects is much more stressful today than it was a few years ago. The stress often shows on our performance, relationships, and health. What can be better than a small dose of laughter to take the pressure off our mind? And what if it also doubles up as a learning tool? We have launched “Project Management Fundas™,” our very own comic strip that picks typical aspects of a project manager’s life and present them back to you with a little humor. [Enjoy our inaugural comic strips](#) and find out how you can contribute to the series.

In May 2016, PMI India signed a memorandum of understanding with the Indian Academy of Highway Engineers (IAHE) through which PMI will support the institute in the development of customized project management training modules. PMI will also assist IAHE with periodic faculty development programs.

An important development for the project management profession in India has been the inclusion of project management skills and PMI certifications as “high priority” for e-governance roles in the country. These recommendations have been made by the National e-Governance Division, an independent business division within Media Lab Asia, under the Ministry of Communications and Information Technology, Government of India. The recommendations are part of a competency framework that it has developed for government functionaries in governance projects.

I’m proud to say that we have received a tremendous response for this year’s nominations for PMI India Project of the Year Awards program and technical paper submissions to be presented during the Project Management National Conference in Mumbai on 17-19 November. Our jury members & paper reviewers are now busy with the first round

of selections. I am confident that the delegates for the annual conference will have an opportunity to listen to quality presentations from the shortlisted presenters.

I hope you are following our webinars under the project management leadership series on Techgig. We have had a strong line up of speakers. I invite more subject matter experts to take this opportunity and reach out to the practitioner community. You can reach out to editor.manageindia@pmi-india.org with your ideas.

The Union government under the able leadership of Mr. Narendra Modi has just completed two years. Work on new projects and programs has re-energized the country and infused optimism across regions and sectors. In our “By Invitation” column in this issue, we look at one of Mr. Modi’s pet initiatives – Smart Cities. What makes a city a “smart city” and what can we learn from other countries? Our writer focuses on these key issues in this column.

Also look out for our cover story on a special project – the restoration of Humayun’s Tomb in New Delhi. This project, undertaken under a public-private partnership, provides a way forward for the rehabilitation of hundreds of dilapidated historical monuments in the country.

Warm regards,

A handwritten signature in black ink, appearing to be 'Raj Kalady', written over a white background.

Raj Kalady

Managing Director, PMI India



Understanding the Basics of Smart Cities

DEBABRATA SAMANTA, PMP

In recent times, there has been a buzz around smart city projects in India as cities are considered the growth engines of a country. Smart city projects not only contribute towards employment generation, but also drive overall economic growth and enable the improvement of the quality of life of citizens. The conceptualization of a smart city varies from country to country, and even from city to city in a particular country. What, however, remains constant is the understanding that the management of various infrastructures and services of a smart city will be seamless and effective.

The Government of India wants to develop 100 smart cities by 2020. How many such projects will a state or union territory get depends on the size of its urban population and how many towns it currently has. Based on this equitable formula, each state or union territory will have at least one smart city project. The government has allocated Rs. 72,961 crore for two schemes related to urban development – the Atal Mission for Rejuvenation and Urban Transformation (AMRUT) and Smart Cities. The Union budget of 2016-17 has earmarked Rs. 3,205 crore for the development of smart cities and around Rs. 4,091 crore for AMRUT. The first list of 20 smart cities has already been announced, starting with Bhubaneswar in Odisha.

The key elements of a typical smart city infrastructure project are:

- **City governance:** Where interface between citizens and the city administration is minimal, and response from city administration is prompt and smart.
- **Energy:** Smart power grid, metering, and payment that are integrated with renewable energy sources for both domestic and commercial usage.
- **Water:** Smart metering, leakage detection, payment, minimization of spillage, and quality monitoring.
- **Public safety and security:** Measures to identify possible sources of disturbance proactively with the help of technology, including awareness among miscreants of possible prompt consequences of unsocial/unlawful behavior. This also requires national level policy changes in terms of police reforms, judicial reforms, and political reforms.
- **Education:** Creation of a healthy competitive environment where schools, colleges, and other education institutes are awarded on the basis of transparent evaluation criteria.
- **Healthcare:** Promotion of both preventive and curative healthcare systems.
- **Green buildings:** Promotion for the construction of eco-

friendly buildings.

- **Transportation:** Sustainable transportation systems such as an integrated ticketing system for metro rail, public buses, autorickshaws, and electric rickshaws.
- **Citizen services:** The availability of smart services from the city administration at an enhanced cost and increased accountability among service providers.
- **Cleanliness:** Improved monitoring to take prompt and effective action against littering.
- **Waste management:** Introducing a smart waste management system for liquid and solid wastes.
- **Economic system:** A well-integrated system for support services such as domestic workers and drivers from villages around the city.
- **Public utilities:** Smart management of utilities such as water, drainage, power, gas, and sewerage through a smart power grid, smart drainage/sewage system, smart piped gas distribution system in terms of monitoring quality, flow, leakage, and online payment systems.
- **Sustainability:** Creating a balance between concrete structures and greenery, and establishing and protecting water bodies.

There is a diverse group of stakeholders involved in each of the above areas, speaking different languages, and using different performance parameters and development plans. It is going to be a huge challenge to follow a coordinated approach to integrate them. To make a successful smart city, it involves not only the right choice of projects but also equipping the users with the right tools to make use of the smart facilities. A structured and disciplined approach to project governance can help the cause, along with capacity building in the art of governing projects. The Madhya Pradesh government has taken a proactive step to inculcate the knowledge of project management among its employees across departments to help them understand the pre-requisites of a successful project.

Let us review how some developed countries have adopted smart city projects, and how they can be adapted by India.

Public Safety and Security

Public safety and security is the most important criteria for a smart city. This involves effective law enforcement, swift action by security forces, and the delivery of justice in a time-bound manner. Singapore, which is considered one of the safest countries in the world, has achieved this with smart policing. CCTV cameras dot the city with minimum policing on the road; the reaction time to an untoward incident from the police is minimum. Citizens are aware

of the consequences, which is firm, effective, and time-bound action. What works in the city's favor is not only the application of technology but also high accountability and professionalism of the administrative services. Such mindset change can take place in India with the implementation of strong project management practices in smart city projects.

Waste Management

The most advanced cities in the world are known for effective implementation of waste management program. In Singapore, private companies such as Veolia and Sembawang manage the complete cycle of solid waste management. They collect solid waste from waste containers everyday in the morning and treat it at their plant to generate power and gas.

Such a project will be successful only if there is strong support from all the stakeholders such as the state government, central government, local administration, and residents' welfare associations. It calls for a robust project management framework to integrate the various stakeholders, execute the project, and conduct effective day-to-day governance.

The architects of smart cities must realize that these cities will attract a lot of people in search of livelihood. That is bound to affect the urban-rural balance. Along with developing smart cities, the Government of India must expand its reach to rural India. Like in many parts of Europe, smart villages provide access to all city amenities to rural citizens without taking

away its countryside flavor. The Smart India dream needs to be realized on the twin concept of smart cities and smart villages. The citizens of these smart cities and villages must be well-informed, connected to the world, and to each other by information technology.

In a bid to transform rural areas into economically, socially, and physically sustainable spaces, the Government of India has announced the Shyama Prasad Mukherji Rurban Mission that aims to set up 300 rural clusters across the country by 2019-20.

The mission aims to develop rural growth clusters which have latent potential for growth across the country, thus triggering the overall development of these regions. The focus will be on provisioning economic activities, developing skills and local entrepreneurship, and providing infrastructure amenities.

For a country like India, where more than 70 percent of the population relies on agriculture, and people are migrating from villages to cities, it is important to consider smart villages as growth engines for sustainable growth that are in consonance with the development of smart cities.

(Debabrata Samanta, PMP, is a senior consultant with White Bull Consulting & Services Pvt. Ltd., New Delhi. He has 27 years of experience in project management including major projects such as the Nghi Son Refinery and Petrochemical project in Vietnam, and the revamp and upgradation of the Indian Oil Corporation refinery in Haldia, West Bengal.)

R.E.P. UPDATE

Synergy Annual Conference

Leading Registered Education Practitioner (R.E.P.), Synergy School of Business, organized its annual conference in Chennai on 22-23 April. The conference is an opportunity for the PMI education partner to set the agenda for the coming year.

The event began with a traditional lamp lighting ceremony, followed by a welcome note by Sowmya Lakshmi G., head, Synergy School of Business, Chennai. The other dignitaries who spoke are S.K. Selvan, managing director, Synergy and CADD Centre Training Services, and Raj Kalady, managing director, PMI India.

Mr. Kalady spoke on "How to Grow as an R.E.P. of PMI," which was followed by an interactive session on the importance of project management education.

The others who spoke are Dr. Shanthi, assistant professor, department of commerce, University of Madras, on the challenges a fresh graduate faces in securing employment; Harihara Subramanian, chief financial officer, Briobliss, on the challenges a corporate faces in recruiting the right candidate; and Raja Rajan, project manager, Cognizant

Technology Solutions on how to apply Project Management Professional (PMP)[®] certification in the IT industry.

It was also an occasion to award partners for good business results in their location last year in their respective category. The below centers bagged the award for the PMP preparatory program:

- Mylapore, Chennai
- Andheri, Mumbai
- Vandross Junction, Thiruvananthapuram
- Ramnagar, Coimbatore
- Swargate, Pune



Raj Kalady (extreme left) felicitating partner, Synergy School Business, Ram Nagar - Coimbatore, Mr. Chander, and center manager, Mr. Senthilvel (extreme right). Also present are Sowmya Lakshmi G. and S.K. Selvan.

SHORT TAKES (June Contest)

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

Q. What is the biggest hurdle to innovation in an organization?



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. [Click here](#) to go to contest page.

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 July 20, 2016.
- 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.

Winners

Below are the winning responses for last issue's Short Takes.

Q. Bad news about a project must be conveyed to the team immediately. Do you agree? Please give reasons for your answer.

Congrats Rohit Saraogi

A. I agree that bad news about a project must be conveyed to the team immediately. Following are the reasons for the same:

1. The cost of changes is always less in the early part of project.
2. Design - Immediate rectification of a poor design or design faults will be less damaging. Design changes after execution of work are very costly.
3. Cost Control - Conveying a poor Cost Performance Index (CPI) to the team gives them more time and control over the cost to complete the project in sanctioned budgets.
4. Schedule Control - Delayed information on schedule delays will have a steep catch-up plan for on time project completion.

5. Risk Management - The cost of ease of risk mitigation is always lower in the early phase of a project.
6. Quality - Cost of rework is always higher than quality control. Delayed news about poor quality will lead to rework and hence higher losses.

Congrats Ramesh M.

A. While I certainly agree that the bad news about a project needs to be communicated to the team immediately, it may be recommended to follow the following:

1. Try to talk in a calm and clear manner. Try to empathize with people. It will be good if you rehearse to make you prepared for difficult questions. Also, practice stress management techniques to be calm and composed.
2. Try to identify a solution that can reduce the team's anxiety.
3. Pay attention to your setting and timings.
4. Be genuine and straight forward.
5. Use active listening skills.
6. Wherever appropriate, focus on positivity with due sensitivity.

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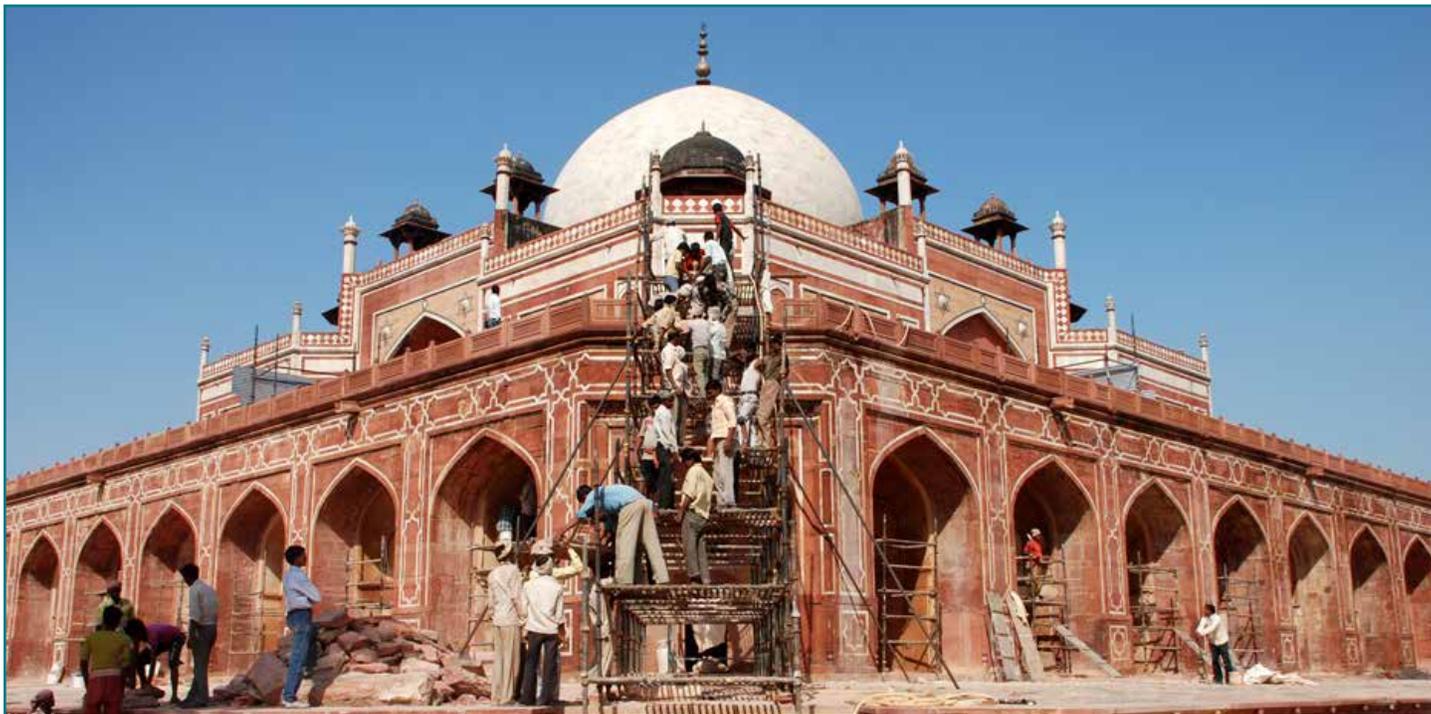


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Breathing Life Back into Humayun's Tomb

The restoration of this Mughal monument sees a blend of ancient crafts and insights from the past with new technologies and conservation methods

BY PANCHALEE THAKUR



The 16th century mausoleum built by emperor Akbar in his father's honor was in a dilapidated state for decades and took five years to restore (Pictures: Aga Khan Trust for Culture)

The Project at a Glance

- **Timeline for tomb restoration:** 2008 to 2013
- **Timeline for finial work:** 2014-2016
- **Craftspeople:** Over 200
- **Work days:** 200,000
- **Organizations involved:** Archaeological Survey of India, Central Public Works Department, Municipal Corporation of Delhi (now called South Delhi Municipal Corporation), Aga Khan Trust for Culture, Sir Dorabji Tata Trust and Titan Company Ltd.
- **Monuments restored:** Humayun's Tomb along with adjoining monuments Nila Gumbad, Isa Khan's garden tomb, Bu Halima's garden tomb, Arab Serai gateways, Sundarawala Mahal and Burj, Batashewala group of monuments, Chausath Khambha, and Hazrat Nizamuddin Baoli

The unveiling of a new gold and copper finial on top of Humayun's Tomb in New Delhi on 19 April caps the closure of a long and complex restoration project of this monument from the Mughal era. A public-private partnership model, a multi-disciplinary team, the use of latest technologies, and extensive archival research and documentation came together to put the shine back on this 16th century mausoleum that had laid in a derelict state for decades.

It took five years of intensive planning and painstaking restoration works, 200 craftspeople, and 200,000 work days to restore this monument to its original glory, that was constructed by emperor Akbar in his father's honor. Work on the 18-foot tall, 300 kg finial was taken up later as a separate project after a severe sandstorm brought it down in 2014.



Workers removed layers of plaster and concrete that were placed on the structure in the past to give the monument its original look back

Humayun's Tomb had set a precedent in Mughal architecture of building a tomb within a "paradise garden" and served as an inspiration for the Taj Mahal. It sustained years of neglect as the Archaeological Survey of India (ASI), which is the custodian of historical monuments in the country, did not have the resources to carry out the large-scale repair and rebuilding work it required. In 2008, the Government of India invited the Aga Khan Trust for Culture (AKTC) to take up the restoration of this UNESCO World Heritage Site.

The AKTC was entrusted with this responsibility because of the success of a conservation project that it had undertaken during 1997-2001, that of the Charbagh gardens adjoining Humayun's Tomb. The restoration of the gardens was a part of the Nizamuddin Urban Renewal Initiative of the Government of India. It was the first instance of a private organization taking up conservation of historical sites in India.

Setting the Goals

Archana Saad Akhtar, senior programme officer, design and outreach, AKTC, said the project had three broad objectives: heritage conservation; environment development, and restoring historical urban landscapes; and improving the quality of life of the residents of the adjoining Nizamuddin Basti through socio-economic initiatives.

"Work started with a detailed conservation plan by compiling archival research on the site and the monument, high definition surveys, structural assessments, and reviews of proposals by national and international experts. The team referred to national and international conservation charters to ensure the solutions proposed were in line with them," explained Ms. Akhtar.

As part of the project, AKTC sought to establish a conservation process, conduct peer reviews by experts and professionals, carry out conservation works that meet international standards, create detailed documentation, and encourage traditional craftsmanship.

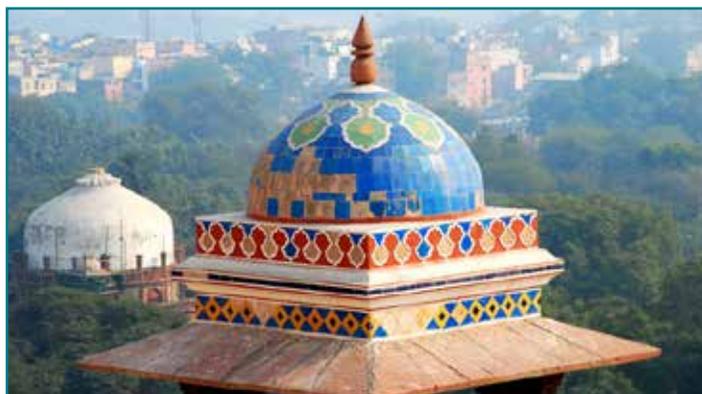
Some of the Major Works

- Removal of over a million kg of concrete from the terrace, which was laid in the 20th century and had added unnecessary dead weight on the monument.
- Restoration of the original character of the 12,000 sq.m. lower plinth by lifting the heavy quartzite paving and resetting it after adding a lime concrete layer underneath.
- Re-setting of sandstone on the upper platform. Approximately 60 percent of the total area of 6,150 sq. m was re-laid, and structural cracks and cavities filled with lime concrete.
- Replacement of cement plaster of the lower alcoves with lime plaster and restoring the original star patterns.
- Restoration of ornamental tilework on the tomb's canopies.
- Removal of layers of cement plaster and limewash from the high dome chamber of the main hall.
- Installing ramps and sandstone bridges for better accessibility to the gardens.
- Repair of the enclosure wall.

Project Implementation: Key Components

Strong Partnerships

The conservation project was co-funded by AKTC and Sir Dorabji Tata Trust, and carried out in partnership with ASI. Titan Company Ltd. provided the 3.5 kg gold required to re-create the finial and supervised the gilding of the copper vessels with gold foils. Titan's expertise in jewellery and watch making came to good use to ensure quality and long-term preservation of the gilding work in extreme weather conditions. Another company that has joined hands with



The canopies around the monument are adorned with ornamental tilework

The Crown Restored

The finial on top of the tomb's dome is 18-feet tall that sits on a wooden base. It comprises of 11 vessels of pure copper crowned by a brass inscription. The vessels are covered with layers of pure goldfoil work. An analysis revealed that the Mughals had used copper sheets of 99.42 percent purity, which is not commercially available anymore. The plating was of pure gold.

The restoration involved architects, engineers, scientists, carpenters, coppersmiths, and gilders. The works undertaken were to procure and carve the wooden core, commissioning of copper and beating it to the required profile, casting the crowing brass inscription and finally, the gold plating work.

Titan Company Ltd. commissioned the manufacturing of copper sheets of the required 99.4 percent purity. A traditional workshop in Shahjahanabad in Delhi was employed to prepare the 11 copper vessels, matching them exactly in profile and weight to the original.

Master craftspeople skilled in the traditional process of gilding gold onto copper were identified, and after several rounds of experimental gilding and durability tests, the gilding work was completed. Finally, the re-produced finial was mounted on the dome that matches the weight and profile of the original piece.



AKTC in the Nizamuddin Urban Renewal Initiative is InterGlobe Foundation.

“This is one of the few heritage conservation projects to be undertaken by a private agency in India. We strongly feel that a lot can be achieved when government agencies, private organizations, and corporate houses come forward to restore and revitalize our heritage,” remarked Ms. Akhtar.

Control and Review Mechanisms

To put in place a model conservation process and facilitate smooth decision-making, a core committee was formed, which was chaired by the regional director of ASI. This committee oversaw the conservation works. The rest of the core team members were senior ASI officials and the AKTC project team. The committee met monthly on site, discussed new ideas, and reviewed progress.

Day-to-day operation was supervised by a conservation architect and engineer, alongside the master craftspeople.

Resource Planning

More than 200 craftspeople worked on the conservation of Humayun's Tomb. The multi-disciplinary team comprised conservation architects, engineers, structural engineers, civil engineers, historians, geologists, designers, artisans, draftsmen, archaeologists, project and heritage management experts, archivists, film-makers, and photographers.

The project initially faced a challenge in finding the right artisans to work on the inlay works. They brought in Rajasthani artisans from Dholpur for sandstone work and from Makrana area for marble work.

“Many of these craftspeople had left this work. On this project, they not only found employment, but also got an opportunity to display their skills,” said Ms. Akhtar.

However, tile-making is a lost art in India. So to restore the tiles on the roof canopies, the team flew in master craftspeople from Uzbekistan who trained youth from the adjoining Nizamuddin Basti in this ancient craft.

Modern Technologies

The project team relied heavily on new technologies besides architectural and photographic documentation. “It was for the first time that a high definition survey using three-dimensional (3D) laser scanning technology was used in India (for a project of this kind). It provided a stone-by-stone assessment of the entire façade, helping the team conduct a detailed analysis and plan specific repairs,” Ms. Akhtar added.



An artisan putting final touches to the star and geometric patterns on the ceiling



The monument, which was inaugurated by then Prime Minister, Dr. Manmohan Singh, after its restoration, is also called, the “dormitory of the Mughals,” as there are over 150 Mughal family members buried in its precincts

Besides documenting all the buildings in the monument complex with a 3D laser scanner, the team used AutoCAD software to achieve higher accuracy in the architectural drawings. With these technologies, the team was able to not only present accurate architectural documentation and assess the condition of the monument, but they also helped the artisans to prepare the architectural elements for restoration.

Managing Expectations

“From the onset of the project, the project managers encouraged healthy debate and discussions on the conservation works. They made a series of presentations to the civic bodies, government agencies, and opinion leaders to clear any doubts or apprehensions anyone might have regarding this major conservation work,” Ms. Akhtar said.

In 2010, a site exhibition was installed in the west gate to Humayun’s Tomb. The exhibition informed the public of the conservation works, along with its historical and architectural significance. There were information panels, which gave the public a fair understanding of the works being undertaken on the site.

Societal Impact

To achieve the mandate of improving the quality of life of the residents of the adjoining Nizamuddin Basti, the project team inducted 15 youth from the area as heritage volunteers in a program called Sair-e-Nizamuddin. Over a period of 4-5 years, these boys were trained in English, theater, and storytelling, and taken on trips to other historical cities. These youngsters now organize heritage walks for school children, other organizations, and tour operators.



Since the start of the project, over 5,000 school children have participated in heritage tours and workshops at Humayun’s Tomb led by youth from the adjoining Nizamuddin Basti

“This program has not only provided them a livelihood but has also created a sense of ownership and appreciation in them for their own heritage and neighbourhood,” she said.

The restoration of Humayun’s Tomb with the help of private organizations sends out a positive message for heritage conservation in the country. It makes a strong case for saving hundreds of historical monuments that are in a dilapidated state across India by combining the resources and expertise of government and private agencies. ■

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Project Manager as a Coach and Mentor

BY SASI KUMAR, PMP

These days a project manager's role involves a whole lot more than being a connecting point for various project components. A new generation project manager is a 'Renaissance man,' a polymath, with a variety of skills and proficiency in different subjects who can play various roles.

It is true that project managers play crucial roles that demand much more than proficiency in managing projects. They require skill sets to supplement their leadership, team-building, and relationship abilities. Decisions a project manager takes are not self-contained but affect many in the team. Thus, the project manager occupies center stage and plays a pivotal role in managing interpersonal conflicts, team cohesion, stakeholder management, and other major and minor hurdles that crop up on the project's path.

Project managers who spend a significant amount of time to coach and mentor their team members on project related issues and issues related to people-to-people interactions could expect positive results. Thus, an opportunity to coach and mentor is an opportunity to lessen the impact of conflicts, and the lack of passion and interest in the team. It is an opportunity to open up new communication channels, and to impart the project manager's vision, wisdom, and knowledge so that the team will have a unified view of the project objectives.

Coaching helps to:

- improve knowledge levels of team members to develop their potential
- challenge and encourage team members
- isolate deficiencies facing the team
- clear confusion and ambiguity
- motivate and inspire the team
- improve relationships and team cohesion
- improve individual and team performance
- set common goals
- help to manage stakeholder relationships more effectively by engaging them

Coaching Strengthens Team Communication

The two-way communication during coaching helps to keep the project manager and the team on top of the issues that face the project. It helps to gain the confidence of the team and reach out to others to gather their inputs. It improves the engagement level. Effective listening skills can challenge and encourage team members to share ideas. Coaching helps the project manager to become a mediator, thus mitigating conflicts in a skilful manner.

Coaching is Leading by Example

Coaching encourages the project manager to lead by example. Coaching is a genuine process that elevates the project manager's stature within the team. Coaching creates, "I make a difference," feel in the project manager's outlook. From the project manager's perspective, coaching and mentoring help to realize many benefits. The project manager also develops good listening skills and is able to understand team dynamics in a new light. The interaction further encourages credible behaviors from both sides and helps the project manager to recognize positive performances. As the project manager gets to know the team, the project manager's behavior becomes more equitable and inclusive.

Coaching is Win-Win

Coaching builds credibility and trust. Trust also needs authentic and genuine words and deeds, and credible actions. Trust is the founding block of all relationships. Relationships in turn solidify team cohesion. According to Richard Barrett, thought leader on the evolution of human values in business and society, trust occurs due to character and competence as they are the products of intent, integrity, capability, and results. He further elaborates that the project manager should establish the intent through open, caring, transparent behavior, and show integrity through authentic, fair, and honest dealings. The project manager should also have the knowledge, experience, and skills (i.e. capabilities) to form trust. Thus, credible deeds, apt performance, and positive reputation will solidify trust.

A poster recently caught my eye that said, "Mentoring means changing lives, including your own." That brings me to a poem by Will Allen Dromgoole titled, "The Bridge Builder." Its message of mentorship has served me well over the years and is a great example for all of us to emulate. It is all about 'building bridges' i.e. creating relationships via trust, and thus exemplifying leadership. A further interpretation of the poem by author John Boe states, "Bridge builders mentor without concern for personal gain or credit. They don't build bridges for the sake of recognition or tribute; they build because it's in their nature to encourage and support others." Being a coach and a mentor helps the project manager to educate, guide, appreciate, and encourage team members. Consequently, a project manager also learns through the process, by observing, seeking feedbacks, and learning from team members. Thus, it helps to fine-tune a project manager's leadership skills and achieve greater personal satisfaction.

(Sasi Kumar, PMP, is an information technology and project management professional.)

Game-Changers in Project Maturity Measurement

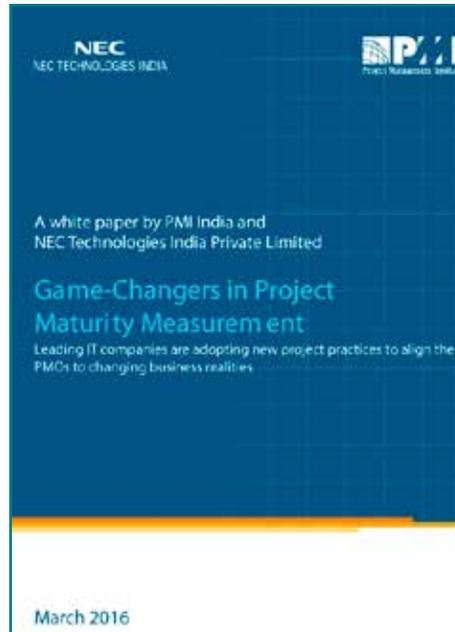
Leading IT companies are adopting new project practices to align their PMO to changing business realities

NEC Technologies India (NTI) launched a research initiative in mid-2014 to shed light on the capabilities that global IT companies in India were building to help them scale the project management maturity curve. The research was commissioned by an NTI client in the IT industry with a strong regional presence that was looking to expand their business operations and product portfolio globally.

Undertaken by the knowledge and advisory wing of NTI's market research and consultancy department, the research helped NTI's client benchmark their project management practices with those of global industry leaders, including their competitors.

The mandate for the NTI team was to create recommendations of global leading practices that mature IT companies in India had established. Leading practices were in below areas:

- The management of globally-distributed teams
- How an enterprise project management office (PMO) was achieving alignment of enterprise portfolio with enterprise priorities
- A governance structure to manage projects in different locations using integrated program and project management processes and systems
- Improved visibility into portfolio risks and interdependencies
- Reduced complexity of enterprise-wide resource capacity planning



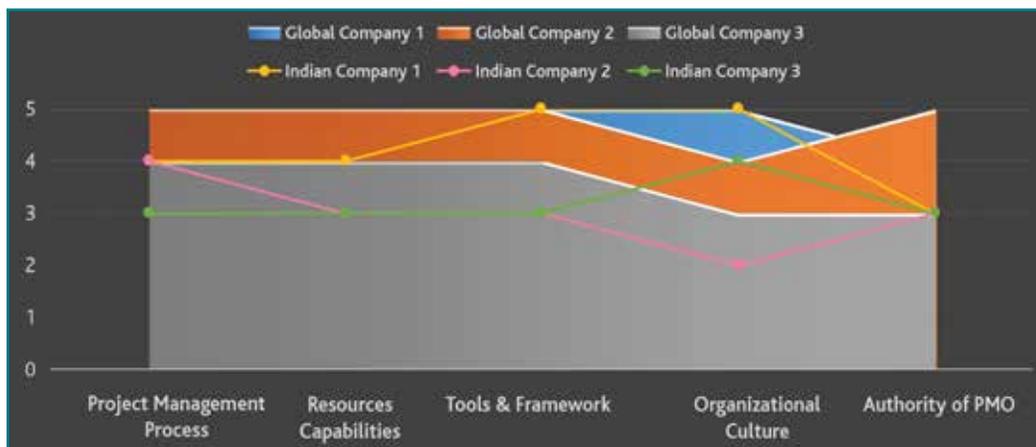
The research focused on understanding the project methodologies that these companies followed and how well they tied in with the Knowledge Areas of *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*. The research focused on four of the ten Knowledge Areas – Project Communications Management, Project Integration Management, Project Human Resource Management, and Project Quality Management.

The findings from each organization were benchmarked against one another on NTI's in-house project management progression measurement tool (PMO-PMT™) and the PMO Performance Metrics™ tool that determined the difference in the level of maturity on the benchmarked parameters for all the organizations.

NTI's PMO-PMT™ tool revealed five new trending practices under heads such as project management process, resource capabilities, project management tools, authority of the project management office, and organizational culture. These practices were helping companies deliver successful projects in today's business environment. The tool also ranked these companies on these practices to understand how mature their project practices were.

The white paper covers five case studies that demonstrate how mature project practices helped these companies overcome some common business challenges and achieve improvements in business outcomes.

To learn more about NTI's research and the case studies, and find out what industry experts have to say about the research findings, [click here](#) to download the white paper.



PMO maturity dashboard for global (non-India headquartered) companies and Indian (headquartered in India) companies

Highway Engineers to Receive Project Management Training



Raj Kalady, managing director, PMI India addressing the gathering in the presence of (middle) V.L. Patankar, director, IAHE, and Nitin Gadkari, union minister, road transport and highways and shipping

The Indian Academy of Highway Engineers (IAHE) will now offer customized project management training for those attending the academy. PMI India is helping IAHE in the development of the training modules and periodic faculty development programs.

The objective is to facilitate IAHE to become a world-class project management center of excellence.

The collaboration is the result of a memorandum of understanding (MoU) that the two organizations signed in May 2016 to promote project management and build a project management ecosystem within IAHE. The MoU was signed by V.L. Patankar, director, IAHE, and Raj Kalady, managing director, PMI India.

Present on the occasion were Nitin Gadkari, union minister, road transport and highways and shipping, and Sanjay Mitra, secretary, Ministry of Road Transport and Highways.

Highlighting the importance of project management in this sector, Mr. Patankar said, “The roads and highway sector is the backbone of the domestic infrastructure in India. The sector is going through a very exciting phase today. The MoU is a timely step for IAHE for its outward looking approach of promoting the discipline of project management. This, in turn, will lead to the adoption of project management best practices within the road and highway sector in India.”

Project management education will help engineers and project managers at IAHE to enhance their knowledge and sharpen their skills in project planning and delivery.

Speaking on the importance of project management within the road transport and highway sector, Mr. Gadkari said,

“Projects are vital to a country like ours that is changing and growing fast. In order to sustain the pace and ensure successful execution of the various new infrastructure initiatives, it is essential that standard processes for planning, execution, and monitoring are put in place where project management plays a vital role.”

He added that the first step towards this was to create a project management ecosystem within IAHE. “We have collaborated with PMI,

the world’s leading membership association for project management profession. I sincerely believe that project management is the bridge between high-level strategic vision and successful outcomes.”

Mr. Kalady remarked that this collaboration would not only help in enhancing the performance of project professionals but also in delivering project results effectively and within all possible constraints.

“Today, the need and importance of project management is widely recognized all across the globe. Government ministries and departments, multilateral agencies, and other national and international bodies of high repute are talking about the adoption of project management in the same breath as higher economic growth,” Mr. Kalady added.

PMI will work towards strengthening the abilities of personnel working in projects under the ministry. There will be workshops, training programs, and certification of personnel to achieve the overall objective of creating a project management culture.

PMI India will offer IAHE one set of all the standards developed and owned by PMI, including *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* — Fifth Edition, *The Standard for Program Management* — Third Edition, *The Standard for Portfolio Management* — Third Edition, and *Organizational Project Management Maturity Model (OPM3®)* — Third Edition. These PMI standards are developed in accordance with the Code of Good Practice for Standardization developed by the International Organization for Standardization and the standards development guidelines established by the American National Standards Institute which accredits PMI as a standards developer.

Session on Agile Approach and Risk Management



Chief guest D.Y. Pathak, president, PMI Mumbai Chapter, speaking to the audience about PMI

The leadership development team at Tata Consultancy Services (TCS) organized the 11th Project Managers Confluence in Mumbai, where best practices were shared and institutionalized. This is a unique initiative conceptualized by TCS, in association with PMI. The forum creates an opportunity for project management practitioners in TCS to learn best-in-class practices, develop their expertise, and showcase case studies from TCS.

The program was inaugurated by Chaitanya Sathe, delivery center head, Mumbai, who stressed upon the importance of project management, and the need to incorporate new technologies like robotics and automation in project management, in addition to a greater understanding of project risk management.

The first speaker for the day was Nitin Patwardhan, PMP, PRINCE2, PgMP, PfMP, and a Ph.D. from Mumbai University, who is currently serving as senior vice president and head – PMO at Accelya Kale Solutions Ltd. Dr. Patwardhan spoke about “Risk Management – Too Less or Too Much” with a focus on the need to identify and handle a risk before it hits individuals and projects. He also spoke about the improvements that can be achieved by incorporating support functions like human resource and learning and development, and the need to occasionally involve clients to identify potential risks. He discussed the need to go “Beyond Risk Management” where he spoke about risk aggregation, enterprise risk management (ERM), and ERM linked to

strategic planning. During the Q&A session, there were many questions on handling risks and steps to prevent risks from recurring.

The second speaker for the day was Deepak Srivastava, global delivery head, TCS-ABN AMRO relationship. He is a “Safe Agilest” for the TCS BFS-ABN AMRO unit, and delivers technology solutions to TCS banking relationships in Australia and New Zealand. He is also the champion of agile approaches to project management for the unit and assesses the state and maturity of the adoption of agile techniques among customers, and readiness in TCS teams. His vast IT experience spans multiple IT companies like Infosys, Tech Mahindra, and Godrej-GE Appliance IT division. He is PMP, ITIL, CSQA, PSM and Safe Agilest certified.

He spoke about “Risk Management and Agile Adoption in a Large Bank - Experiences and Way Forward.” He shared how this project implemented methods to negotiate risks and how agile techniques in project management were deployed. He also spoke about the transition to agile approaches to project management where he covered competency development, challenges, and solutions, measuring agile maturity and guide for continuous improvement. Mr. Srivastava also shared a case study of his project and steps taken to negotiate risk, and foster an excellent relationship with the client.

It was an interactive format, with a quiz organized during high tea that was hosted by Shine Sahadevan, head - organization markets, PMI India. Winners received books from PMI.



Speakers (from left) Mr. Sathe, Mr. Pathak, Dr. Patwardhan, and Mr. Sahadevan interacting during a break-out session

PMI PEARL CITY, HYDERABAD CHAPTER

Building Tomorrow's Leaders

On 20 February, PMI Pearl City, Hyderabad Chapter (PMIPCC) conducted a Student Leadership Competency Building (SLCB) program for students of grades 6 to 10. The event was conducted at Gamyam Model School in Gollala Mamidad, near Kakinada, and covered a total of 350 students, including those from the Zilla Parishad High School, both girls and boys.

PMIPCC directors, Venkat Reddy C. and Bhaskar Reddy G., and vice president Nagini Chandramouli, spoke at the session and took the students through facets of leadership building such as having a vision, goal-setting, self-awareness, and an analysis of their strengths, weaknesses, opportunities and threats (commonly known as SWOT). The event attracted a large number of students and parents, and received wide coverage in the local media.

Knowledge Sharing at NICMAR

PMIPCC has been closely involved with the National Institute of Construction Management and Research (NICMAR), Hyderabad, since 2014 in its knowledge sharing sessions on PMI's *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*. As a part of this collaboration, several guest lectures and workshops have been conducted.



Students and faculty members at the inaugural session of a knowledge sharing program on the PMBOK® Guide by NICMAR and PMIPCC

Interested students are being mentored by industry experts in their area of interest. Students are also encouraged to attend events and conferences organized by PMIPCC. The chapter has been instrumental in encouraging students to take up PMI student memberships and PMI's Certified Associate in Project Management (CAPM®) certification.

NICMAR and PMIPCC have jointly conducted many knowledge sharing sessions based on the *PMBOK® Guide* for PMI student members from NICMAR. Chapter board members, Tony Jacob, Srinivas Kopparapu, Pavan Chamarthy, and Nagini Chandramouli, and PMI India Champion Kalyan Satyavada have contributed their time and expertise for this initiative.

During training that spread over several weeks, students got a flavor of the subject, discussed sample questions and useful tips, besides getting their doubts clarified.

PMI TRIVANDRUM, KERALA CHAPTER

New Board Members

The annual general meeting of PMI Trivandrum, Kerala Chapter was held on 19 March wherein the election process was completed with all open positions filled in with candidates unopposed. The new board members are:

- Jayakrishnan S. Nair - President
- Krishna Kumar T. I. - VP, Operations
- Deepa Ramachandran - VP, Finance
- Raghunandan Menon - VP, Governance
- Anu Francis John – VP, Membership
- Manoj Krishna – VP, Marketing
- Santhosh Udayanan - VP, Professional Development
- Eldho Roshan Rajan - VP, Education
- Vikram Kumar B. T. - Past President

The new board recognized the achievements and progress of the chapter during the past year under the able guidance and enriched experience of outgoing president, Dr. Vikram Kumar.

Session with IEEE

An affinity group of the Institute of Electrical and Electronics Engineers (IEEE), the Kerala Section Young Professionals, in association with PMI Trivandrum, Kerala Chapter, organized

an informative session on PMI and project management certifications for those working in Technopark, Trivandrum.

Brajesh Kaimal, COO of Experion Technologies, and mentor, PMI Trivandrum, Kerala Chapter, spoke on "The benefits of PMI/PMP® certification in the corporate sector." This session on 11 May at Malabar Hall in Technopark Park Center drew over 45 professionals from IT companies in Technopark. The attendees expressed interest to participate in a four-day training for Project Management Professional® being conducted by the chapter. Chapter president Jayakrishnan S. Nair delivered the vote of thanks.



Members of the IEEE - Kerala Section Young Professionals during a session on PMI and project management certifications in Trivandrum

(Chapter news was contributed by Nagini Chandramouli, PMP, ACP; Akhila Gowri Shankar, PMP; and Arun Ravi.)

Students Outreach, Industry Connect

East Region

For the benefit of project management aspirants, PMI India Champion Jaydeep Chakraborty has written two blogs on frequently asked questions on Project Management Professional (PMP)[®], membership, details about Professional Development Units, re-validation, and examination preparation tips in collaboration with PMI West Bengal Chapter. In May, he guided PMP aspirants during an examination preparation program arranged by the chapter. He made a presentation on changes in the examination that took effect on 11 January 2016. During the session in Salt Lake, West Bengal, he guided 15 PMP aspirants from different organizations on the examination process, starting with filing the application.

West Region

During 22-25 April, PMI India Champion B. Koti Reddy from Hyderabad facilitated a mentoring session on the PMI Agile Certified Practitioner (PMI-ACP)[®] at Cybage, Pune. As many as 28 professionals including managers, senior managers, and delivery managers from various business verticals and business units, who intend to take up the PMI-ACP[®] certification, attended the workshop.

Mr. Reddy covered both the basics and advanced discussions on agile approaches to project management including how to apply an agile technique for a given situation, and why to choose a particular technique for a project.

The session included several games, video presentations, and exercises to engage the participants, and help them apply learnings effectively to situations.

North Region

PMI India Champion Yogesh Sachdeva conducted a one-day event, “PM Day” at American Express, Gurugram in April that was attended by 25 managers. The event has helped garner interest among participants about PMI membership and certification preparations.

PMI India Champion Ajay Kumar conducted a session on “PMP Certification - Value for Management” on “PM Day” in April for 10 newly inducted project managers in IBM India, Noida. The two-day awareness session was focused on “PM Fundamentals” for 12 IBM team members.

South Region

PMI India Senior Champion Sunil Telkar, PMP, coordinated the second “PM Pathshala”, a four-day workshop on PMI’s *A Guide to the Project Management Body of Knowledge (PMBOK[®] Guide)* at Praxair, Bangalore in March. Anuj Sharma, managing director, Praxair India, set the theme of the workshop with his opening address. Jacob Varghese, head – aerospace & defense, PMI India, provided insights on the latest trends in project management.

Mr. Telkar started the workshop with a session on “Introduction to PMI & the *PMBOK[®] Guide*”. Then he and his colleagues moved on to explaining the Knowledge Areas of the *PMBOK[®] Guide*. Mr. Telkar took sessions on Project Integration Management, Project Cost Management, and Project Stakeholder Management. His colleague, Sathyanarayan V., PMP, delivered sessions on project management processes and Project Time Management, sharing his vast experience as a project manager at Praxair. Vekatadas Devishetty, PMP, spoke on Project Risk Management and Project Scope Management.

Madhan B., PMP, took the participants through Project Communications Management and Project Human Resource Management, while Gopal K., PMP, delivered sessions on Project Procurement Management and Project Quality Management. The workshop, attended by around 30 middle managers, was followed up by a two-hour examination on the *PMBOK[®] Guide* on 31 May.

On 28 April, Mr. Telkar was invited to “Renaissance,” the annual festival of the mechatronics engineering department of Acharya Institute of Engineering, Bangalore, as the chief guest. He addressed over 200 engineering students on the basics of project management, and introduced them to PMI and the Certified Associate in Project Management (CAPM)[®] certification.



Sunil Telkar addressing engineering students at Acharya Institute of Technology, Bangalore, on the occasion of the institute’s annual festival



Delegates at a PMP mentoring session conducted by PMI India Champion Hari Prasad and coordinated by PMI India Champion Ravindra Kulkarni at GlobalEdge Software, Bangalore

On 21 April, PMI India Champion Ravindra Kulkarni conducted a one-hour session on the “Introduction to PMP Certification” for module leads and above roles for the employees of GlobalEdge Software, Bangalore wherein he took the 25 participants through PMI offerings and the way to proceed for the PMP certification. In the same company, a four-day PMP awareness session was conducted for PMP aspirants on May 13-14 and May 20-21. There were over 20 participants and the sessions were conducted by PMI India Champions – Ananth H.V., Preethi Sankaranarayanan, Ravindra Kulkarni, Kush Kumar, and Hari Prasad. It was coordinated by Raghavendra Guruprasad, Champion Designate from GlobalEdge Software.

The sessions included video presentations, mock tests, practical questions, and case studies. The session, Introduction to Project Scope Management, was conducted by Mr. Ananth; Project Communications Management by Mr. Kulkarni; Project Time Management and Project Cost Management by Preethi Sankaranarayanan; Project Quality Management, Project Procurement Management, and Project Risk Management by Mr. Prasad; and Project Stakeholder Management, Project Integration Management and Project Human Resource Management by Mr. Kumar.

Mr. Ananth also conducted a full-day awareness session at Hindustan Aeronautics Limited, Bangalore, on “Trends in Project Management” on 5 May, which was attended by middle and senior managers.

During March-April, PMI India Champion Manikandan M. spoke on Lean Six Sigma and Project Management Knowledge Sharing at Sathyabama University, Chennai, for MBA first year students on 9 March; on “Map Your Destiny - Project Management” at PGP Agriculture College, Namakkal, for MBA final year students on 7 April; and on

the “Latest Trends in Operations - Project Management” for first year MBA students in SRM University, Chennai, on 15 April.

PMI India Champion Sowmya Narayanan guided 31 project managers through a PMP certification preparation workshop in Hewlett Packard Enterprise, Bangalore during the first week of March.

PMI India Champion Sathish Chandrasekaran conducted a four-hour risk management practitioner session for over 30 professionals from Cognizant on 28 March. The next day he delivered a six-hour workshop on project management with case studies from PMI to over 50 associates from Cognizant. He utilized resources from the Champion portal to provide participants an overview of PMI certifications.

On 29 March, there was a full-day PMP helping hand session at Bosch India, Bangalore. Delivered by PMI India Champions Raghavendra Muliya, Anand Lokhande, Duraideivamani Sankararajan, and Kush Kumar, the sessions attracted close to 100 participants. Most of them expressed interest in achieving the PMP certification in the next few months.

PMI India Champion Koti Reddy conducted a lunch and learn session at the United Health Group’s NCR campus on PMI-ACP® for about 350 nominated employees and scaling agile for 100 employees on 11 March. He followed up these sessions with an in-depth two-day workshop on “scaling agile” and a three-day PMI-ACP® workshop starting 28 March. As an immediate impact, five employees took up PMI membership and 10 employees enrolled for PMI-ACP®.

(Contributed by PMI India Champions Ajay Kumar, PMP; Kush Kumar, PMP; Sathish C., PMP; and Senior Champion Sunil Telkar, PMP, MIMA.)



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