

MANAGE India

COVER STORY

Refining Touches With Project Management

How Engineers India Ltd conquered inhospitable terrain and market fluctuations to complete the Bina Refinery project in just 36 months





Bina Refinery

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Letter from the Managing Director, PMI India



Raj Kalady
Managing Director, PMI India

Dear Practitioners,

Here's wishing you health, wealth, and happiness in 2011. A healthy mind needs a healthy body, and this is the time we take a pledge to work towards attaining mind-body harmony. Let us put in our best efforts this New Year to increase our wealth of knowledge and improve our professional abilities.

We are delighted that Mark A. Langley has been promoted to the position of PMI CEO upon the recent retirement of Mr. Gregory Balestrero. Mr. Langley has served as PMI's chief operating officer since 2002. We wish Mr. Balestrero all the best for his future endeavors, and we look forward to serving under Mr. Langley's global leadership.

We ended 2010 on an exciting note. The PMI India Project Management Conference 2010 in November in Mumbai was a great success. Chapter activities have increased, and so has the scale of volunteering in India.

We have been able to make significant progress in creating awareness about project management across industries and academia. We're beginning this year with the launch of a new chapter in Kolkata. With that, we have now covered east and north-east India that includes the states of West Bengal, Orissa, Sikkim, Arunachal Pradesh, Assam, Meghalaya, Manipur, Mizoram, Nagaland, and Tripura.

PMI India has launched a series of project management workshops in association with the Confederation of Indian Industry (CII) and PHD Chamber of Commerce & Industry. The workshops are being held in Tier 2 cities. We've partnered with CII for the northern region and PHD

Chamber for the southern region. I thank the chapters and Registered Education Practitioners (R.E.P.s) for taking forward this initiative.

We've started an article writing contest in *Manage India*. I urge practitioners to participate in the contest that gives them a unique opportunity to share their knowledge with the community, get visibility among practitioners, and earn professional development units (PDUs). The best article among those submitted will be chosen for publication as the 'Article of the Month' in *Manage India*. Please turn to page 9 for the criteria for selection.

Last year Engineers India Limited (EIL) won the Best Project of the Year Award at the PMI India Project Management Conference. In this issue of *Manage India*, we're featuring the project that won EIL this honor. EIL overcame major challenges to complete the Bina refinery project with a capacity of six million metric tons per annum with minimal cost over-runs. I'm sure you'll find useful lessons in the way EIL managed the project and achieved success.

Enjoy reading and please write in with your comments and suggestions.

Best regards,

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

Raj Kalady
Managing Director, PMI India

Please write to editor.manageindia@pmi-india.org with your feedback and article submissions for the Article of the Month contest. Refer to Page 9 for the contest details.

Clearing the Air: Santiago Fuels Change

The story of how Chile's capital city reduced vehicular pollution

An aerial shot of Santiago covered in smog

BY LIBBY ELLIS

Chile's capital, Santiago, is widely regarded as one of Latin America's most modern cities. Located in the center of the Santiago Basin, it is surrounded by mountains on all sides. But that beautiful view combined with rapid urbanization has led to thermal inversion, a meteorological phenomenon that holds colder air close to the ground beneath a warmer layer, causing high levels of smog and air pollution.

Indeed, Santiago holds the dubious distinction of being a regular on the World Health Organization's list of most polluted cities.

"In 2007, Santiago's PM10 measured 55 percent above the present Chilean air-quality standard," says Ms. Nancy Manríquez Donoso, chemical engineer at the Chilean National Environmental Commission in Santiago. PM10, or particulate matter, refers to solid or liquid particles found in the air. These particles originate from a variety of sources, including diesel-burning vehicles.

In 2006, the Chilean National Environmental Commission joined forces with the U.S. Environmental Protection Agency (EPA) for a pilot project developed under a free-trade agreement between the two countries. The goal was to demonstrate how filling vehicle tanks with fuels that have a sulfur level below 50 parts per million (ppm) can improve air quality. As a comparison, most diesel fuels in Chile have a sulfur ppm of 300 versus an average of 15 ppm in the United States. The project would also entail retrofitting vehicles with the technology to boost the cleaner fuel's performance.

The EPA had launched a similar project in Mexico, so members of the Chilean delegation traveled there to learn from the experiences of the project team and talk about how to select the fleet, choose equipment and manage data.

But Chile went in with one big advantage. "When they did the project in Mexico, it was more challenging because, at the time, Mexico was not producing the cleaner fuel and it had to be purchased and brought in from Texas," says Mr. Orlando Gonzalez, international environmental program specialist at EPA, Washington, D.C., USA. "In Chile, this project was a little easier because they already use the cleaner grade of fuel."

Traffic Jam

Funding for the Chilean project was coming from the U.S. government—but it had an expiration date. "After the money had been appropriated, we needed to move it from the United States," Mr. Gonzalez says. "But it took a long time to go through the bureaucratic process."

Fortunately, Chile is a member of the United Nations Environment Programme's Partnership for Clean Fuels and Vehicles, and the team was able to move the money through that group.

With funding secured, the next glitch came in identifying the fleet of vehicles to be used. That process sucked up four months of the project's anticipated nine- to 12-month schedule. Initially, the idea was to retrofit a fleet of Coca-Cola trucks to increase the project's visibility.

“One of the problems we ran into was that sometimes those trucks travel in and out of Santiago limits, so they wouldn’t have consistent access to the cleaner fuel,” Mr. Gonzalez says. Putting dirty fuel into the new technology would clog up the filter, negating the benefits of the retrofit.

Plus, a fleet of trucks going about the same tasks wasn’t going to provide enough of a sample. “We needed trucks with different work cycles, that were different sizes and models and had unique emission standards,” Ms. Manríquez says.

Finally, the team settled on a mix of 10 commercial and construction trucks that would stay within the city limits. But given the diversity of the fleet, it took longer to determine how to properly outfit each truck with the specific mufflers, converters, filtration systems and other items approved by the EPA. “One of the stipulations with the EPA being involved is the technology must be verified,” says Mr. Gonzalez. “It’s a pretty long list.”

To retrofit a truck, a large canister is installed into the muffler so the emissions coming out are cleaner. “The temperature in the engine is a key element when dealing with retrofitting a truck,” he adds. For the particulates trapped in the canister to regenerate and for the technology to do its job, the engine must be hot—between 500° and 650° Celsius (932° to 1202° Fahrenheit)

With the equipment installed, the retrofitted trucks hit the road, going about business as usual.

“The US\$150,000 project closed in May 2008—and the success was clear. The retrofitted fleet produced 80-95 percent less emissions than their traditional diesel counterparts. “That’s a very tangible result and shows that if you put regulations in place, this works.” //

Mr. Orlando Gonzalez, international environmental program specialist at EPA, Washington D.C., US

Retro Modern

During the eight months that followed, the trucks’ emissions were constantly lab-tested. The fleet made regular stops at Santiago’s Vehicular Certification and Control Center Laboratory for checks of hydrocarbon emissions of nitrogen oxide, carbon monoxide, carbon dioxide, and particulate matter.

The pilot fleet was tested in simulated driving cycles on a dynamometer, a machine used to measure torque and rotational speed. “These cycles were representative of real Santiago city driving conditions including weight, speed and acceleration,” Mr. Gonzalez says. “During the cycle, the gas emissions were collected through a tube and funneled to the dilution tunnel where the gases were mixed with air properly filtered to generate a diluted sample. The sample was then tested through different specialized analysis equipment to determine the level of concentration of each pollutant.”

The \$150,000 project closed in May 2008—and the success was clear. The retrofitted fleet produced 80 percent to 95 percent less emissions than their traditional diesel counterparts. “That’s a very tangible result and shows that if you put regulations in place, this works,” Mr. Gonzalez says.

“Chile and Santiago have done a reasonable job in identifying emission-reduction measures,” Ms. Manríquez says. “However, there is significant potential to reduce emissions [even more]. In the short term, we want to establish a program of widespread use of filters in trucks.”

(This article was originally published in the October 2008 issue of PM Network® magazine.)



The polluted air above Santiago city



Mr R.K. Grover, director-projects, EIL (third from left in front row) visiting the Bina Refinery project site with other senior officials. Behind the success of the project was regular and close supervision by decision-makers

Refining Touches With Project Management

How Engineers India Ltd conquered inhospitable terrain and market fluctuations to complete the refinery project in just 36 months

BY PANCHALEE THAKUR

Engineers India Limited (EIL), an engineering services company under the Ministry of Petroleum and Natural Gas, Government of India, has so far completed 400 major projects and has a workforce of 2,730 engineers, technologists, and other specialists. The company, set up to provide engineering and other technical services to petroleum refineries, possesses deep understanding of refineries and expertise to build them. It is for such a refinery project that it won the PMI India Best Project of the Year Award 2010.

The Bina Refinery project that EIL took up on 1 January 2006, is among the 49 refineries the company has set up so far. PMI honored EIL for excellence in project management that EIL demonstrated in planning and executing the project.

Bina Refinery in Madhya Pradesh in central India is designed to have a production capacity of six million metric tons per annum. The refinery is owned and operated by Bharat Oman Refineries Ltd (BORL), a company promoted by Bharat Petroleum Company Limited with equity participation from Oman Oil Company Limited.

Salient features

Besides the refinery, EIL constructed a Single-Point Mooring (SPM), an off-shore facility where crude oil is off-loaded from ships; a Crude Oil Terminal (COT), an on-shore facility in Vadinar in Gujarat where it is stored in eight large tanks; a crude pipeline, a 935-km network of pipes that takes the crude oil from the COT in Vadinar to the refinery in Bina; and a dispatch terminal in Bina where processed products are stored before being transported out.

The project started on 1 January 2006 and the scheduled completion of all mechanical work was slated to be 30 June 2009. The refinery was to be commissioned six months later, on 31 December 2009. There was a six-month delay in the actual commissioning and the refinery was finally handed over to BORL on 29 June 2010.

The project had an estimated cost of Rs. 10,378 crore. The final cost at completion was Rs. 11,400 crore. The main reason for the cost overrun was the market escalation from 2006 to 2009. The company placed a large number of orders during 2006-2008 when the markets were booming and costs were high. The six-month time overrun also cost BORL high interests.

Imposing scale, technology

A major part of the construction work was site grading, which meant cutting and filling of earth to the tune of 14,89,000 cubic meter (CuM). The other major works involved preparing and laying cement, and concrete laying of 3,60,000 CuM, structural steel of 71,250 metric ton, piping for 2,400 km, electrical cable of 2,770 km and instrumentation cable of 1,700 km.

Bina Refinery was to be the first petcoke-based captive co-generation power plant in India. In other words, the refinery would run on a power plant that would be fed with petcoke, an output of the refinery. It would also be the first refinery in India to have an integrated hydrocracker plant producing liquid petroleum gas, fuel gas, naphtha, etc., and a diesel hydro treater unit that produces Euro 3 and Euro 4 diesel.

The refinery is located at a landlocked site and is designed to have zero liquid discharge. It boasts of a state-of-the-art waste water treatment system. The plant is also designed to produce low total dissolved solids as an effluent; whatever is generated is used for horticulture or is solar dried.

Bina Refinery uses state-of-the-art field bus technology, which is a signal transfer methodology whereby a large amount of data in digital mode can be transmitted bi-directionally on one physical link. It helps execute control algorithm in field devices, reduce field cabling/wiring, provides better information for engineering, operation and maintenance, and allows inter-operable instrumentation.

Project management challenges and resolution

The main stakeholders of the project, BORL and EIL, had pledged that they would complete the project with no time- or cost-overrun. Though they could not keep to this mission statement, it helped align all the stakeholders to the common ideas and objectives.

Mr. R.K. Grover, director-projects, EIL said, "We had seamlessly integrated the project team of the owner and EIL to achieve this common objective. Complete cooperation from the client in responding to various requirements during project execution, last-minute procurement, resolving contractual issues etc. for meeting the project objectives was a huge enabling factor."

The core project team comprised people experienced in fast-track project execution. The group formulated the project implementation methodology and presented it to the EIL and BORL managements. During execution, all the departments conducted periodic internal audits to ensure the company's systems and procedures were followed for all deliverables.

At the project execution level, there were a large number of stakeholders. In all, a total of 1,000 purchase orders were raised and 80 contracts signed. To ensure all the teams were updated frequently, the project teams of BORL and EIL closely monitored the progress and cost of the project at fortnightly review meetings.

Communication was crucial for a large project with so many stakeholders. It was decided as a part of project procedure that all communication would be e-mail based for the various teams located at project offices in EIL Delhi, BORL office in Mumbai and Bina, EIL site office in Bina and the various vendors and contractors. The BORL and EIL teams also had access to video conferencing.

The project site had no basic infrastructure or major industry nearby, so there was a need to build



Workers laying an underground pipe at the project site

“We had seamlessly integrated the project team of the owner and EIL to achieve this common objective. Complete cooperation from the client in responding to various requirements during project execution, last-minute procurement, resolving contractual issues etc. for meeting the project objectives was a huge enabling factor.”

Mr. R.K. Grover, director-projects, EIL

facilities like approach roads, workers’ housing, skill development programs, health facilities and logistic support right at the start of the project.

The team had decided to maintain the natural terrain to the extent possible to reduce the site grading work. It nevertheless took a year to prepare the ground for plant construction work. The team utilized the natural level variations for process hydraulics to pump oil from one unit to the tanks for storage.

The other major challenge was the laying of a crude pipeline from across 935 km from where the crude oil is off-loaded in Gujarat to the refinery in Madhya Pradesh. The pipeline crosses five rivers.

The team had taken care to order all the big machinery much ahead of schedule to factor in any delay during fabrication, manufacture or transportation. But the reactors took around eight months to reach the site due to unusually heavy rainfall and floods during monsoon. The team resorted to ‘crash purchase’ or fast ordering to make up for shortfall of material at the site. Contracts for civil/structural works were awarded much before than the start date to avoid delays. When the five reactors finally arrived, they were erected within just 11 days, against the scheduled four weeks.

Bina being a remote place, the company had to make elaborate arrangements

to house the staff and construction workers. EIL built workers’ colonies, and organized emergency care and health check-ups, and treatment facilities. There were doctor visits at the worker’s colony every week and a standby ambulance every day at the site. EIL conducted regular checks to ensure contractors were not adopting unsafe construction practices, and addressed issues regarding health and safety in monthly meetings. In all, EIL conducted 180 safety audits. The results were visible: fewer accidents and two appreciations from BORL for achieving 10 million man-hours without any time lost due to accidents. EIL also constructed a post-natal ward in Bina town as a part of its corporate social responsibility initiative.

Lessons learnt from the project

Mr. Grover gives the credit for the excellence in project management largely to the processes in place at EIL. “EIL has a robust feedback system wherein inputs regarding project performance are taken from the project group according to a standard format. It is then analyzed by a committee consisting of senior personnel. Those findings and recommendations are recorded and utilized for future projects,” he explained.

The following are some of the lessons EIL learnt from the Bina Refinery project:

- Clients can be advised to take up the implementation of infrastructure facilities such as site grading, supply of service water, power for construction, approach roads, etc., as pre-project activities in order to get started with main construction work sooner.
- Keeping in mind the outbreak of diseases during the rainy season, the site should have workers’ colonies with basic amenities. This would keep the worker turnout good and productivity high throughout the project lifecycle.
- Advancing release of preliminary material for piping based on in-house information from earlier projects ensures faster procurement.
- Adopting engineering of structures and construction methodology with modular fabrication and assembly helps reduce time and improve safety standards.
- Erecting and welding huge structures on the site at high altitudes is not only time-consuming but also poses a huge risk to the lives of workers.

EIL has a legacy in refinery construction, but Bina Refinery posed several challenges because of the unique complexities of its location and newer technologies being adopted. EIL surmounted these challenges with the able application of project management. By completing the state-of-the-art refinery in 36 months, EIL has shown how owner-consultant alignment can go a long way in achieving excellence.



The reactor being erected

ARTICLE OF THE MONTH

Submit your articles for the March issue by 15 February 2011

If you have a flair for writing and a desire to share your ideas with the project management community, here is an opportunity. E-mail us your article and our editorial team will select the best article among the entries for publication in Manage India. Each issue of Manage India will carry a winning entry and the writer will earn Professional Development Units (PDUs).



Send us your article with your photograph to editor.manageindia@pmi-india.org

Who is eligible for the contest?

- Chapter members
- PMI members
- PMI credential holders

What guidelines should you follow?

- The article should be relevant to project management.
- The article must be an original piece of writing.
- If the writer uses information already published, he/she must give such references.
- An article will be rated on its topicality, high interest/usefulness for the project management community, and writing style. Articles submitted after the due date will be considered for the next issue.
- It should not exceed 600 words.
- The writer can e-mail us photographs or other illustrations to go with the article.
- The last date for submission of articles for the March issue is on/before 15 February 2011.
- Selection is at the sole discretion of the editorial team.

Why should you take part in the contest?

- Share your knowledge with the community
- Get visibility
- Earn PDUs

PMI Project Management Workshops in association with CII & PHD Chamber of Commerce & Industry

Are you finding that coordinating and planning your projects effectively is a huge struggle?

Is building an effective partnership the weakest link of your project?

Then a Capacity Building workshop may be just what you need.

For the continued growth of Indian industries, Project Management Institute (PMI) in association with Confederation of Indian Industry (CII) and PHD Chamber of Commerce & Industry (PHD) has organized a series of Capacity Building workshops in project management.

Participate in these workshops for building effective partnerships, managing capacity, and delivering desired results despite increased project complexity. Develop a clear understanding of project management practices such as Effective Integration, Freezing of Scope, Cost and Time Management, Quality Control and Monitoring and Risk Mitigation.

For more details and registration, please log on to www.pmi.org.in.

CII & PHD Chamber of Commerce & Industry workshops

Mysore	27th Jan	CII
Jaipur	28th Jan	PHD
Trivandrum	31st Jan	CII
Vizag	3rd Feb	CII
Vijayawada	4th Feb	CII

Question Bag

Take this quiz to assess your knowledge in the project management domain

- 1) The Pareto principle is a technique used to determine which quality control problems in a particular process should be corrected. Which of the following statements best represents the philosophy employed by this principle?
 - a) In order to minimize financial losses from quality control problems, all problems, which have a measurable cost, should be corrected.
 - b) The majority of defects are caused by a small percentage of the identifiable problems. Improvement efforts should be reserved for these vital problems.
 - c) In order to achieve zero defects, all quality control problems, including those that do not have a direct financial cost should be corrected.
 - d) Generally, 80% of the quality control problems are justifiable for correction via cost-benefit analysis. The remaining 20% are not financially worthy of improvement efforts.
- 2) A technique for resolving conflict in which the parties agree to have a neutral third party hear the dispute and make a decision is called:
 - a) Negotiation
 - b) Arbitration
 - c) Smoothing
 - d) Forcing
- 3) The cost of corrective action taken by the buyer (purchaser) and chargeable to the seller (supplier) under the terms of the contract is known as:
 - a) Payment authorization
 - b) Bid cost consideration
 - c) Release payment
 - d) Back charge
- 4) Time-limited scheduling is best used when:
 - a) There is negative total float
 - b) Resources can be better utilized by taking advantage of existing free float
 - c) A finish-to-start relationship exists
 - d) Fast-tracking
- 5) Generally an objective is said to be clear if:
 - a) Top management proposes it
 - b) Project workers formulate it
 - c) It employs numbers
 - d) Different people reading it hold a single view of its meaning



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

Answers on page 14

HYDERABAD CHAPTER

Knowledge Enhancing Events

PMI Pearl City Chapter (PMIPCC) held a wide variety of events in the past few months. To begin with, the chapter launched the Student Leadership Competency Building (SLCB) 2010 program across 19 institutions. On behalf of the PMI Pearl City Chapter's board, Mr. Srinivasu Chowta, director, SLCB, conveyed his appreciation to volunteers for their passion and support that made the launch a huge success.

On 26 November, the chapter conducted the last members' networking meeting for the year 2010 which was attended by 75 members. Mr. Ramam Atmakuri, vice president, Cognizant delivered the keynote address on 'People Leadership.' Mr. Chengal Reddy of the Federation of Farmers Association spoke on the modernization techniques used in agriculture. He urged PMIPCC to associate with FFA in helping farmers adopt newer processes and techniques.

The chapter has lined up several events for the next few weeks. On 21 January, the chapter is organizing a networking meeting where Mr. Vittal Anantamula, management professor,

College of Business, Western Carolina University will give a talk on 'People Management.' On 3 February, PMIPCC is hosting a conference for students at ShilpakalaVedika, Hyderabad. The event, named Gyan Lahari Student Leadership Conference, is expected to attract around 2,000 students and corporate executives. Delegates from industry, academia, and the government will address students on topics such as 'Importance of Leadership: How it Helps Students to Prepare for the Future and Excel in Education', 'Current Education System and Gaps', and 'Role of Industry and Government in Building Industry and Nation-Ready Leaders.'

The chapter is holding a project management awareness session at KNR College of Engineering and Research, Hyderabad. Mr. Sathya Venkatesh, director, PMIPCC will address students on this occasion.

PMIPCC is organizing public workshops on *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*. Workshops will be held on 22-23 and 29-30 January, 19-20 and 26-27 February, and 19-20 and 26-27 March.

BANGALORE CHAPTER

Project Management Successes

PMI Bangalore Chapter held its Special Annual Members' Meet on 11 December. Around 50 members attended the meet and ratified the special resolutions regarding the regularization of the change of address for the chapter office. Members also received an update on chapter activities, especially the overwhelming success of the annual conference held in September and the anniversary of PM Footprints, the experience and knowledge-sharing forum, in October. At the meet, Mr. Murari T., PgMP made a presentation on the program management accreditation process. Mr. Murari, one of the first accredited Program



Mr. Aditya Sondi (left) and Mr. Sumanth Padival, VP, Programs and Internal Communications

Management Professionals (PgMP) from India, shared with the audience the principle and framework for PgMP standards along with the preparatory information required to undertake the journey for accreditation.

On 9 December, PM Footprints held its quarterly event, Signature Footprints, which was attended by around 40 practitioners. Mr. Aditya Sondi, advocate, High Court of Karnataka and Supreme Court of India, addressed practitioners and gave insights into arbitration and dispute resolution, their impact on projects, and how project managers need to handle such situations.

Another chapter highlight was the fourth year completion of *PM Essence*, the monthly newsletter that allows chapter members to write and share their experiences with the community.



Mr. Aditya Sondi addressing project managers

KERALA CHAPTER

Collaborative Efforts

On 17 December, in an event conducted at Technopark, PMI Kerala Chapter launched its new online collaboration platform, along with a new initiative on academic partnership. Mr. Raj Kalady, managing director, PMI India, inaugurated the event. In his inaugural speech, Mr. Kalady highlighted the power and potential of online collaboration. Following this was a session by Mr. Brajesh Kaimal, COO, Experion Technologies on collaboration and the philosophy behind going in for a collaboration-based site for the PMI Kerala Chapter.

During the inaugural talk on the academia partnership initiative, Mr. Mervin Alexander, CEO, Technopark stressed the requirement for project management in all areas of society, especially in government projects. In the keynote address at the event, Dr. K. S. Chandrasekhar, director, Institute of Management, Kerala spoke about recent changes affecting the academic sector and listed project management practices that needed to be introduced for young people. Dr. Vikram Kumar B.T., chapter vice chair, proposed a vote of thanks.

Another new initiative introduced by the Kerala Chapter was the Professional Development Day. This initiative provides a forum for all project managers, including PMI credential holders, to get together and share their



Project managers who attended the Professional Development Day in December

experiences. The inauguration of the series was done by Mr. Kalady on 18 December in Trivandrum. After the inauguration, Mr. Manoj Krishna, R&D section manager, Hewlett-Packard conducted a refresher session on the various processes involved in risk management.



Mr. Raj Kalady, managing director, PMI India, presenting a memento to Mr. Mervin Alexander, CEO, Technopark

Mr. Manoj Krishna, R&D section manager, Hewlett-Packard conducting a refresher session on risk management

PUNE CHAPTER

Dynamic Sessions

PMI Pune Chapter conducted a series of thought-provoking seminars on 11 December in Pune. Ms. Regan Gill, director engineering, Accept Corporation, USA gave an inspiring talk on 'Transitioning to a Collaborative and Agile Organization' in which she discussed how a collaborative and agile approach can motivate a team to do more with less. Ms. Gill shared her experiences on how collaboration and

trust between various teams play a vital role in the success of projects. In the next seminar, 'Communities of Practice: What are They and Their Value to Individuals, Community and Organizations', Mr. Siva Sivasailam Sankar, PMP, CSM, ITIL and co-founder of PMI Government Community of Practice (CoP), provided an overview of the community's activities and highlighted some of their best practices.

The chapter held its 75th monthly seminar and the Innovation and Operations Excellence Forum on 13 November at MITCON Institute of Management. Prominent speakers at the forum were Mr. Pradeep Bhargava, managing director, Cummins Generator Technologies India Ltd., Mr. Girish Kelkar, chapter president, and Mr. Sameer Penkar, marketing head, Pidilite Industries.

WEST BENGAL CHAPTER

Successful Launch

On 23 November, the PMI West Bengal Chapter got formal approval as the eighth PMI chapter in India. With the huge increase in the industrial, academic, and social infrastructure activities in the region, the need to promote the project management discipline and advance the PMI mission and objectives within Eastern India had become imperative, and thus this chapter was born. The chapter will be located in Kolkata and will cover the states of West Bengal, Orissa, Sikkim, and the seven sister states of North-East India.

On 11 December, the chapter organized its first networking event with the objective of spreading awareness among the local project management community. Chapter president Ms. Sonali Bhattacharya along with members of the board gave an update on the chapter formation, its objectives, future training plans and the course of action required to join the chapter. This was followed by a panel discussion with eminent panelists from the academic, professional training, and corporate worlds on the topic 'Skills for Tomorrow's Project Managers.' The discussion ended with an interactive Q&A session with the panelists. The feedback for the event was very positive and encouraging.

West Bengal Chapter also launched its website (<http://www.pmiwbchapter.org/>) and established its presence in the social networking forums. Moving ahead, the chapter's focus will be to attract new members and volunteers, increase project management awareness in the community and initiate training programs that will address the needs of its existing and potential members.

Email contact ID:
pmiwestbengalchapter@gmail.com



Members of the new chapter taking part in a panel discussion



The first networking session attracted many enthusiastic members

WEST BENGAL CHAPTER BOARD MEMBERS:

Sonali Bhattacharya	President
Subimal Chakraborty	Vice President & Treasurer
Amitava Banerjee	Secretary General
Amitabh Kishore	Director, Communications
Gautam Sen	Director, Corporate Relations
Jaywanth Vijayapuri	Director, Strategic Initiatives
Shiladitya Majumdar	Director, Training
Soumendra Kumar Das	Director, Programs



PMI President and CEO, Gregory Balestrero, now CEO Emeritus, during the PMI India Project Management Conference in Mumbai in November

West Asia Chapter Leaders Meet

On 18 and 19 November, Mr. Ramam Atmakuri, PMI component mentor, who is also vice-president at Cognizant hosted the PMI Western Asia Leadership Meeting in Mumbai. The meeting was attended by 44 chapter leaders from India, Sri Lanka and Bangladesh, as well as PMI colleagues from the Asia Pacific Service Center. The meeting provided the chapter leaders a wonderful opportunity to network, learn and share, as well as have fun together.

At the meeting a wide variety of topics was presented and discussed by the chapter leaders as well as the invited speakers. Under the category 'Association Governance', Mr. Tejas Sura, the Mumbai chapter president gave a talk on 'Chapter Governance' and Mr. Suresh Chandra, the Hyderabad chapter president spoke on 'Collaboration with Academia, Industry and Government.' The category 'PMI Institutional Knowledge', covered topics such as PMI Educational Foundation, LIMC and LIM updates, PMI APAC Regional Events Support Program, and Tools and Resources for Chapter Leaders. Under the category 'Individual Leadership Development', invited speakers gave a discourse on subjects like 'Achieving Personal Excellence', 'Volunteer Management', and 'Build Your Inter-personal Competency.'

Mr. Raj Kalady, managing director, PMI India spoke about his team's achievement in the year 2010 and plans for 2011. Mr. Kalady also acknowledged the collaborative efforts between PMI India and all the chapters.

The meeting ended with the 'Leader to Leader' discussion hosted by Ms. Lesley Bakker, vice president, Brand Management PMI. The interactive discussion between Mr. Gregory Balestrero, PMI president and CEO, and Mr. Vijay Prasad, PMI board member gave the chapter leaders a great opportunity to quiz Mr. Balestrero on topics such as PMI global strategies and Western Asia country-specific plans. Mr. Balestrero was felicitated at the event and praised for his contribution to promoting the profession by helping spread the PMI wings globally.

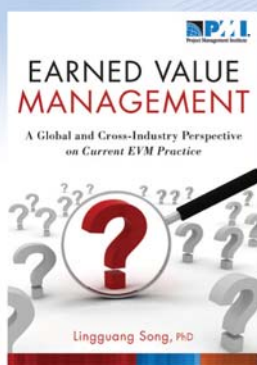
The meeting was a huge success, and moving forward PMI plans to hold a leadership meeting every year.

Question Bag Answers

1. b) The majority of defects are caused by a small percentage of the identifiable problems. Improvement efforts should be reserved for these vital problems.
2. b) Arbitration
3. d) Back charge
4. b) Resources can be better utilized by taking advantage of existing free float
5. d) Different people reading it hold a single view of its meaning

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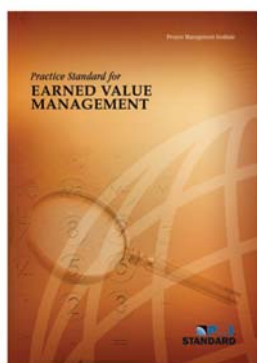
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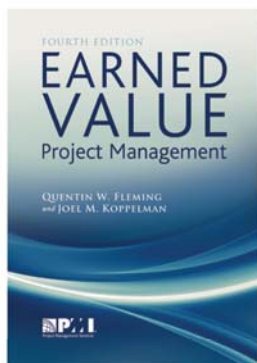
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