

# MANAGE India

November 2016, Volume 6 Issue 10



## Project Management *Indispensable for Vision India*

PROJECT MANAGEMENT NATIONAL CONFERENCE, INDIA, 2016



PMI POLL BOOTH

# Voice your Opinion

**Q.** Managing scale is the biggest challenge in government projects.

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COVER STORY

## Vision India: Setting Sights on Growth

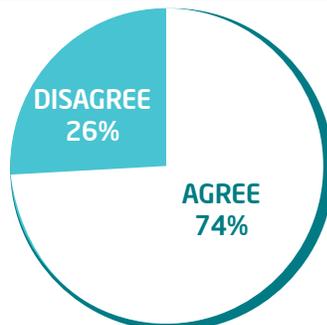
As we head for PMI India's prestigious annual conference in Mumbai 17-19 November, Manage India brings you a special cover feature on the conference theme, Project Management - Indispensable for Vision India.



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### RESULTS OF AUGUST POLL

**Q.** If you're looking for work-life balance, forget about a successful career



*Voice your Opinion - Last poll results*

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## Letter from the Managing Director, PMI India

Dear Practitioners,

We are delighted to once again host the Project Management National Conference in Mumbai – the financial capital of the country, the city of dreams or “Maximum City” as writer Suketu Mehta calls it. Speakers from across industries and sectors will expound on the theme, Project Management – *Indispensable for Vision India*, at this eight edition of the annual conference. For the past few months, volunteers from PMI Mumbai Chapter and PMI Pune-Deccan India Chapter have worked tirelessly to put together a conference where the focus is on rich content, variety in terms of speakers’ background and industry, hands-on learning opportunities, and networking.

If you are reading the hardcopy of *Manage India*, then you are at the conference and I’m sure you will have a great time learning from the notable speakers and networking with other delegates.

As a precursor to the conference, we kick-started a special program this time, the PMI CXO Round Table Series, in association with *The Economic Times*, in New Delhi, Bengaluru and Pune. Senior bureaucrats, corporate leaders, analysts, and social activists participated in these discussions on the current project environment in the country, the role of the public and private sectors, the capabilities the country needs to plan and execute ambitious programs such as Make in India, Digital India and Smart Cities, among others. We are carrying excerpts of the discussions in this issue of *Manage India*.

We released an executive summary report, *Project Management Practices in the Indian Oil and Gas Sector*, at the Project Management Conference for the Oil and Gas Industry on 2 September 2016 in New Delhi. The report is the result of a study conducted by Nielsen India to understand the current project management capabilities of this sector, assess and identify the gaps in organizational structure, practices and skill sets, and suggest ways to bridge the gaps through organizational planning and manpower capability

building. To read the report, [click here](#).

We have begun the nomination process for the PMI India Academic Awards for next year. You now have time till 15 December to submit nominations for PMI India Distinguished Fellow Award, PMI India Distinguished Scholar Award, and PMI India Young Research Scholar Award. [Click on this link](#) to nominate an academician who you believe deserves honour and recognition for his or her outstanding contribution in education, research, training, consultancy, or advocacy.

I’m delighted and proud to announce that Tejas Sura, who is a current member of PMI’s Chapter Member Advisory Group, is now the convenor of the Project Program and Portfolio Management Committee of the Bureau of Indian Standards (BIS). Mr. Sura has been representing PMI on this committee since July 2014 and has actively contributed towards finalizing several project management standards at BIS. I congratulate Mr. Sura and wish him all the best for this new assignment.

Warm regards,

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

Raj Kalady

Managing Director, PMI India

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## Vision India: Setting Sights on Growth

As we head for PMI India's prestigious annual conference in Mumbai 17-19 November, *Manage India* brings you a special cover feature on the conference theme, Project Management - Indispensable for Vision India.

# Project Management Indispensable for Vision India

PROJECT MANAGEMENT NATIONAL CONFERENCE, INDIA, 2016







India is getting back on the growth track powered by long-term structural reforms, strong policy direction, increased investments in infrastructure building, and large government programs focused on generating employment, boosting capability, and improving manufacturing.

To realize the vision of a developed nation, India needs to close the gap between intention and outcome, and between planning and execution. Project management will be central to achieving Vision India as programs and projects for nation building find success repeatedly.

PMI India's National Conference this year is focused on how India must achieve this vision. *Manage India* invited keynote speaker Prashant Ranade, executive vice president, Syntel to write on what he believes are the key ingredients to achieving Vision India.

As a precursor to the conference, PMI organized a series of round tables in which leaders from the public and private sector spoke on various aspects of project management including improving the effectiveness of Public Private Partnerships (PPP) in infrastructure projects, what learnings from corporate India can the government emulate, the need for project management education, and more. In this issue of *Manage India*, we feature excerpts of the round tables.

By Invitation

## Project Management at Scale: Indispensable to Achieve Vision India

Project management is as old as civilization itself. The wonders of the ancient world – the Egyptian pyramids, Greek temples, the Colosseum in Rome, or the Ajanta-Ellora caves – would not have been possible without robust project management. Modern history too is witness to several project management marvels in engineering, construction, new technologies, and space exploration.

India stands at the cusp of greatness today. It is the best performing emerging economy, a strong democracy with robust institutions, and a unique demographic advantage, which positions India as a leading contender to evolve into a developed nation.

The journey to a developed nation status is not without its hurdles. India will add 183 million people into the workforce over the next 15 years, which implies that we need to create a million jobs every month over the next two decades or risk social unrest. We need to overcome challenges in multiple sectors simultaneously including poverty, literacy, food security, employment, sanitation, transport infrastructure, power, health, socio-economic equality, digitization, and financial inclusion to truly fulfil our destiny as a developed nation.

The government has launched a series of initiatives to propel India into the league of developed nations. The initiatives including Skill India, Make in India, Digital India, and Start-up India are aimed at developing different facets of the Indian economy but they have one common attribute. Each of these initiatives will need project management at scale to be successful.

The starting point of successful project management is ownership of the higher purpose of a project across its team. The purpose is a mission with a meaning, which transcends the technical and financial objectives of the project and articulates how it will impact the lives of people, benefits to society, the nation, or even the world. For the Panama Canal project, the project objective was to construct a 48-mile waterway but the purpose was “to connect two oceans to enable global trade.”

A compelling purpose elevates leadership to inspire belief rather than plan actions, acts as a guidepost for decisions, and motivates people to deliver their best. An inspiring purpose infuses a sense of pride in the team and drives the quest for world-class quality and reliability to minimize risk.

The three pillars of successful project management are people, process, and technology.

It is important to have the right people on the project with the right competencies and capabilities, positive attitude, continuous learning, and a mindset of excellence.

Process excellence is a highly underrated attribute, especially in India. The importance of defined methodology, simple yet well documented processes, and an execution discipline to follow them are critical for the success of any large project.

New project management technologies make it easy to manage complex, large-scale, long duration projects across multiple geographies, and stakeholders. But it is important to bear in mind that some of the greatest projects in history were built before computers were invented.

A critical foundation which underpins the three pillars is culture. A reluctance to talk about failures and a “chalta hain” or “jugaad” attitude are early warning signals of impending doom for projects. An open, transparent culture which enables empowerment, collaboration, and trust is key to successful projects.

*(Prashant Ranade is executive vice chairman of Syntel’s Board of Directors. In this role, he is involved in leadership development and strategic projects and initiatives for Syntel. He previously served as Syntel’s CEO and president.)*



**Prashant Ranade,**  
Executive Vice President, Syntel

## PMI and Economic Times CXO Round Table Series

Venue: *New Delhi*

Date: *1 September 2016*

ECONOMIC TIMES (ET) MODERATOR: SUNANDA JAYASEELAN



From L-R- Gurjot Bhatia, managing director- project management services, CBRE South Asia Pvt. Ltd.; Dr. Kirit Parikh, chairman, Integrated Research and Action for Development (IRADe); Arun Kumar Jain, managing director, Fluor India; Sharat Sharma, director Operations, Delhi Metro Rail Corporation Ltd.; S. Radha Chauhan (IAS), president and CEO, National eGovernance Division; Sunanda Jayaseelan (Moderator), ET NOW; Ravneet Kaur, joint secretary-DIPP, Ministry of Commerce and Industry, Govt of India; Raj Kalady, managing director, PMI India; Arvind Mahajan, senior advisor, KPMG India; Karuna Gopal, president, Foundation for Futuristic Cities; Narasimhan Vaidyanathan, vice president - energy Management Division, Siemens Ltd.

### ET: Where do you see project management playing a role for a better India?

**Arvind Mahajan, senior advisor, KPMG India:** India is at a potentially breakthrough point with significant investment in government programs like Make in India, Digital India, and Swachh Bharat. All these programs, if managed well, will lead to business outcomes which will enable this breakthrough growth. But unfortunately, more than 30 percent of the projects, of 1,000 projects which were studied, are delayed. On the other hand, we have projects like Delhi Metro, Delhi or Mumbai airports, the Aadhar program, or ISRO's program for Mars that have been executed on time and within costs. So how is it that we have this dichotomy? The answer is proper project management, which can enable transfer of these islands of excellence to make it a discipline which can make it a competency for the country, and not just some organizations within the country.

**Karuna Gopal, president, Foundation for Futuristic Cities:** Smart cities that are being conceived in different parts of the world are fresh cities built ground up. India is looking at a different model of retrofitting existing cities. Here, project management skills are extremely necessary. Because a lot depends on the geo-political realities of these projects, on how we bring stakeholders in, how citizens root for infrastructure which makes smarter sense.

### ET: When it comes to efficient project implementation, what lessons can the public sector learn from the private realm and vice-versa?

**Gurjot Bhatia, managing director, project management services, CBRE, South Asia:** We ran a survey internally to find out the top parameters which come as constraints to the effective delivery of projects – on costs, time, and quality – in

a safe manner. The majority of our 900-odd project managers came up with one constraint, which was lack of decision making in a timely manner by the client. If I were to use this in the context of public versus private projects, I think public projects are even more difficult because there are many stakeholders and policies. Everything has to come together.

**Arun Kumar Jain, general manager - project operations, Fluor India:** If you were to trace the origins of diffidence in decision-making, I'd come back to having a good project definition and allowing for the time to have a good project definition. Once we have that, decision-making tends to be faster. One common thread evolving is an acceptable need for a strong change management process.

**ET: What are the lessons that we must possibly learn from global peers and things we should be definitely implementing here in project management?**

**Raj Kalady, managing director, PMI India:** At the outset we need to address three areas: 1. Organizations – To recognize project management as a formal discipline. Thereafter implement processes based on global standards. And then ensure required talent management interventions are provided. 2. Government: Have policies in place to ensure only those organizations with qualified/certified project management professionals are awarded contracts. And establish project management units to oversee and monitor large projects/programs 3. Academia: The huge dearth of qualified project managers and the lack of practice of project management is a key challenge across all industries. Today, we have hardly five institutes teaching project management as full-time programs. We need to introduce full-time project management programs to plug this huge demand supply gap.

**Sharat Sharma, director operations, Delhi Metro Rail Corporation:** We have learned at least two things from the global experience. First, the project has to be fair and equitable. The second thing is the culture. Partners bring in new culture, safety norms, and procedures. Respect for norms must be part of the culture.

**ET: How much of a concern the paucity of resources is towards fully realizing project management?**

**S. Radha Chauhan, president and CEO, National eGovernance Division:** The government looks at implementation in a hierarchical manner – the center, states, and then the districts. The challenge is to equip each and every stakeholder with skillsets that are available by way of say an IT platform or a mobile device. Can he use a tablet to put in a daily report on what has been done? Those are little gaps by way of building capacity and also understanding program management from the top leadership to the last mile connectivity.

**Ravneet Kaur, joint secretary, Department of Industrial Policy and Promotion:** I don't think funding is that much of a constraint. The important thing for any project manager is to work on an idea and then to constantly innovate. In a changing world, if you have to survive, you have to look at innovation. If you are adhering to your timelines and have all stakeholders on board, that is the way to go.

**Narasimhan Vaidyanathan, vice president - transmission solutions, Siemens:** Project managers are not born overnight. It takes years to create a project manager with domain skills, expertise, and quality skills. It is a holistic package. We have to partner with the government so that we can multiply our skillsets and bring in the required capacity. To translate the vision into action, it needs to be translated into policy and policies will have to be followed up by an action plan.

**ET: Is the understanding of project management mature in India? What is the way forward?**

**Dr. Kirit Parikh, chairman, Integrated Research for Action and Development:** There has to be a detailed implementation plan which says what needs to be done at what stage and who needs to do it. You have to have the right kind of environment, which doesn't obstruct people but empowers them.

**Venue:** Bengaluru

**Date:** 3 October 2016

ET MODERATOR: SUNANDA JAYASEELAN

**ET: What can the public sector learn from companies such as yours?**

**Suvojit Sinha, GTS, Solutions, Delivery and Transformation, practice area leader, T&T, IBM India Pvt Ltd.:** The large complex projects that many organizations like ours run deliver a lot of learnings in the classic dimensions of project management – managing stakeholders, managing risk, and information sharing. From an execution point of view, our mindset echoes every principle of project management. We need to build that mindset in the public sector too. So we have to train and build organizations within government bodies, which embody that thinking. Then we can bring in techniques, platforms, and technologies.



From L-R: Bishwajit Mishra (IFS), director - information technology, Bangalore Metropolitan Transport Corporation; Rajnish Prasad, vice-president and head of custom development execution - APJ, SAP Labs India; Suvojit Sinha, associate director, Client Innovation Centres, IBM India; Gopinathan Padmanabhan, chief innovation officer and president global delivery, Mphasis; R.K. Misra, founder director, Centre for Smart Cities, Bangalore; Sunanda Jayaseelan, moderator, ET; Raj Kalady, managing director, PMI India; Hariprasad Hegde, senior vice president and global head - operations, Wipro; Arun K. Chittilappilly, MD, Wonderla; J.C. Sharma, vice chairman and managing director, Sobha Ltd. and Ajinkya B. Apte, director, Capgemini India

**Gopinathan Padmanabhan, chief innovation officer and president, global delivery, Mphasis:** For the right type of project, get the right type of manager. There has to be rigorous scope management. An important point stressed on in the private sector that can be incorporated in the public sector is extensive usage of technology, project management tools, collaboration tools, social media-based interaction tools, realtime data updates, regular project reviews, and corrective actions in case of delay in projects, consequence management, and governance.

**ET: Can you elaborate the importance of planning in project management?**

**Raj Kalady:** Initiating and planning are the two most important processes in project management. It is common in India to start a project without a detailed project plan that accounts for all facets of the project, unforeseen circumstances, risks, and end-to-end funding. Hence, we need to have a detailed project plan in place based on which the processes of executing and monitoring of project will follow. Determining the scope of a project is difficult without spending a considerable amount of time, upfront, in proper planning.

**ET: While the government is talking about smart cities, urban planning and infrastructure, there is clearly a mismatch to some extent.**

**R.K. Misra, founder director, Centre for Smart Cities, Bangalore:** The 'Smart City' project is the first initiative in independent India with an outcome-driven approach to urban planning where in urban revival is being thought through. In these projects, you will see for the first time project management skills being put to use as far as the public sector in urban infrastructure is concerned.

**ET: There have been many successful projects, such as the general elections in India. Why can't the principles used there be extrapolated to other projects? Do projects need super heroes?**

**Bishwajit Mishra, IFS, director - information technology, Bangalore Metropolitan Transport Corporation:** Replication is not so simple. Each project has its own challenge. There are heroes required at all levels. There is a huge issue of capacity building in project management. The top echelon is in sync; the bureaucracy at the middle and lower level needs to change. That is the level where the private sector finally delivers. It is complex because of the scale of it, the complexity of processes in the government, the big issue of change management. But there are multiple examples of success. There has to be a clear sense of division of activities and responsibilities (between private and public sector). While leveraging we need to understand that we have certain responsibilities and it cannot be a turnkey project from the side of the vendor itself. That change in attitude has to come.

**Arun K. Chittilappilly, managing director, Wonderla:** Getting back to Vision India, it is clear that the private sector can and will execute projects on time; the vision has to be thought through properly. It is attitude that is holding us back. Before Narendra Modi became the prime minister, he said there were 100 steps required before you become a company. Can we make that five or 10? Even in project management, if you really have to execute a project really fast, you will have to reduce the number of steps. Our government machinery doesn't allow us to do that. Project management gets bogged down because of these things.

**Hariprasad Hegde, senior vice president and global head – Operations, Wipro:** What can make government projects work? Beyond project management techniques and frameworks, I would want to emphasize on two points. Successful projects always have an element of accountability and the buck stops with the leader. So the government has to have accountability and transparency for outcomes. Second, there is enough technology for executing projects, for bringing multiple stakeholders together. You create an engine which cuts through different departments. Hence, you know where a particular project is being held up. All of it makes it transparent. If you bring in accountability and transparency, automatically the government machinery will start delivering.

### **ET: What are some of the biggest challenges in project management in India and what are the opportunities going forward?**

**Ajinkya B. Apte, director, Capgemini India Pvt. Ltd.:** The right leadership and skills to manage and develop programs is definitely very important. Second, applying project management concepts in a broader sense by learning from the past is critical. Third, treating a task as a project. For example, today an approval takes 'x' number of days. If we want Make in India or Digital India possible, should that number of days be one-tenth of what it takes. Now if that is set as a task and taken up as a project and we arrive at a solution to it, it will be great.

**Rajnish Prasad, vice-president, head of custom development execution - Asia-Pacific Japan:** I would stress the need for IT-enabled project management. From capacity to putting up the outcome, monitoring, managing of resources, timelines – all of that would be something which will be easily driven if we have the right system, IT software in place. One of the key concerns that remained unanswered here was accountability. It would come if there is transparency, which by default the software provides. So if you have the right level of transparency across all the aspects, you will see a higher level of accountability, whether it is in the public or the private space.

**J.C. Sharma, vice chairman and managing director, Sobha Limited:** While our growth rate is the highest among all countries, the benefits of this is not getting percolated to a large section of the population. At the end of the day, the benefits must get transferred to the people who should be able to become consumers of such offerings. From that perspective, technology has to play an important role. Once resources start getting distributed to the vast majority of the people who are unbanked and not getting the benefits, hopefully we will have the right kind of people in large numbers and we would be able to achieve much more.

**Venue:** Pune

**Date:** 20 October 2016

ET MODERATOR: POOJA JAIN

### **ET: How is project management being implemented in your sector?**

**Nitin Deshpande, president, Valence Health Solutions India:** I represent the healthcare sector and the software industry. The software industry almost made project management mandatory. And it has grown because of the various project management techniques that were used. So the question is not whether it is relevant or not, but how do we make sure it is implemented more rigorously across areas and industries.

Whether it's a surgery or a population health project, if you do not use these techniques, you are doomed to fail; it's worse than losing a few million dollars. You can't put a value on that.

**Rohit Gera, managing director, Gera Developments:** The need for people in the real estate sector across functions – approvals, architecture, design, structural design, delivery of drawings, construction, marketing, coordinating with the architect for views – is all about project management. The moment there are multiple stakeholders and teams involved, you have a project in hand. For real estate development, it is an extremely essential skillset. Across the board, people are undertrained when it comes to project management skills; we tend to do it by default, it isn't done by design. There is a huge need to ramp up the project management capability not just across people who are responsible for project delivery but also for the development in its entirety.



From L-R: Debashish Mitra, senior director, operations, Shapoorji Pallonji & Co. Ltd.; Nitin Deshpande, president, Valence Health Solutions India; Raj Kalady, managing director, PMI India; Pooja Jain, moderator, ET Now; Rohit Gera, managing director, Gera Developments; Milind Godbole, managing director, Honeywell Turbo Technologies and P.G. Waray, executive director, Thyssenkrupp Industrial Solutions India.

**P.G. Waray, executive director, Thyssenkrupp Industrial Solutions (India):** In our industry, it is nothing else but project management because we are answerable to the client. Without project management, I cannot satisfy the client on a daily basis. The project length is from one to three years; tenacity is required to achieve these project milestones on a daily basis. And at the end of the day, project management in your own life, or in an industry or company, it is indispensable.

**ET: What are some of the challenges that you've encountered individually in your careers and after implementing project management frameworks?**

**Debashish Mitra, senior director, operations, Shapoorji Pallonji and Co. Ltd.:** In India, we look at the minimum cost to do a project. We don't bother about constructability. If you don't start from there, it would lead to a larger problem, and then all the stakeholders will be fighting with each other. With project management, you can handle the mess a little better.

**Milind Godbole, managing director, Honeywell Turbo Technologies:** There are two key aspects when you try to convert your vision into execution and get results. One is, of course, the skill of the conductor of the orchestra; the project manager. You may not be a master in each of the cross-functional pieces but you should know how they work and operate. Secondly, you must know what makes things work so that you can fit the jigsaw puzzle and figure out the milestones against which you will measure that.

**ET: What can the government do across the board and industries to implement best practices in project management?**

**Raj Kalady:** Earlier in 2016, FICCI and PMI collaborated and came up with recommendations for the government to build project management capabilities for programs like Make in India to succeed. The three recommendations are: the requirement of a framework and an implementation plan for continuous improvement in the quality of stakeholder engagement and risk management. Second, the need for a nodal agency to monitor project execution and provide support for on-time completion. And third, training and tools for enhancing organizational project management capabilities.



# Time to Support Easy Access of Knowledge, Certifications

BY AJEET SINGH, PMP

Albert Einstein once said, “The only source of knowledge is experience.”

Technology advancement in the past one decade has opened up newer knowledge areas than ever before. The impact of this revolution is that knowledge acquisition has become critical, defying what Einstein had once said. The demand is particularly strong for IT certifications and trainings.

## Why is there a demand for certifications?

Richard Branson, Bill Gates or Steve Jobs didn't need formal education, coaching, or certifications to rise and make a difference. But that argument doesn't apply to the average professional. Certifications provide professionals an opportunity to test their mettle and stay competent in the industry.

But before opting for a certification, remember what Swami Vivekananda had said, “Learn to see things in the proper light. First, believe that there is a meaning behind everything.” The human mind tends to jump to assumptions rather than going beyond the facts. It is important to understand what a certification can do for you in your career.

**Increased recognition:** CompTIA, a non-profit organization, conducts studies on IT training and certification demands. A report published in March 2015 by CompTIA, *HR Perceptions of IT Training and Certification*, reveals that 94 percent of HR executives believe that the importance of IT certifications will grow in the next two years. The study also finds that on an average 65 percent of employers finds IT certifications valuable and uses them as criteria for job roles.

**What certifications test:** Certifications are not only a test of knowledge and experience in the field but these are also a test of one's intelligence, perseverance, and decision making ability.

Exam questions challenge different aspects of candidates. Difficult questions test their patience and will power to not get frustrated, and be calm when faced with the unfamiliar. Similarly, choosing the right answer from multiple choices is a test of the candidate's decision making ability.

**What certifications empower:** Only someone who has earned a certification can understand the feeling associated with having passed the test. The approval from the certification body boosts the morale of candidates, providing additional confidence in dealing with clients and supervisors. It also makes a case for them as they move up to the next level at work, which has in

fact been set as a prerequisite by some organizations.

Some certification bodies offer free subscription of their resources and platforms to connect with the professional community, which is also an opportunity for continuous knowledge upgrade.

**What it reflects:** Certification is a reflection of one's progressive thoughts and awareness of industry trends. It is a demonstration of the professional's passion to learn, take chances, and move ahead in one's career.

**What it sells:** Certification recognizes a professional in the knowledge areas set up by esteemed organizations such as PMI, ASQ, and others, which brings credibility to the profile.

## Making Knowledge for All Easy

However, certification training is often expensive, which prevents many from accessing that knowledge and career boost. Training providers must look at ways to make it affordable, and thus democratize knowledge gain.

In the case of emerging technologies, the cost of training is high even when those technologies are still evolving. Professionals often rush for these trainings by paying higher fees, expecting high returns. There are some simple ways in which training cost can be brought down. For example, a full day workshop can have the option of a simple meal which will bring the cost down.

This is an era of transformation, and the knowledge industry must standardize training to align itself to industry needs. Some common areas of specialization now are DevOps, digital transformation, and big data. But there are different interpretations for similar subjects under these specializations, which tend to confuse those seeking training. There is a need for a body that authenticates the content before it is published.

Another area of significance is knowledge experimentation and continuity. Individual efforts to learn and work on newer areas must be supported by organizations. There is a need to highlight and mitigate the risk of transition from one set of skills to the other. By supporting individuals this way, organizations will contribute greatly to job satisfaction, creating a multi-skilled workforce and employee retention.

*(Ajeet Singh, PMP, is a project manager with Cognizant Technology Solution. He has 15 years of IT experience in software testing and development.)*

## PMI PUNE-DECCAN INDIA CHAPTER



PMI Pune-Deccan India Chapter COO Shyam Bhavsar felicitating Manoj Mone of KPIT

### Sessions on Innovation, Lean Project Management, New Technologies

PMI Pune-Deccan India Chapter conducted its 140th monthly seminar on August 20 at Patrakar Bhavan, Pune. There was a session on “Innovation and Project management: Linked to *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*” by Jay Dholakia, advisor to PMI Pune-Deccan India Chapter. This was followed by a talk by Ramesh Pattnaik, vice president – development, on the PMI Agile Certified Practitioner (PMI-ACP)® certification and an open house discussion on “Lean Project Management” that was hosted by Makarand Hardas, vice president – academics, PMI Pune-Deccan India Chapter.

Mr. Dholakia spoke about the need for innovation and how a project manager needs to think innovation from an entrepreneur’s perspective to maintain lead, optimize processes, and achieve new missions. He discussed how the Knowledge Areas from the *PMBOK® Guide* apply in innovation projects and key success factors for innovation such as leadership commitment, good watch on competition, team, stakeholder management, and customer connect.

Mr. Hardas shared case studies, statistics, and experiences of lean project management principles and their impact on delivering value with less waste and lower costs. He also discussed ‘requirement push’ and ‘value pull’ strategies to deliver quality aligned to customer’s priorities.

The host for the sessions was Amit Jain, assistant vice president, programs, PMI Pune-Deccan India Chapter.

In the third quarterly series of project management symposiums, the chapter organized a session on the way the Internet of Things (IoT) will impact the next generation of products and services. The symposium, held at MCCIA Auditorium on 18 September, received a huge response with tickets being sold out two days ahead of the event.

The conference had leaders and senior managers from



It was full house at the project management symposium in September in Pune

reputed organizations as speakers and delegates. It made good use of social media platforms and reached out to over 1,800 practitioners across the globe.

Following a welcome speech by Girish Kadam, president, PMI Pune-Deccan India Chapter, there was a keynote by Kamal Thadani, senior director, PTC. He spoke about drawing a blueprint for futuristic products by adopting IoT. He also spoke about how IoT will touch our lives through not only smart products but also smart operations, manufacturing processes, water and utility supply, travel systems, and farms.

Tarang Salgia, chief technology officer, World Compliance Technologies, spoke about the challenges in IoT adoption and how to overcome them. IoT can look great on a piece of paper but it has an entry barrier when it comes to hardware and manufacturing. He spoke about challenges around volume and version obsolescence, over and under supply, packaging, interoperability, among other issues.

Manoj Mone, associate vice president, KPIT, threw light on how DevOps can be useful in delivering IoT projects. Humans, he said, were not competing with humans alone but also with technology.

He called for a shift in the mindset from ‘I am not going to do everything’ to ‘Everything here is my problem’. In DevOps, the infrastructure manager plays a crucial role in maintaining uptime, the deployment schedule, and managing installation errors. But Dev and Ops need to think alike and share responsibilities.

The next topic was ‘Product as a Service – IoT led new business models,’ delivered by Amit Teli, independent software consultant, who spoke about using IoT to create sustainable revenue.

There was a panel discussion with Sukesh Saxena, senior manager, Tata Communications; Mr. Mone; Kishor Himane, director, PTC; and Vipin Shrotriya, delivery head - Healthcare and Life Sciences, Cybage. They discussed

how cloud technologies are helping to reduce the burden on hardware, and how IoT is helping to transform reactive

services to the proactive mode to improve customer experience.

## PMI WEST BENGAL CHAPTER

### Webinar on Kanban

PMI West Bengal Chapter conducted a webinar “learn and earn” session on 27 August on “Kanban – An Alternative Approach to Agility.”

The seminar was conducted by Subhabrata Pal, PMP, PMI-ACP, who is an agile coach and consultant, and senior project manager, IBM India.

Professionals from different fields took part in the webinar. It covered Kanban, a lean approach to agile software development, touching upon various aspects of it and highlighting its benefits. Participants also learned about the difference between Kanban and Scrum.

The event concluded with an interactive session in which participants shared their thoughts and cleared their doubts.



*Members after the annual general meeting on 17 September*

The chapter conducted its annual general meeting on 17 September at Indismart.

## PMI TRIVANDRUM-KERALA CHAPTER

### Leadership Lessons and Workshops on Digital Marketing, Social Media

PMI Trivandrum-Kerala Chapter conducted a two-hour session on “Leadership traits for Project Managers,” which was led by Santhosh Kurup. With over 17 years of industry experience, Mr. Kurup heads the newly formed social enterprise, ICT Academy of Kerala.

The session on 9 July at Hotel SP Grand Days, Trivandrum, focused on the importance of leadership skills for project success. This professional development event was well attended by over 30 participants from various industries. As one participant said about the event, “As they say, there is no substitute for face-to-face events which enable participants to develop lasting professional associations. What Mr. Kurup exchanged with the audience led to many thoughts and ideas in our minds.”

The chapter conducted its general body meeting later in the day.

On 3 September, the chapter organized a workshop on digital marketing for volunteers of the digital marketing team. The session was conducted by Syed Nazir Razik, who is PMI India’s digital marketing custodian and vice

president, Marketing and Branding, PMI Chennai Chapter. The goal of the session was to help build social media capability for PMI Trivandrum-Kerala Chapter from scratch.

This session was streamed live on the Facebook pages of PMI India and PMI Trivandrum-Kerala Chapter. Mr. Razik covered the major applications, platforms, and channels that can be used effectively to brand PMI Trivandrum-Kerala Chapter. He also suggested ways to enhance the chapter’s reach using the digital media.

The next session the same day was a two-hour professional development session on “Social Media: A growing factor in project success” by Mr. Razik.

This session focussed on using social media as a collaborative tool for knowledge sharing, social hiring, task management, time management, stakeholder management, and more. He spoke about using social media to bridge globally distributed teams seamlessly and easing people management issues.

*(Chapter news contributors are Ashutosh Nadkarni, PMP; Rekha Unni, PMP; Sivakumar Nair; and Akhila Gowri Shankar, PMP.)*

## Champions Provide Exam Guidance to PMP Certification Aspirants



Participants at a PMP exam preparatory session conducted by Jaydeep Chakrabarty in Kolkata

### West Region

On 12 August, there was a two-hour interactive session at the National Institute of Industrial Engineering (NITIE), Mumbai in its new academic building campus as part of its industry-academia interaction. The arrangements for the event were made by PMClub NITIE. The topic of discussion was “Project Management - EPC Perspective in the Oil and Gas Industry,” and it was delivered by PMI India Champion Sanjeev Gupta, PMP, who was supported by Senior Champion Kiran Rajeshirke, PMP.

The session was well attended by over 45 students of NITIE’s MBA- project management program, along with three of their professors - Prof. V.B. Khanapuri, Prof. Koteswar Rao, and Prof. Vijay Dixit.

NITIE is now looking forward to having sessions on SP3D and Primavera 6.0.

On 25 September, PMI India Champion Brijesh Shah, PMP, conducted an informative session on “Agile Approaches and Contracts” at the Ahmedabad Management Association, Ahmedabad. Around 25 project management professionals from different industries such as IT, construction, pharmaceuticals, and oil and gas attended the session.

On 21 September, a one-day workshop was organized by PMI India Champion S.N. Panigrahi, PMP, on “Impact of GST on Logistics” at Eaton Industries in Pune. He covered project procurement management and project risk management. It was attended by around 30 professionals.

As part of a PMP awareness program at Cybage, Pune, from 21 September to 1 October, PMI India Champion Kalidas Panambur, PMP, covered topics such as risk management, stakeholder management, project life cycle, professional code of ethics, and organization types.

### South Region Updates

A four-day PMP awareness workshop was conducted at OTP, Chennai from 29 August to 2 September by PMI India Champions Sumanth Shampur, PMP, and Soumya Narayan Varadhan, PMP. The session was attended by 27 participants.

Aspiring project managers also received guidance on PMP exam preparation. It was organized at the premises of Virtusa Polaris, in collaboration with PMI India Champions Ramesh M., PMP; Devi Govindasamy, PMP; and Mohit Jain, PMP.

Over 20 aspiring project managers attended these sessions spread over four days across weekends. These sessions were

conducted live in Chennai and Gurgaon, and connected over video conferencing to Hyderabad, Pune, and Mumbai.

A two-week long PMI-ACP workshop was conducted by PMI India Senior Champion Kalyan Sathyavada, PMP, at IBM, Hyderabad from 29 August to 9 September. It was attended by 40 participants and covered topics like the agile manifesto, agile framework and methodologies, risk management, and quality management.

PMI India Champions Raghavendra Muliya, PMP, and Padmaja Praveen, PMP, organized a series of helping hand sessions for PMP aspirants from 22 August to 27 September at Robert Bosch India. The program started with a keynote from Padmaja A.R., vice president at Bosch, followed by an overview of PMI by Jacob Varghese, PMI India, and an overview of *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* by Ananda Lokhande, PMI India Champion. The kick-off was attended by over 180 project managers at Bosch.

The four-day PMP workshop covered all the chapters of the *PMBOK® Guide* with theory, exercises, and sample questions taken up by PMP certified employees of Bosch. The closing session on professional and social responsibility of project

managers was delivered by Sathish Kumar C., PMP, project management officer, Bosch, followed by an experience sharing session on PMP exam from PMP certified employees of Bosch.

### East Region Updates

PMI India Champion Jaydeep Chakrabarty, PMP, delivered awareness sessions for those aspiring to take up the PMP examination. The sessions on 3 and 11 September were part of an initiative taken by PMI West Bengal Chapter. Seventeen participants from different industries attended the program. One of the participants appeared for the PMP certification exam within two weeks of attending the workshop and has cleared it.

Mr. Chakrabarty was honored by PMI West Bengal Chapter at the annual general meeting on 17 September for his voluntary contribution. It is a demonstration of how Champions and chapters can effectively collaborate to advocate project management.

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

## SHORT TAKES (November 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 are the top three ingredients to build a strong project culture in the country to achieve Vision India?

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.

### Congrats Mukul Kansal

Below is the winning response for last issue's Short Takes.

**Q. If you were asked to take a pledge on Independence Day as a citizen and a project manager, what would it have been?**

**A.** To manage good quality work within the scheduled time and cost with:

1) Safety of workforce involved

### 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 December 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.

2) Use of environment friendly materials, sustainable construction technology and optimum use of resources.

3) Enhancing the skill and lifestyle of workforce engaged.

4) Provide quality life space to customers by keeping in mind the interest of the company, society and the nation by using sustainable, environment-friendly construction methods, materials and value engineering.

5) Deliver the promises made.

# TRANSFORM – LEAD – MONETIZE



**DIGITAL SOLUTIONS  
THAT TRANSFORMS  
YOUR CUSTOMER  
ENGAGEMENT.**



In today's digital environment, customers and businesses alike are increasingly empowered by the new digital technologies and channels available right at their fingertips. To serve these customers in an increasingly digital and global economy, organizations have to transform their engagement models across customer/partners ecosystems, to deliver true omni-channel experience. Many companies and brands engage their customers over emails or contact centers. Such contact centers operate multiple channels in silos, which can lead to inefficiencies and sometimes lost opportunity.

At SmartConnect Technologies, we are focused in enhancing the customer experience across multiple touch-points. Our UNFYD IP-Portfolio helps our client build omni-channel experience and end-to-end service delivery that connects seamlessly across digital, social and mobile.

Our srvNXT service management offering transforms your long-neglected service chains and optimizes operations to deliver in a way that matches or exceeds your service promise.

Our epmNXT program management offering helps you manage your large scale complex transformation programs while letting you focus on your core activity.



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