![PMI - Project Management Institute]

MANAGE India

ENGINEERING WINS THROUGH PROJECT MANAGEMENT

Manage India uncovers some simple truths behind Intel's continuous innovation program. Smooth out processes and empower your people, the rest will follow.

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The main lobby of the sprawling Intel campus in Bangalore.

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Letter from the
Managing Director, PMI India

Raj Kalady
Managing Director, PMI India

Dear Practitioners,

Project management is fast becoming a topic of interest in academic circles in the country. Corporate India has embraced project management as an enabler of efficiency, productivity, quality consciousness, and customer satisfaction. Indian universities now recognize that training in project management gives their students an advantage in career-building.

In this issue of *Manage India*, we feature Intel India, a company known for continuous innovation. Intel India provides us insights into how being process-oriented does not hamper innovation. In fact, it helps in promoting a culture of innovation.

In our efforts to take this discipline to Indian schools and universities, we are participating in an education and career fair across seven cities as part of Times Education Boutique. The event is under the banner of *Education Times*, a weekly education and career supplement from *The Times of India* and is being held from April to June. It is being promoted as Asia's largest education and career expo. PMI India is participating in Pune, Mumbai, Bangalore, Hyderabad, Delhi, Kolkata, and Chennai.

The University of Petroleum and Energy Studies in Dehra Dun organized a four-day residential PM Management Development Programme (MDP) on 3-6 May. PMI India is associated with the MDP as a knowledge partner. It had speakers from the infrastructure industry, project management consultants, and project finance agencies.

PMI is collaborating with the Federation of Indian Chambers of Commerce and Industry for a national conference on 'Developing a Framework for Effective Adoption of Project Management in India'. The event, to be held on 20 May in New Delhi, is aimed at enhancing knowledge and skills, and promoting the adoption of project management across industries. The conference will have speakers from the government, public sector units, and the academia, and international speakers.

In other developments, leading financial daily *Economic Times* featured PMI and the rising adoption of project management in India on 3 May. As part of our continuing project management knowledge-building initiative, we had a series of sessions at Tech Mahindra in Pune, Mumbai, and Bangalore.

Block your calendar for the PMI India National Conference in Bangalore on 8-10 September 2011. The theme for this year's conference is 'Architecting Project Management for Nation Building'. I invite you to submit technical paper abstracts and nominations for PMI India annual awards. If your technical paper is selected, you will get a chance to present it to a wide audience of practitioners at the conference. Please visit the PMI India Website for further details.

Best regards,

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 5 for the contest details and Page 11 for the feedback announcement.

Project Management for Centralized Installations

BY TINTU JOSEPH

In the domain of software products, there are many products whose project life cycles span months and sometimes years. This is true across domains be it aviation, banking and finance, telecom, etc.

Project management in an IT product environment revolves around the peculiarities of the product being deployed, the domain it fits into, and the location of deployment. This becomes complex when a product is installed as a centralized deployment catering to multiple users or user groups. Moreover, if the intended users and data to be processed tread multiple geographies or national boundaries, then the complexities multiply manifold.

In this article, I want to highlight certain areas that need to be accounted for and risks mitigated. The project manager has to ensure that the following are factored in the project planning and tracked to closure or mitigation.

Legal: Certain countries forbid customer and other sensitive data to leave national border.

Security: With multiple user, user group, or regional data being present in a single system, sufficient checklists and restrictions at both storage, user, and reporting levels need to be put in place to ensure security and exclusivity as per requirements.

Political and cultural: Mutually hostile or culturally disparate countries or regions may pose a stumbling block.

Linguistic issues: Even adjacent countries could have different primary or official languages due to historic and cultural reasons.

Scope: Multiple users or user groups could imply varied and perhaps conflicting requirements, which need to be clearly identified and resolved.

Efforts: Along with standard timelines and efforts, additional efforts of integration, rollout, customization, etc. needs to be factored in.

Phases: If the scope is high or timelines long, then this needs to be broken down into phases depending on priority of requirements, user groups, or subset of both.

Scale of operations: Certain users or regions may be significantly bigger and therefore pose higher number of requirements in comparison to other users.

Connectivity: When users or data are spread across a wide area or converging to a central location, the network traffic, infrastructure, general connectivity, and uptimes must be factored in.

Scalability: Multiple user groups would mean that the system has to cater to higher and increasing load, traffic parameters, etc. The system and the solution architecture should withstand enhancement in hardware, loads, users, or data increase and other incremental input and environmental parameters.

Support: Considering scope, phased delivery, load conditions, etc., there needs to be a support plan that ensures a seamless handover and successful transition from project phase to ongoing support phase.

Licensing: Appropriate licensing parameters need to be put in place to ensure that they are relevant and valid to the context.

Future enhancements: Enhancements, which can be expected along the line, are product upgrades, planned migrations, and change requests. These eventualities need to be factored and planned for clearly and in advance considering the possibility that these may not be as straightforward as vanilla deployments.

With the trend of mergers and acquisitions, increased global spread of organizations and even mutual sharing of resources and facilities, standardization, increasing operational efficiency, and centralized command centers are becoming the new norm. This in turn has driven the increased number of centralized installations. Therefore, it is essential that no effort be spared in the effective planning and rollout of these projects. The impact for better or worse is no longer confined to a single entity, and this is a strong case to raising awareness toward the opportunities and pitfalls that centralized installations may hold.

(Tintu Joseph is employed as a Delivery Project Manager for Subex Ltd., a leading Telecom BSS/OSS products company. He is a PMI member (PMI - 1871960) & during his career he has worked extensively with customers and clients across EMEA & APAC regions.)

ARTICLE OF THE MONTH

Submit your articles for the July issue by 15 June 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 should be an original piece of writing.
- If the writer uses information already published, he/she should 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.
- 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 Institute

Engineering Wins Through Project Management

Manage India uncovers some simple truths behind Intel's continuous innovation program. Smooth out processes and empower your people, the rest will follow.

BY PANCHALEE THAKUR

The tiny, compact chip that sits inside an electronic device has made information processing faster, distances seem closer, and daily chores easier. Smarter ways to design and manufacture the chip is giving way to disruptive technology, or in other words revolutionizing the way electronic products are designed, priced, and marketed. A pioneer in democratizing the use of the personal computer is Intel Corp. In 1998, Intel helped create the budget PC market segment with the introduction of the Celeron processor. More than a decade hence, the disruptive innovation movement continues within Intel.

Intel India's engineering prowess was recently on display as the company launched its latest Xeon E7 high-end processor for servers. The latest set of processors offers 40 percent higher performance than the previous products. Intel India Development Center in Bangalore, the company's largest nonmanufacturing site outside the United States, contributed significantly to the product design. The spirit of innovation flows as much in the company's IT division as its microprocessor division.

Globalization and project management

Complexities are increasing, whether in terms of product design, market requirements, or the way organizations and teams are structured. Companies like Intel realize that globalization of the workforce, global supply chain, technology evolution, and increased government oversight into business practices have made project and program management increasingly critical.

Intel cofounder Gordon E. Moore had propounded that the number of transistors that can be placed on an integrated circuit will double approximately every two years. This trend, called Moore's law, holds true even half a century later.

"For Intel, the project and program management is a critical component to any product release. Thanks to Moore's law, the complexity of our processors product line—latest Core i7 has 731 million transistors packed in a 263 mm^2 size—has compounded over the years. To the processor, add a software stack that needs to be developed and tested to make the processor and chipsets work. Our products have to integrate well with the ecosystem of software and peripheral hardware, which further compounds the complexity of execution. This feat cannot be accomplished without strong project and program management competency," says Rohit Vidwans, director, Intel Architecture Group, Intel India.

Intel's IT department develops and manages software applications and infrastructure required to support and grow its business, besides keeping the factories running and products shipped in time for its customers. This means that the supply chain applications and the customer relationship management systems, along with a plethora of other applications and systems, have to work 24/7. The organization, which has 2,700 employees in India and a global presence across 300 facilities in 50 countries, thrives on e-mail. Intel generates more than three million e-mails a day internally! The IT department relies heavily on project and program management skills to release software applications and solve problems.

Project management in Intel

Each group or sub-group within a division has its own Project Management Office (PMO) with its own charter and structure defined by the project sponsor and the project manager. The PMO also keeps changing over time, especially for long-haul projects. A lot of decision-making about design and running of the PMO is left to the project manager.

Intel encourages project and program managers to get certifications. Intel India employed the second person working in India who was certified by PMI as a Program Management Professional. Employees are encouraged to upgrade their knowledge and skills continually. Rajeev Nanda, program director, Intel India, says, "A lot of our project managers are PMP® certified and because of that *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* is ingrained in our project and program management practices. We also have an internal framework for program management, called Program Life Cycle, that's similar to the *PMBOK® Guide's* standard project life cycle. These frameworks overlay the Software Development Life Cycle for software projects. We use other practices, like Lean methodology and ITIL, as additional tools for our project managers where needed."

Adds Manas Das, Business Operations Manager, Intel India, "Having a project manager who is certified gives a person a head-start in project management and helps avoid making mistakes that a noncertified project manager could. It also helps broaden a project manager's perspective and introduces innovation."

Globally spread project teams

A global organization is a melting pot of cultures and often faces the challenge of bringing people from different cultural backgrounds into one cohesive team. High pressures in a globalized work environment also put a strain on the work-life balance of its people. Intel's efforts at bringing a conducive work environment have paid off. This year Intel India earned the number three position in 'India's best companies to work for' survey by Great Place To Work Institute.

The company empowers each project team to define the schedule that works best for it. The project team has access to multiple tools to define and monitor
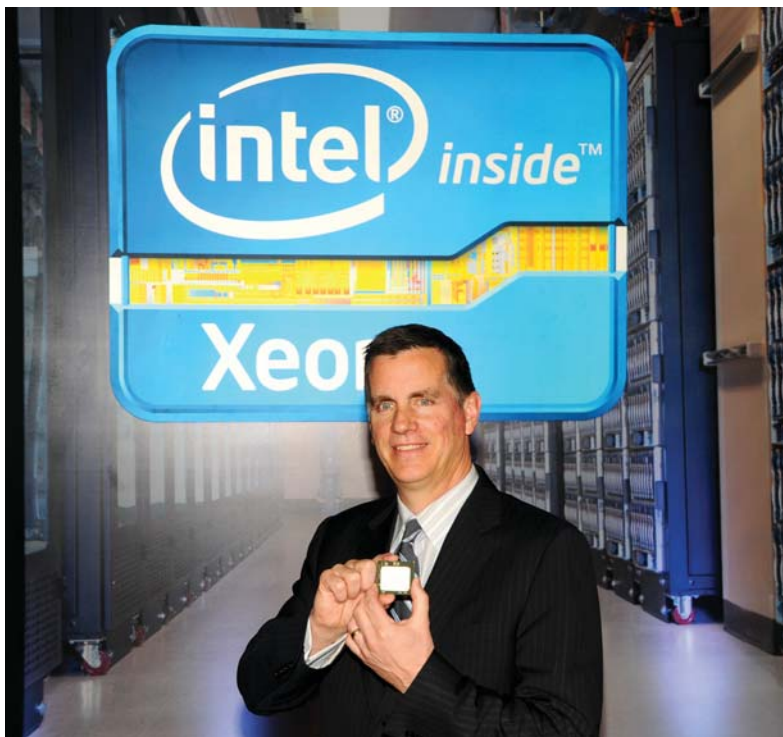
Tom Kilroy, senior vice president and general manager, Sales & Marketing Group, Intel Corporation at the Xeon E7 launch in Mumbai.

schedules and take corrective action when required. The company supports autonomy and leadership at the project level. Some teams share the pain of evening meetings by rotating the meeting time in such a way that each region has its fair share of evening meetings. Video conferencing, including telepresence, is a common communication tool for project teams spread throughout the world. Mobility devices, like laptops and smart phones, are the other communication tools that employees use actively to ensure multiple time zones and physical distances do not hamper work.

Project management in a dynamic market

With a dynamic market where technology is changing constantly to keep pace with emerging challenges, project management plays a big role in achieving the steep targets. Teams face increased pressure to deliver at a shorter time span and on a tighter budget. Intel, which creates productivity improvement tools to help shorten product life cycle, follows a policy of reuse of technology and intellectual assets. It has a strong culture of data-driven decision-making that helps us cut internal bureaucracy. Project managers are empowered to drive collaboration and faster decision-making to help reduce time-to-market and enhance product quality.

Having an innovation-oriented approach does not come in conflict with being process-driven. Well-defined processes and methods in fact aid in promoting a culture of innovation. "We have well-established processes that help employees document their invention disclosures. Employees are rewarded for the invention disclosures. Intel files patents on behalf of employees. Each group and department is encouraged to use innovative methods to harvest ideas and encourage their employees to document their innovations. Some departments have 'innovation awards'; some have innovation fests or ideas camps," says Jitendra Chaddah, director, Strategic Development & Operations, Intel India.

We asked two Intel project leads to talk about their project success stories.

I. Program Manager Ritu Agarwal, PMP, chose two projects.

The first was to set up business-to-business interfaces with a key Intel customer/partner to extend the automation into each other's backend systems and ERPs to improve cash-to-cash operational efficiencies in the supply chain. This project improved Intel's market segment share and raised service levels from 39 percent to 100 percent. The success led Intel CEO Paul Otellini to personally congratulate the project team for its effort.

> **❝ A lot of our project managers are PMP® certified and because of that *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* is ingrained in our project and program management practices. We also have an internal framework for program management, called Program Life Cycle, that's similar to the *PMBOK® Guide's* standard project life cycle. ❞**
>
> *Rajeev Nanda, program director, Intel India*

Having to work with an external customer and deliver within the time-bound schedule with flawless execution were the main challenges. "In Intel, a project manager is like the CEO for her project. She is expected to own the success of her project. As a project manager, I am expected to secure resources, funds, commitments while managing internal customers and stakeholders' expectations. I, as the PM, have a lot of autonomy on how I want to run the project as long as I am within my budget and deliver to the expected scope, timeline and quality," says Ms. Agarwal.

The second project, termed X-Dock, was to establish a dedicated supply chain process to improve Intel's shipments of low volume finished goods from a warehouse to the distributor's facilities. This was the first time Intel was to use different supply chain processes for low- and high-volume products.

The project needed a new formula and routing method of shipping specific products without impacting the rest of the shipment. It was the first time that Intel was implementing different routing and service-level agreements with third-party logistics (3PL) providers. The new design and globally disbursed team and stakeholders posed challenges.

"One 3PL provider was unable to establish network connectivity. This provided a unique challenge because it was a non-Intel entity and the most we could do was to influence them to get the connectivity up for us to deploy the system," recalls Ms. Agarwal.

Overall, she finds resources the single most important challenge for a project manager. "Our products are nothing more than the collective intelligence of the team members involved in its development. Resource

turnover or non-availability of one critical resource can run havoc on the project schedule or its delivered quality," she says. The underlying challenge of working across different countries, cultures and time zones is now taken for granted and is not considered so much of a challenge anymore. "But it was one of the biggest challenges in my early days as a project manager," she adds.

The biggest lesson that Ms. Agarwal has learnt in her 12 years' career as a project manager: People matter. "What we deliver are not projects but someone's vision to challenge the status quo and provide the organization with a competitive edge or increased efficiency. Learn about people behind the project and understand their vision around it. The delivery becomes incidental," she remarks.

II. Project Manager Rajesh Shet, PMP, spoke about the following project.
Intel's IT division wanted to upgrade one of its ERP platforms to the latest version. Many projects were launched to support this migration. The complexity of the exercise was immense because it meant migrating all existing applications and modules to the new platform, besides providing support and enhancing the existing apps to avoid any impact to the business.

One project that was part of this exercise was called 'W2E' that involved migrating some of the homegrown application's functionality to the standard ERP and enhance its remaining functionalities. The functionality of this app touches Intel's factory stores worldwide that issue the raw material and spare parts for Intel's fabrication units and factories. Apart from the migration and enhancements, the project team had to develop new interfaces and make changes to the downstream applications that were impacted by this shift.

"Due to the nature of the larger initiative, the scope for the project was not clear at the time of the launch. We knew what we wanted to get done but the exact scope had to be documented and ratified after multiple meetings with key stakeholders and customers. Lack of updated documentation of the home-grown application added to the challenge," recalls Mr. Shet.

The team was spread across several locations and that complicated matters further. The project manager was based in India, but the team was in another country. The project team had to rely a lot on domain experts from other teams. The requirements analysis went on for four months, much longer than what was accounted for. The project went through change in scope as the requirements gathering exercise progressed.

The biggest challenge during the development was in coordinating the changes in multiple places as the team was globally spread out and the projects were interlinked. In some cases, getting time and attention of subject-matter or technical experts from different groups became a challenge as they were in demand from multiple projects running in parallel.

"The project manager is central to the project and owns its delivery. The sponsor of the project and key stakeholders rely on this person to escalate issues and scout for additional help if needed. Intel encourages its teams to create assets that can be reused by other projects teams in a similar situation. We did the same here and addressed these challenges by using templates for common reference and collaboration tools for sharing various content," says Mr. Shet.

The team had about four resources. It was difficult to utilize the resources completely due to the bottlenecks faced at various stages. The team adjusted the scope based on the available bandwidth. At the program level, more resources added to expedite work at the subprojects level.

Completing the impact analysis up front based on the high-level scope prior to working on a detailed requirement analysis and design saved a lot of rework at the later stages. In cases of high dependency modules, swapping of scope with other project teams reduced interdependencies. Creating project schedule that aligned well to the program level time line reduced conflicts due to dependencies. Active participation in appropriate meetings helped expedite the impact analysis.

Arriving at the scope clarity to the most granular level during requirement analysis avoided heated discussions with customers and stakeholders at a later stage. To get the correct requirements, it is important to get the right subject-matter expert for the meetings.

"The lessons I would like to share with my fellow project managers would be to create a plan on effectively using virtual settings like telepresence, phone meetings and asynchronous collaboration tools. They are a reality in today's work and the faster we learn how to use them effectively, the better will be the success rate," remarks Mr. Shet. He advises on aligning the project plan to the larger program milestones to avoid conflicts due to project interdependencies. He also stresses on the need to have regular management reviews, and stakeholder and customer meetings to keep them apprised of the progress, issues faced, and seek help when needed.

Perfect Synergy of Planning and Execution

Telecom infrastructure company Synergy Telecommunications completes project within time and budget.

Synergy Telecommunications, a Punjab-based telecom infrastructure-building company, applied project management effectively to complete a turnkey rollout of telecom cell sites before estimated time and at lesser than the estimated cost. In recognition of its success, the company received the runner-up of the PMI India Best Project of the Year Award for 2010 during the PMI India Project Management Conference in Mumbai in November 2010.

Synergy Telecommunications is part of the Synergy Group, founded by Harpal Singh, a mechanical engineer who has directed the growth of the company. Synergy Group, which started operations in 1987 as a manufacturer of steel sheets, has over the years diversified into various engineering products and services, including turnkey solutions for telecom cell sites. Synergy Telecommunications has its presence in 15 states in India and in neighboring countries, such as Bangladesh and Nepal, employing more than 1,000 people.

The telecom service provider (TSP) business units have been successfully using project management for new site rollout, infrastructure upgrade of existing sites, and site approvals for the sites before commencement of work.

The TSP division took up the turnkey rollout of telecom tower sites for three TSP clients, namely Indus Towers Limited, Dishnet Wireless Limited (Aircel), and Wireless Tata Tele Infoservices Limited. The rollout would be across India and for a project duration of 12 months starting 1 April 2009. The estimated cost of the project was Rs. 1,200 million, which went up to Rs. 1,386 million after including a risk contingency of 10 percent of the estimated cost and management reserve of 5 percent of the total cost. However, by the time the project completed, the entire project cost Synergy Telecommunications Rs. 1,309 million, which meant a budget saving of 5.6 percent.

There was savings even in terms of the time taken to complete the project. Clients had defined a timeline

of 45 days per site for towers that needed to be erected directly on the ground. For rooftop towers, where the need for civil work was much lesser, the timeline defined was 25 days per site. Synergy Telecommunications completed ground-based towers in 40 days and rooftop towers in 22 days. The project was completed 12.5 percent ahead of time in 40 days.

The scope of the project involved site planning, survey and design, infrastructure development, vendor management, acceptance testing certification, quality control, risk management, warehousing and logistics,

Key project statistics

Total planned budget: Rs. 1,386 million
Actual expenditure: Rs. 1,309 million
Cost savings: 5.6 percent of budget
Client-defined timelines for ground-based towers: 45 days per site
Actual timelines achieved: 40 days per site
Client-defined timelines for rooftop towers: 25 days per site
Actual timelines achieved: 22 days per site
Time saved: Completed 12.5 percent ahead of schedule

A cell site under construction.

Synergy Telecommunications facilities in Nalagarh in Himachal Pradesh and Mohali in Punjab.

operations, maintenance and warranty support, and end-to-end project management.

The different stages of the project involved getting designs and design approvals conducted at the Structural Engineering Research Centre and Indian Institute of Technology; liaisoning for approvals from state authorities, such as the pollution control board, municipal council, and electricity board; surveys conducted for soil and engineering drawings; commencement of civil work with foundations for tower, diesel generator set, and shelter; installation of battery banks, diesel generator set, shelter, and air-conditioning units; electrical work for earthing cables, aviation lamps, lightening arrestor, and shelter connections; and finally testing and deployment of the cell sites.

The challenges the company faced at various stages were: stringent timelines, stringent quality checks,

maintaining all the key performance indicators as defined by the clients, geographical spread of the project, maintaining adequate cash flows, work scheduling, manpower hiring and scheduling, liaisoning with local authorities, and vendor management.

The company used several project management best practices to overcome the challenges and achieve success. The management used daily project progress report to monitor situation, quality management through a three-tiered quality control system, regular site audits, risk management/risk mitigation plans, monthly performance reviews, revision of forecast based on change request from the client, and a well-defined set of vendor selection criteria. A linear team structure helped bring synergy into the project team with no overlap of responsibilities and a clear, well-defined role for each team member.

The following are some of the lessons learnt during the project:

• Human resource planning needs to be immaculate. The company ensured that the deviation in the planned versus actual manpower requirement was not more than 1 percent.
• The management drew up a list of preferred subcontractors and streamlined its vendor selection process, leading to improved vendor management with a regional advantage.
• Analogous costing has to be carefully balanced by keeping in mind the change in market conditions for cost of material.
• Streamlining/redefining key result areas at various functional levels.
• There is a need for better insights into warehousing and logistics of materials that will help in identifying and modifying the lead times for equipment supply based on state regulations.

The success of the project has brought recognition for the company in the industry. One of the clients, Indus Towers Ltd., which has a portfolio of over one lakh telecom towers, awarded Synergy the Best Emerging TSP Award last year. The credit for the success of the project goes largely to the project management principles that the company applied at each stage of the project.

Announcement: Free Delegate Pass to PMI India National Conference 2011

Manage India is two years old! We invite your feedback to improve your favorite e-newsletter. PMI India is giving away free delegate passes to PMI India Project Management National Conference 2011 to the top three best feedback/suggestions entries!*

Submit your feedback

*Conditions apply

BANGALORE CHAPTER

Life Skills Lessons

Bangalore Chapter organized a series of activities in the past couple of months aimed at bringing greater value to members in and around their workplaces. On 26 February, Ms. Kichu Krishnan and Mr. G. Srinivasan of Use Time (India) Pvt. Ltd. conducted a workshop, entitled Worksmart. The chapter sponsored a full-day workshop on success and fulfillment, in which 25 participants took part. It touched upon different possible areas of improvement at both workplace and in personal life and ways to achieve goals at both organizational and personal levels. On 27 March, there was also a session on presentation skills by Dr. CLN Prakash of British Council.

As part of PM Footprints, the chapter held several informative sessions for members. On 17 March, Mr. R.S. Raja Kumar Sharma, product manager, ERP Consona Software, led a session on 'Requirement Gathering for Project Success.' In his presentation, Mr. Sharma spoke about how an organization must understand the importance of requirement gathering and what steps should be taken to help an organization in this effort. Requirement gathering has a direct bearing on project delivery and customer satisfaction.

On 24 March, Mr. Ashwathanarayana Shastry, assistant vice president and senior delivery manager, Infosys Technologies, spoke on 'Converting Contractual Milestones into an Effective Project Plan.' This session focused on a project manager's critical need in understanding the key activities, dependencies, resource needs, and risks involved in meeting the contractual milestones. Mr. Shastry explained how an effective project plan helps a project manager track the progress of a project and ensure its timely completion.

On 31 March, Mr. D. John Peter, PMP, associate director, MindTree Limited, delivered a talk on 'Tools and Techniques to Achieve Delivery Excellence.'

On 7 April, Mr. Rob Hayes, CEO, HI-Path, made a presentation on 'Team Development/ Communication', focusing on the six key skills required for communication and team building.

On 14 April, there was a session on 'Working Together with Indian Talents - A Japanese View' by Norimasa Aoyama, PMP, senior manager, SI business director, NEC Corporation.

Mr. P. S. Ravindranath (right) felicitating Mr. Kichu Krishnan at the Worksmart workshop.

Members attending a workshop on success and fulfillment.

On 21 April, Mr. Shivaraj Bhusad, project manager, IBM, gave a talk on 'Release Management for ERP Applications,' which is a relatively new but rapidly growing discipline of managing software releases.

On 28 April, 'Project Management – The Obeya Way' was the focus of a session led by Mr. Sundararaman K., deputy managing director, TG Kirloskar Automotive Private Limited.

NORTH INDIA CHAPTER

Knowledge-Building Initiatives

North India Chapter has been incessantly working toward higher engagement with chapter members. The commencement of the chapter newsletter was a new initiative that has received a lot of appreciation from members. The chapter board announced the newsletter committee which comprised of both chapter members and board members, and also proposed to periodically rotate the committee members to provide opportunity to other chapter members. The roles and responsibilities of committee members would involve reviewing articles and papers and motivating more members to participate and submit their articles. The newsletter will provide chapter members a perfect ground to share their thoughts with the project management fraternity and offer greater opportunities for networking.

HYDERABAD CHAPTER

Board Elections

On 20 February and 24 March, the PMI Pearl City Chapter (PMIPCC) conducted its board elections. For the first time in the history of the chapter, three women leaders were elected on board.

Subsequently, on 16 April, the chapter organized an induction program for the newly elected board members, where senior members such as Mr. Vijay Prasad, board member, PMI; Mr. Ramam Atmakuri, component mentor, Region 11; Dr. Rastogi, past vice president, PMIPCC and past member, Registered Education Provider (R.E.P.) Member Advisory Group (MAG); and Mr. Hirdesh Singhal, member, R.E.P. MAG shared their experiences with the audience. The members spoke of the key differentiating factors that have made PMIPCC unique. They stressed upon the need to focus on core services, nurturing lasting relationships among fellow members, value to members and selfless service.

The new chapter board consists of the following members:
Mr. A. Suresh Chandra,
(president)
Mr. Sudhindranath Neela
(vice president)
Mr. Phalguna K. Ramaraju
(secretary general)
Mr. Polepalle Sathya Venkatesh
(treasurer)
Mr. Srinivasu Chowta
Mr. B. Madhav Reddy
Mr. Amithkumar Mikkilineni
Mr. Arun Mishra
Mr. Somasekhara Reddy
Ms. Lavanya A.
Ms. Sucheta G. Dhere
Mr. Balarama Varanasi
Mr. Nallamar Srinivasan Bashyam
Mr. Joy Kittan
Ms. Nagini Chandramouli

On 8 March, PMIPCC celebrated the International Women's Day Centenary. Four PMIPCC women volunteers participated in the event, along with students from G. Narayanamma Institute of Technology and Sciences. Mr. Sudhindranath Neela, vice president elect, PMIPCC and director, Civic Society Initiatives led the initiative. The discussions centered on difficulties that women in today's society face and how students can be encouraged to work toward their own betterment, 'Lighting their own Lamp.'

Ms. Sunanda G., PMIPCC volunteer, presenting at the Indian Institute of Technology, Delhi.

Induction meeting for the new board.

On 2 April, a chapter volunteer presented a paper at a national conference organized by the Indian Institute of Technology, Delhi on 'Excellence in Higher Education.'

DECCAN CHAPTER

Practical Project Management Sessions

PMI Pune-Deccan Chapter organized its 18th monthly seminar on 9 April that consisted of two thought-provoking lectures.

Mr. Madhav Deshpande, Calsoft Inc., spoke on 'Project Management on the Ground.' Mr. Deshpande, who has 24 years of experience in the software industry, highlighted the critical need to provision for buffer time, task estimation, guidelines on granularity of project plans and contingency planning as well as risk and mitigation plan best practices while managing software projects.

The second session was on 'Manager as a Coach' by Niket Karajagi, founder director, Atyaasaa Consulting. Mr. Karajagi, a mechanical engineer with a varied and rich corporate experience, talked about the role of a manager as a coach, an area of interest to a wide number of project managers. He also shared his insights and studies conducted by his organization on the role of a coach and how he/she evolves into a mentor. He offered tips on nurturing talent and creating a high-performing and self-motivated team.

On 9-10 April, the Walchand College of Engineering, Sangli, organized a two-day state-level workshop on project management. Dr. M. G. Korgaonkar, director general, National Institute of Construction Management and Research, Pune, inaugurated the workshop and delivered the keynote address. The workshop saw the participation of several chapter members who spoke on different aspects of project management.

Another highlight was the announcement by the chapter nominations team regarding the results for the elective offices of PMI Pune-Deccan India Chapter. This is for the term 1 April 2011 to 31 March 2013. The elected members are: Mr. Harish Honwad, director, new initiatives; Mr. Rahul Sudame, director, corporate relations; Mr. Omkar Gujar, director, administration and operations; and Mr. Rinoo Rajesh, director, marketing and communications.

Cloud Computing for Tomorrow

PMI Chennai Chapter organized the second annual conference on 'Project Management in Cloud Computing' on 5 March in Chennai. The daylong conference aimed at building best-in-class capabilities to successfully deliver cloud computing projects to global customers. Experts believe project management will be the game changer to deliver better, faster, and cheaper cloud computing services. Through this forum, PMI India hopes to address issues around new project management techniques for cloud computing initiatives.

The theme for this year's conference was, 'The Journey to Transform India into a Global Leader in Cloud Computing by Leveraging Project Management.' There were two roundtable discussions on new product development, infrastructure and application platforms set up for cloud computing— project management best practices, lessons learned, and impact on the global delivery model (GDM) and; cloud computing-enabled IT services—project management best practices, lessons learnt, and impact on GDM. The sessions attracted leaders of the Indian software industry from companies such as Wipro, Infosys, Larsen & Toubro, HCL, Mahindra Satyam, Polaris, Orange Scape, Ramco System, Cordys Software, and Cognizant Technologies. PMI Chennai Chapter President Mr. Karthik Ramamurthy and PMI Kerala Chapter Vice Chairman Mr. Rajeev Panicker participated in the proceedings.

In its inaugural edition last year, the conference was held in Bangalore and had delegates from leading corporates such
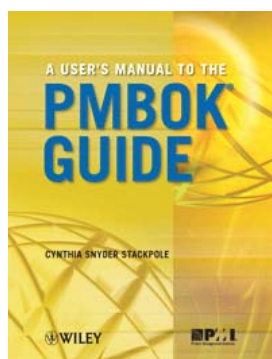

Industry leaders speaking at a roundtable discussion.

Chapter members and PMI officials who put the conference together.

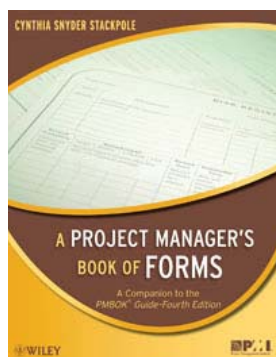as Dell, IBM, Infosys, Mphasis, Yahoo! India, HP, Nokia, and KPIT Cummins.

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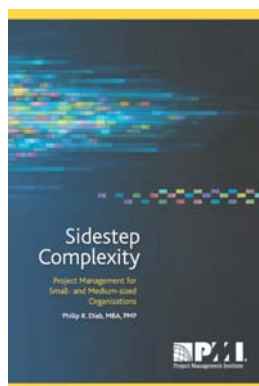paperback | 240 pp
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Hard copies of the forms can be reproduced directly from the book or from the accompanying CD, which contains customizable forms for use in any organization. The forms are arranged by Process Groups and Knowledge Areas, and a robust index provides quick access to the forms in the book and CD.

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SIDESTEP COMPLEXITY: PROJECT MANAGEMENT FOR SMALL- AND MEDIUM-SIZED ORGANIZATIONS

Far more than just a process-oriented tactical competency, project management increases project success rates, creates efficiencies, improves alignment with organizational strategies, and ultimately, increases competitive advantage. Leading companies like IBM, SAP, Accenture, Bank of America, BAE, Boeing, Citigroup, HP, Deliotte, Oracle, Procter & Gamble, and many more have all come to value project management and attribute their success to its practices. While these organizational giants have established themselves as early adopters of project management as a strategic competency, however, many small- and medium-sized businesses still face a learning curve. Using a narrative style, Philip R. Diab, PMP, past chairman and PMI Board of Directors member, provides a framework that helps inform leaders of small- and medium-sized organizations of the benefits of project management and how easy it can be to tailor the body of knowledge to meet their unique needs.

Sidestep Complexity is available at PMI.org/Marketplace. You could also look for it in a local or online bookstore.

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