6 COVER STORY

Shift, Control, Execute:
Effective PM in
Data Center Ops

In the extremely demanding world of data center operations, players are discovering the myriad benefits of applying project management principles. This win-win situation sees the customer delighted, and the service provider laughing—all the way to the bank.

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By Invitation
Smart mix of technology, information, HR helps large projects sail smoothly

Prof. Krishna Moorthy, dean, Larsen & Toubro Project Management Center, Baroda, explains how judicious use of the three makes for success in large engineering projects.

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The Hyderabad office of CtrlS Data Centers Ltd.

Letter from the Managing Director, PMI India

Dear Project Management Practitioners,

The last couple of months have been hectic.

March witnessed a two-day conference on 'Project Management in the Infrastructure Sector' in New Delhi. The event was inaugurated by Dr. Ramachandran, secretary, Ministry of Urban Development. Dr. Ramachandran released a study which we had initiated through KPMG in 2009 on the 'Drivers for Success in Infrastructure Projects.'

Another landmark development in our region has been the availability of the *A Guide to the Project Management Body of Knowledge (PMBOK® Guide.)* in India. Currently this is available to PMI chapters and Registered Education Providers (R.E.P.s).

The second R.E.P. meeting was held in Bangalore on 27 April 2010. The theme revolved around collaborative marketing. The PMI India team met with 25 R.E.P.s who attended the conclave. At the opening session Mr. Steve Fahrenkrog, VP, Regional Development, PMI, and Dr. Rastogi, R.E.P. Member Advisory Group (MAG) member, acquainted participants with the R.E.P. program and some of its new initiatives. Mr. Franklin Covey, guest lecturer, spoke on the 'Seven Habits of Highly Effective People,' with an emphasis on win–win relationships and the benefits of collaboration.

I am glad that the conference was appreciated by one and all. Feedback from an overwhelming majority of the participants was that the content, relevance, and quality of the various presentations at the meeting were excellent.

I also take this opportunity to let you

Mr. Raj Kalady and Mr. Ramachandran, secretary, Ministry of Urban Development (first & second left) with other dignitaries at the release of a study on 'Drivers for success in Infrastructure Projects' in New Delhi.

Delegates at the meeting of Registered Education Providers (R.E.P.s) held in Bangalore.

all know that the PMI Research and Education Conference 2010, will be held from July 11 to 14 at Washington DC in the United States. As registration is limited to 500 attendees, I request you to register as soon as possible.

Also, you might be aware, the PMI National Conference will be held in Mumbai from November 25 to 27. As part of this event, I would like to invite high-quality abstracts, followed later by the final paper (for selected abstracts) for publication in the conference souvenir. Further, PMI India would also like to

invite nominations for PMI Awards, in the following three categories: Practitioner of the Year, Best Project of the Year, and Contribution to the Community. Please check progress at www.pmi.org.in

Warm regards,

Raj Kalady

(Please write to editor.manageindia@pmi-india.org with your feedback and articles.)

BY INVITATION

Smart mix of technology, information, HR helps large projects sail smooth

Prof. Krishna Moorthy, dean, Larsen & Toubro Project Management Center, Baroda, explains how judicious use of the three makes for success in large engineering projects

Large projects in the hard core engineering sector differ from those in software engineering fields. Large software projects need a large team of developers and require several million lines of codes. In large engineering projects, the complexity in terms of the technology used and resources consumed, along with the execution duration, are indicative of the scope.

The challenges in managing large projects in the software industry are entirely different from those in large engineering project management, though both share aspects of organizational and people management.

Large engineering projects (LEPs) mainly pose manageability problems. To the outsider, this results in delays and cost overruns. There are four significant areas in the management of large and complex engineering projects.

Technology Conundrum

Managers and engineers involved in complex infrastructure projects often fail to include sufficient buffers for uncertainties. This means there is little room for deviation and consequently the project performs inadequately not only in technical terms, but managerially too.

Information Inadequacy Induced by Overload

While there is bound to be spread of information among personnel, right information at the right place to the right people is generally lacking. I call this 'information overload inadequacy'.

Ambiguous Risk Perception

Variations to the originally conceived risks depend on the skills and meticulousness of the implementer. Informed stake holders — contractors — are generally aware of these implicit risks deviations, while owners generally have a lesser feel for them. This leads to conflicting risk mitigation strategies.

Responsive HR Program

Policies and processes of human performance evaluation and motivation are developed and implemented by the corporate HR departments.

This Leads To:

a. Lack of clarity in clear policy framework needed for a complex project people management;

b. Ineffective and de-motivating performance evaluation yardsticks; and

c. Lack of pro-active support for project personnel, leading to unresolved conflicts among them, culminating in poor project performance.

We can overcome these challenges through:

1. Technology

Unproven technologies should first be tried in smaller projects, and their scalability and reliability established before they are adopted.

2. Information Adequacy

One of the prime reasons for non-sharing of information among stake holders is that the value of information is different for different stake holders. The detailed scheduling of tasks and documentation of critical project management information is essential to provide an overall project view, and is possible by bringing information needs in line with milestone incentives.

3. Risk Perception & interpretation

Acceptance of risk liability by stake

Prof. Krishna Moorthy, dean,
Larsen & Toubro Project Management Center

holders requires financial participation in the project. Financial participation requires a way to earn back investment. This means that all the stake holders should have an interest in the profitability of the project. This is a major drawback in complex LEPs. Stake holders need to be made partners in the project for a specified period within which they derive incentives for their efforts in bringing the project to fruition as per the project plan.

4. Responsive HR Program

An efficient project team-building plan would call for project-specific evaluation and incentives, project performance improvement, decentralized and self-managed teams, extensive sharing of incentives across the teams, and incentives for learning and skill upgrade.

In summary, all large engineering projects pose management challenges. A conscious, focused effort right at the beginning of the project is needed for its successful completion.

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Your Office is Where YOU Are

Senior Management:

❝ Project 2010 leads to improved productivity and better business performance. This has reduced our TCO and brought **centralized control**. ❞

MANISH GODHA,
President, Advaiya

Portfolio Managers:

❝ The powerful dashboards of Project 2010 really help in **monitoring portfolios**. Prioritising portfolios, capacity planning, checking project details online and access to the SharePoint Report Centre has become on the fly and easy. ❞

PRASOON MATHUR,
Managing Principal, Advaiya

End-to-end Portfolio Management:
How **Advaiya** uses **Project 2010**

When **Advaiya**, a global strategic consultant, wanted to implement a flexible, tailored work management solution, they tried the new Microsoft Project 2010. With the execution capabilities of **Project Server 2010** backed by the business collaboration platform of **SharePoint Server 2010,** here's how users across different profiles at Advaiya now work by planning and managing better...

Has your company shifted to the new Project 2010 yet?
To try the Project 2010 Beta for free, **visit www.microsoft.com/india/project**

Project Managers:

❝ The new Team Planner in Project Professional 2010 is wonderful! It allows **easy management of assignments**, enabling sharing and synchronizing of projects on SharePoint Server 2010. ❞

VIRENDRA SHARMA,
Principal, Advaiya

Developers:

❝ Project Server 2010 provides a wealth of **new development capabilities** – I can modify styles with CSS with the JS grid, using the Project Web App and edit a wide variety of applications using the object model. ❞

SWATI TRIVEDI,
Senior Consultant, Advaiya

Administrators:

❝ Project 2010 has immensely **reduced my administrative workload** by allowing even project managers to easily grant users or groups the rights to perform specific actions on the projects they own. ❞

ABHISHEK JANGID,
Senior Consultant, Advaiya

Synapse | www.informationmatters.in

Server rooms at the CtrlS Data Centers Ltd (left) and Sify Technologies Ltd in Hyderabad.

COVER STORY

Shift, Control, Execute:
Effective PM in Data Center Ops

In the extremely demanding world of data center operations, players are discovering the myriad benefits of applying project management principles. This win-win situation sees the customer delighted, and the service provider laughing—all the way to the bank.

Every day is a happening day at a data center. Especially so at third-party data center service providers. Customer requirements drive operations, and the moment a customer raises the flag, a new dimension has to be thought of, so that functionalities stay smoothly on track.

Defining data center services would involve explaining functionalities that range from planning, execution, and control monitoring, to closure of a project for a customer. That, in a nutshell, brings forth a multitude of efforts that converge to result in hassle-free operations in accordance with customer requirements.

Ask Mr. Sridhar Reddy, founder, chairperson and managing director, CtrlS Data Centers Ltd, a known name among data center service providers, and he agrees: "Being a Tier IV data center, we have made major investments in data center automation, which helps us to efficiently manage our customers' IT infrastructure and also address their day-to-day requirements in the shortest possible time."

CtrlS, based in Hyderabad, is on an expansion path, with Mumbai and Noida soon to have sizable spaces where its data center operations will be kicked off. "With every order being a unique order," Mr. Sridhar elaborates, "customer satisfaction level is key to a data center operation." And, that brings to focus the route taken by players in this arena for effective functioning.

COVER STORY

Project Management a Big Help

Data center operations bank on project management guidelines in a major way. With the 'every order is a unique order' concept driving data center operations at CtrlS, the generally accepted good practices described in the *PMBOK® Guide* have pushed the company through effective implementation of each project in such a way that the customer actually looks forward to the next project with the company.

CtrlS is not alone in this domain where project management drives successful implementation. Mr. Prashant Pereira, senior product manager, Data Centre Services, Sify Technologies Ltd, when asked how his company has integrated project management initiatives into its data center operations, has this to say: "Sify has a dedicated service delivery team; project management is a domain within the service delivery process. We follow the Project Management Institute (PMI) framework for deployment of customer infrastructure, applications and services in our data centers. Key members of the service delivery team are PMP® certified."

It is more than just a plain fact that PMI framework drives operations in a data center domain. With customer satisfaction being key, players bank on effective planning and building on the requirement to roll out services that are rated high on the satisfaction index.

The Project Management Office (PMO) under Mr. Sridhar, ensures that customers' expectations—rather than

> **At CtrlS, adherence to project management guidelines has led to elimination of wastage of resources, ensuring quality, increasing efficiency of the project, and increasing customer delight.**

services—are delivered, which is a key driver for the project management team. This is possible with effective planning to the minutest detail, timely execution

> **The PM process adopted in each requirement has given less room for ambiguity in the whole process. The PM process, in effect, paves a forward path for the team working on each project.**

*Mr. Sridhar Reddy
founder, chairman and managing director,
CtrlS Data Centers Ltd*

and closure of a project. This has been tightly integrated with the key result areas (KRA) of the team which, in turn, is linked to the variable pay.

Pleases Customers, Brings In Revenues

Sify's Mr. Pereira believes that project management practice is a key area of IT service delivery in the company's data centers. This is one reason why the company's data center operations follow the PMI framework. Further, the company is more than convinced about the positive impact of project management measures with regard to its attempts aimed at achieving results. He says: "Project management is extremely important to us as two main functions depend on it: customer satisfaction and revenue realization. Before-schedule delivery of project means the customer is happy, and the billing for recurring revenue for services starts early. One key benefit is control on costs."

Talk of the positive impact of project management initiatives that are adopted by the company and Mr. Sridhar nods in agreement. "We are, in fact, very much convinced in terms of total customer satisfaction. This apart, the PM process adopted in each requirement has given less room for ambiguity in the whole process. The PM process, in effect, paves

A custom-built data centre space for a top telco client at CtrlS.

At Sify, key members of the service delivery team are PMP® certified.

> **"**Sify follows the PMI framework for deployment of customer infrastructure, applications and services in its data centers. Key members of the service delivery team are PMP® certified. **"**

a forward path for the team working on each project," he points out.

Benefits Galore

Mr. Sridhar lists out the advantages of following a PM process in his kind of operations. The major advantages, according to the CtrlS official, comprise "elimination of wastage of resources, ensuring quality, increasing efficiency of the project, and increasing the delight of the customer." All these have also ensured that any project taken up by CtrlS has been completed in 30 per cent of the time taken by other players in the domain, says Mr. Sridhar. Further, customization efforts and cost advantages have made it easy for customers to opt for data center services provided by the company.

Mr. Sridhar points out that the Tier IV-certified infrastructure at CtrlS powers the mission-critical IT infrastructure of reputed companies and ensures seamless availability of their applications. For instance, big names in the Indian corporate world run their data centers under the CtrlS roof. They include State Bank of India, Bajaj Allianz, IOB, NTPC, Spicejet, Sahara Group, Gati, etc. "Typically, large enterprises tend to have their managerial staff in the same space to monitor the operations," adds Mr. Sridhar.

> **"**We follow the PMI framework for deployment of customer infrastructure, applications and services in our data centers. Key members of the service delivery team are PMP® certified. **"**

Mr. Prashant Pereira,
senior product manager, Data Centre
Services, Sify Technologies Ltd

In the case of Sify, Mr. Pereira adds that project management-prompted forward planning has been extremely beneficial as a whole. "Learnings on various milestones, constraints, risks and their mitigation plans are captured in a knowledge base, which is used as ready reference for future

delivery of projects. This has resulted in efficient and timeframe-bound delivery of projects with costs lower than the budgets," he says.

Key Challenges

It isn't that challenges don't exist in this domain. "Maturity of various stake holders in understanding the finer aspects of the delivery is the key challenge, as we deliver service to a varied spectrum of customers with varying maturity in IT. The same applies to external stake holders like vendors and service providers," points out Mr. Pereira.

In this aspect, Mr. Sridhar believes that forward planning in terms of getting raw data, ensuring availability of data for future projects and the like would help a lot. Companies in this domain go in for elaborate progress review and have found how project management initiatives have been helpful in achieving their goals to good effect. According to Mr. Pereira, "The PMI framework is followed here, which includes timely review and reporting to various stake holders. This includes everyone from the executive sponsor of the project to a minor stake holder. Proactive, reactive and corrective actions are taken to ensure the project is delivered as planned."

PM processes, in fact, run alongside aspects such as initiation, planning, execution and achieving goals.

The effective implementation of progress management in a data center business banks on a variety of factors. As Mr. Pereira points out, "use of best practices and methodologies, trained manpower and delegated rights and responsibilities are key to successfully delivering a project."

Question Bag

Introducing a new quiz section to help you assess your knowledge in the project management domain.

1) What are 'faits accomplis'?

a) Accomplished objectives
b) Decisions made earlier that limit the options for decision making
c) Strategic decision forcing the project to crash
d) Project completed with satisfactory performance

2) What are 'smart' objectives?

a) Objectives that have specific, measurable, assignable, realistic, time-related specifications
b) Objectives that should be achieved in order to attain formal recognition
c) Objectives specified with far more detail than necessary for a successful project
d) Objectives that have special, measurable, attainable, role oriented, tested for specifications

3) Constrained Optimization methods of project selection include:

a) Benefit–cost ratios
b) Subjective analysis
c) Scoring models
d) Multi-objective programming algorithms

4) Which of the following statements about 'Standard' & 'Regulations' is NOT correct?

a) The influence of standards and regulations on a project is always known
b) Standards after widespread adoption may become de-facto regulations
c) Standards is a document approved by a recognized body & there can be multiple standards for a product
d) Regulations are mandatory where as standards are preferred

5) A project management team is evaluating the causes that might contribute to unsatisfactory performance and quality. Which of the following statements is NOT TRUE?

a) Normal process variation is attributable to normal causes
b) Special causes are unusual events
c) Special causes are easier to predict and handle than random causes
d) A process can be optimized to limit the bandwidth of variations due to random causes

Quiz Master: Nitin Shende, PMP, IPMA-D, DBM (UK), Qualified Lead Auditor & Vice President, Vinsys IT Services (I) Pvt. Ltd.

ANNOUNCEMENT

PMI India Invites Nominations for PMI Awards

1. PMI India Practitioner of the Year Award
One PMI member will be selected for outstanding contribution(s) to a particularly significant development in or advancement of, the project management profession in an organization in India, and contributions to the Institute in 2009-10.

2. PMI India Best Project of the Year Award
The aim of this award is to recognise, honour and widely publicise the accomplishments of the Project of the Year and the Project Team involved, for superb performance and exemplary project management. The project should have been completed in India before 31 March 2010.

3. PMI India Award for Contribution to the Community
Instituted to recognise and honour a particularly significant achievement or sustained performance in the organization category that improves the well being of a community, this award applauds a project or multiple projects. Those which apply project management principles to the pro bono delivery of goods and services in India, will be considered. The project should have been completed before 31 March 2010.

For more info: http://www.pmi.org.in/conference2010/awards.asp
The winner and runners-up awards will be presented at the PMI India Congress.
For queries, write to awards@pmi-india.org

PMI INDIA: Chapter Focus

BANGALORE CHAPTER

Successfully executing a slew of projects, unique in every respect

P.S.Ravindranath, president, PMI-Bangalore Chapter, traces the history of the chapter

P.S.Ravindranath

I have been associated with PMI activities after I joined PMI as a member of the Bangalore Chapter on 7 September 2000.

Our chapter has come a long way since its inception 11 years ago. In my previous positions as VP-Membership and Secretary of the chapter, I have seen the PMI Bangalore Chapter grow from 300-odd to 1,530-plus members. The chapter has been actively initiating and successfully executing a slew of projects, unique in every respect, for the development of the PM community.

What had started off as a Gypsy Office, now has a workplace dedicated to member services, with an office space of 1,200 sq ft. The new office supports a library and a conference room. The office space has been planned keeping in mind future needs of member services and CSR project support.

The Bangalore Chapter executive council has been able to create a series of chapter product brands and achieved community recognition through multiple channels.

The following programs have been thoughtfully charted out and effectively implemented to benefit members of the chapter and increase PM practice and community awareness:

• **PM Footprints** is a forum for project managers to share their project experience

> "*Having created a series of chapter product brands and achieved community recognition through multiple channels, the Bangalore Chapter is aiming to expand its horizon by reaching out to other cities in Karnataka.*"

and knowledge. This networking program is a weekly event.

• **Project Management Practitioners' Conference (PMPC)** is the annual event of the Bangalore Chapter. It is a cross-industry forum for PM practitioners, thought leaders and product vendors to share, learn and interact. It has been very highly rated in the post-conference feedback. This year the event is scheduled to be conducted from 9 to 11 September at the NIMHANS Convention Center.

• **The One-Day Seminar on Project Management** is a PM orientation program conducted in partnership with the Rotary Club to provide insights into PM concepts to beginners in the industry.

• **PM Essence** is the chapter's monthly newsletter, which is now into its third year.

• **PM Primer** is one of the channels developed to interact with colleges, students and faculty. Meets happen at regular frequency and aim at extending PM knowledge to the student community. This has been an initiative to get young minds oriented for a PM career in the industry.

The chapter has also been interacting with the community through web and email updates and newsletters.

The Bangalore Chapter is aiming at increasing its reach and conducting programs in other Karnataka cities such as Mysore and Hubli.

For more info on the chapter, please visit: www.pmibangalorechapter.org

PMI UPDATE
PM Network® Mag: Goldmine of information

Published monthly, *PM Network®* magazine provides a timely look at the profession, keeping project management decision-makers updated on the latest tools, techniques, trends and best practices. Each issue of this award-winning publication includes features that cover everything from portfolio management to communicating with virtual teams.

In addition, there are case studies, lessons learned and global trends, enabling you to stay current on the issues that matter to you. Articles feature real-world information you can apply to your job and career, as well as executive-focused pieces on strategy and best practices.

As a PMI member, you receive *PM Network* and other award winning publications.

The mission of *PM Network* is to advance the practice of project, program and portfolio management by facilitating the exchange of information among professionals in the field. The magazine aims to reflect the growing strategic role of project management throughout the world.

Every issue comprises:
Opening Shot: A visually-driven look at an exceptional project;
The Buzz: News items pertinent to the field;
Metrics: Charts and graphs illustrating

trends in project management;
From the Top: Insights from leading executives on the value of project management;
Columns: Advice from popular project management writers including Bud Baker, PhD; Neal Whitten, PMP; Alfonso Bucero, PMP; Sheilina Somani, PMP; Roberto Toledo, PMP; Gary Heerkens, PMP; Jesse Fewell, PMP; Lynda Bourne, PMP; and Lindsay Scott, PMP;
Product Roundup: A sampling of the latest tools and software releases;
In the Field: A look at how the latest project management software tools helped an organization improve its ROI; and
Featured Books: Descriptions of the latest project management literature.

Stay current with *PMI Today*®

PMI Today® helps you stay abreast of the latest news, events, volunteer activities and services of PMI and its communities. This monthly publication contains the latest developments regarding certification, research, standards, education and training, as well as news from chapters and other communities. It is designed to encourage your active involvement in the project management community.

PMI Today is available free of cost to all PMI members and delivered each month with *PM Network* magazine. Members

also have access to digital editions of current and past *PMI Today* issues. Join today to take advantage of this and many other member benefits.

Submitting Information To *PMI Today*
If you have news relevant to PMI or a community, we welcome your submission. But before you send your contributions, please read these guidelines:

• Do send news regarding annual events designed to attract participants from

outside your region or industry, webinars or electronic forums, or the passing of a prominent officer.
• Do attach high-resolution—300 DPI or higher—action photos.
• Do include a caption that identifies individuals and includes their component title and credentials, such as the Project Management Professional (PMP)®.
• Do not submit articles on routine community happenings such as chapter elections. Community information should be of interest to the general PMI membership.

ANNOUNCEMENT
PMI inviting abstracts
The PMI National Conference will be held in Mumbai from 26 to 28 November 2010. In this regard, PMI is pleased to invite you to submit high-quality abstracts, followed later by the final paper (for selected abstracts) for inclusion in the conference souvenir.

The range of topics for the abstracts and papers may cover a wide variety of industry and practice verticals. We believe this will provide a good platform for both practicing and aspiring project managers to contribute their experiences, case studies and success stories to the larger project management and industry fraternity. Visit http://www.pmi.org.in/conference2010/tech.paper.asp

PMI India: Chapter News

PMI PEARL CITY CHAPTER (PMIPCC), HYDERABAD

New names on board announced

The network meeting of the PMIPCC conducted on March 19 at the Microsoft campus in Gachi Bowli announced the names of the members of the new board Updates on the Chapter Outreach Program with the PMIWDC and the International Student Leadership Day (ISLD) were also given during

The network meeting of the PMIPCC in progress.

the event. The key note speaker was Microsoft's Senior Director, IT, Ms. Meher Afroze, who gave new insights into 'Communication and

Project Management.' The final debate was on 'Project Management and Community Development With Regard to Farming Community.'

Strategic Service Units realigned

The last EXECOM meet for the year 2009-10 saw good attendance from the members of PMIPCC's new 15-member board. The lunch meeting in Begumpet, Hyderabad, discussed strategic plans for the new financial year.

Strategic Service Units were realigned to reflect the vision of the chapter better and cater to the main stakeholders such as academia, business & civic society/community. The portfolios of the newly-constituted board members are as follows: **Academia**—led by Mr. Suresh Chandra & Mr. Mahesh Gaddi, **Business**—led by Mr. Madhav Reddy, and **Civic Society** (Community)—led by Mr. Sudhindra Neela. The chapter operations will be led by Mr. Arunkiran Ponnekanti, while sub units under the main strategic units will be managed by all the other board members.

Annual General Body Meet for 2010-2011

The Annual General Body Meet for 2010-2011 to be held in May 2010 will include the introduction of the new board to the members and a financial update from the Treasurer.

Future plans of the chapter as as also the future plans of each SSU will be revealed to the members as well. A rewards and recognition ceremony will also be conducted on the day.

(Contributed by: Arunkiran Ponnekanti, Executive Board Member, and Secretary General PMIPCC, in charge of Communications and Branding Operations)

PMI PUNE-DECCAN CHAPTER

Twin seminars discuss off-beat solutions

PMI Pune-Deccan India Chapter organized two seminars at Cummins Auditorium on April 10. The seminars included topics like current trends in IT- enabled solutions in disaster management services, and building

more effective cross-cultural distributed teams. The seminars were spearheaded by Dr. Parag Mankeekar and Dr. Urvashi Rathod respectively. Dr. Mankeekar, a medical doctor and anthropologist covered a social software gaming area, wherein he discussed a peace building and culture-sensitive game named 'Real Lives' developed by Neeti Solutions.

He also discussed the various trends and opportunities in IT, helping business in a social environment.

The second seminar discussed how factoring in cultural characteristics of team members helps in building more effective cross-cultural distributed teams.

This was conducted by Dr. Rathod, a Ph.D. in software engineering from BITS, Pilani.

(Contributed by: Shyam Bhavsar, PMP, Marketing & Communications Director PMI Pune-Deccan India Chapter)

PMI PUNE-DECCAN CHAPTER

2 presentations at Australia Global Congress

The Project Management Institute (PMI), GOC successfully organized another edition of the PMI Leadership Institute Meeting and PMI Global Congress 2010 — Asia Pacific in the final week of February 2010 in Melbourne, Australia. The Leadership Institute Meetings, held four times a year, offer a platform for face-to-face interactions of global leaders with other volunteer leaders. The event also aims at skill advancement and inspiring and supporting leaders. Curriculum-based educational sessions are conducted

Mr. Shantanu Bhamare, vice president of the Pune-Deccan Chapter making a presentation at the PMI Leadership Institute Meeting and PMI Global Congress 2010 — Asia Pacific in Melbourne, Australia.

by collaborations among global leaders. Mr. Shantanu Bhamare, vice president of Pune-Deccan India Chapter gave a presentation on 'Managing Volunteers Effectively' at the Leadership Institute Meeting. He also gave a presentation on 'Managing Multi-Locations/Virtual Teams' dealing with the issues of multiple teams at different locations that might be necessary in the case of

large scale projects, issues regarding infrastructure at present location, lack of skill-sets at present location, lack of personnel at current location, outsourcing a part of the project to third party or the presence of more than a single vendor in a project.

(Contributed by: Shantanu Bhamare, vice president, PMI Pune-Deccan India Chapter)

Session on PM in banking

A session on was conducted on 31 January 2010, at PMI Mumbai Chapter. The session was conducted by Mr. Jitendra Agarwal, national head — shared services, Debt Management Group, ICICI Bank.

In today's competitive environment for many organizations, "survival" has taken priority over making a significant difference. There are projects all around which help make this difference and

positively contribute towards performing in line with the desired future. Hence the success of the organization is heavily dependent on successful project management, he said.

Mr. Agarwal began the session by explaining project management basics, and giving examples from the industry to emphasize his point. He then moved on to gap analysis in the service industry, explaining why gaps exist between project expectation and delivery.

He explained at length some of the effective techniques he had used in order to involve and manage stakeholders. He talked

about the CEDAC (Cause-Effect Diagram with the Addition of Cards) technique, a combination of brainstorming and the fishbone diagram, which is extremely effective in solving problems.

Finally, he gave an overview of the banking value chain and the major activities that a bank engages in.

The interactive session was extremely insightful, and the audience benefited a lot from the experience of the speaker.

(Contribution by Gautam Gangoli, PMP, executive member — Communications Committee, PMI Mumbai Chapter)

QUESTION BAG ANSWERS

1. **b)** Decisions made earlier that limit the options for decision making

2. **a)** Objectives that have specific, measurable, assignable, realistic, time-related specifications

3. **d)** Multi-objective programming algorithms

4. **a)** The influence of standards and regulations on a project is always known

5. **c)** Special causes are easier to predict and handle than random causes

FEATURE

Assess Yourself Online at 3 Career Levels

Evaluation Tool Helps You Test Your Knowledge, Train for Promotion, Define Career Path

PMI's new knowledge assessments are a way you can determine your job knowledge, what skills or knowledge you lack, and where you need training. This evaluation tool is now available at three career levels:

- The **Project Management Knowledge Assessment** which is based on *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* – Fourth Edition.
- **The Program Management Knowledge Assessment**, based on *The Standard for Program Management* – Second Edition.
- **The Portfolio Management Knowledge Assessment**, based on *The Standard for Portfolio Management*—Second Edition.

Each online assessment is US $35 per person and consists of 100 multiple-choice questions grouped by categories relevant to each standard. For example, the Project Management Knowledge Assessment categories include questions from the following process groups: Initiating, Planning, Executing, Monitoring and Controlling, Closing, Professional Responsibility, and Project Integration Management.

At the conclusion of each assessment, individuals receive a personalized score report based on the number of correct answers in each category. The final report includes an overall score and a score for each performance section. For the practitioners' managers, the assessment tool allows aggregation of individual scores. Organizations can evaluate their overall project management knowledge and maturity by viewing a comprehensive report.

Organizational Benefits

PMI's knowledge assessments can help your organization deliver a career path for project management practitioners by evaluating their current and relevant knowledge of project management standards and establishing a baseline. The assessments also assist in identifying organization-wide training needs as well as providing guidance in building focused training curriculums for employees.

Organizations that offer project management practitioners a defined career path are often more successful at retaining their project management talent. However, according to PMI research, only 30 percent of organizations worldwide have a formal project management career path.

Knowledge assessments can also help an organization's project management staff prepare for a credential examination. (However, please note that success in these knowledge assessments is not indicative of success in any of PMI's credential examinations.)

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PMI-Basic Knowledge Assesment

Test Results

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Company -	Project Management Institute
Mailing Address	United States
Email Address	john.roecher@pmi.org
Test Registration ID	PMI-24781680
Title	100 Question Project Managment Knowledge Assesment
Started	9/5/2009 7:13:26 AM (GMT-5:00)
Ended	9/5/2009 7:22:58 AM (GMT-5;00)
Passing Score	Not applicable
Your Score	22 correct answer out of 100 questions.

Section	Total	# Correct
Project Integration Management	19	6
Project Scope Management	16	3
Project Time Management	10	1
Project Cost Management	10	4
Project Quality Management	8	2
Project Human Resources Management	5	1
Project Communications Management	8	3
Project Risk Managment	14	0
Project Procurement Managment	10	2

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100 Question Project Management Knowledge Assessement
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A sample personalized score report. Such a report is issued at the conclusion of each assessment period

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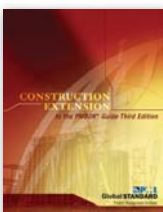ISBN: 9781933890524 | **$60.95**

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