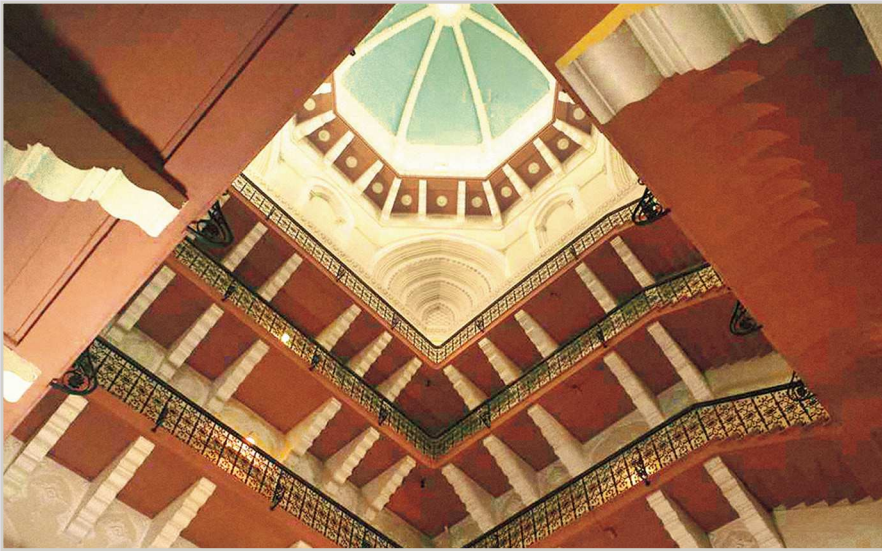


# MANAGE India



## RESTORING GLORY, REBUILDING FAITH

*The Taj Mumbai conducts massive repair and restoration of the hotel after the 26/11 attack with the help of project management*



*During the Taj Mumbai rebuilding project, intricate woodwork and metal lattice work that had got damaged during the 26/11 attack were replaced*

*Photograph courtesy: Taj Mahal Palace Hotel*

## COVER STORY

# Restoring Glory, Rebuilding Faith

*The Taj Mumbai conducts massive repair and restoration of the hotel after the 26/11 attack with the help of project management*

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## Calling entries from project professionals

### Submit your articles for the June issue by 15 May 2013

If you have a flair for writing and a desire to share your ideas with the project management community, here is an opportunity. Email 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](mailto:editor.manageindia@pmi-india.org)



# Letter from the Managing Director, PMI India



Raj Kalady  
Managing Director, PMI India

Dear Practitioners,

My heartfelt wishes to you and your family for traditional Indian New Year, whether you celebrated it as Baisakhi, Bihu, Chaitra Pratipada, Gudi Padwa, Puthandu, Ugadi, or Vishu. Let the New Year usher in peace, prosperity, and joy in our lives.

Our advocacy efforts in industry through the PMI India Champion Program continue to grow. We recently inducted more Champions in Mumbai and Bangalore, taking the total number of these PMI ambassadors in various organizations across industries to 36. I congratulate them and wish them all the best in their endeavour.

Preparation for the PMI India Project Management National Conference 2013 in New Delhi is underway in full swing. One of the most popular segments of the conference is the PMI India awards program for organizations and individuals. I encourage you to send in nominations for the various categories. Please refer to the announcement on page 5 for more details. We are also taking submissions for technical paper abstracts. This may be your opportunity to present to the largest gathering of project practitioners in the country. If you have a technical paper idea, start work on it today.

We have formed a translation verification committee for the Hindi translation of *A Guide to the Project Management Book of Knowledge (PMBOK® Guide)*—Fifth Edition. The

committee will review and validate the translation in terms of accuracy of technical details and language. The goal is to produce a translated version that is technically and conceptually equivalent to the original text, and culturally appropriate. We expect to launch the translated version at the national conference in September.

In this issue of *Manage India*, we feature an unusual project management story. It is the story of the rebuilding of the Taj Mahal Palace Hotel in Mumbai. Soon after the three-day terrorists' siege of the Taj Mumbai ended in November 2008, Mr. Ratan Tata, then chairman of the Tata Group, announced that they would rebuild the hotel "brick by brick." It took close to two years to rebuild and restore the hotel's heritage wing that had sustained the maximum damage during the terrorist strike. True to Mr. Tata's words, the hotel today retains the unique character, elegance, and grandeur that it has been known for in its 100-plus year legacy. I hope you enjoy reading this issue.

Warm regards,

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

Raj Kalady  
Managing Director, PMI India

# Managing Success with Team Work

*Mr. P.P.S. Paul, general manager (projects), Indian Oil Corporation Ltd., outlines the objectives and responsibilities of each team member in a project*



Success always has a strong bonding with failure. Systematic study of failures is the path towards success. Failures that we encounter while executing projects are later termed as experience. A door that leads towards success is the team.

The solar system is one of the best examples of a team, where all the members work within their limit. The team consists of small, big, and mighty members with identified jurisdiction, and follows a pre-defined system. To achieve success, we must adopt a team structure like that of the solar system. Here the client is the sun, who has all the energy and the power and bonds with other planets and satellites, which are analogous to consultants, vendors, contractors, and sub-contractors.

Let us go back to the basics. The objective of the team needs to be well-defined and each member of the team needs to understand his/her contribution towards the project. Like the solar system, team members should get well distributed energy, with contributions from planets and satellites. It is the responsibility of the sun (client) to take care of the planets and satellites (consultants, contractors, and vendors). This equilibrium is important to maintain project success.

We assume all the business partners are in it to earn money. Depending upon the nature of the project, one can identify various business stakeholders. In a mega project, the stakeholders are the client, licensor, project management consultant (PMC), vendors, contractors/sub-contractors, local administration/state government/ central government, and local vendors.

For the success of the project, it is important to analyze and identify the common objective of each stakeholder, and align their goals for project success.

The client is the biggest stakeholder in the hierarchy, and its business opportunity can be realized only if the project is completed within given parameters of time schedule, cost, and quality performance. The manpower structure for managing a project is important. Team members must be positive, planners, progressive, possessive, and passionate. It is the client's responsibility to ensure all the stakeholders get a good environment to work in.

The licensor is the link that channelizes the technology for the project. A careful and proven technology is crucial. Positive support of the licensor motivates the team. This team member works like the left side of our brain.

The PMC is like the right side of the brain. It takes care of all logical decisions, be it tendering, procurement, engineer-

ing, materials management, construction management or planning, and steers the project. The PMC coordinates with owner, licensor, vendor, and contractor, and thus maintains balance.

The selection of vendors (material suppliers) must depend on several criteria, such as its capacity to execute the designated work, financial status, concurrent orders being executed, and quality policies.

Most projects are not completed on time or fail because of erratic supply. Continuous progress monitoring with vendor and timely approvals of PMC deliver good results. It is also important to monitor timely payments to vendors. Parallel projects or overloading the vendor with too much work may also affect the project. Progress monitoring is hence important. A good vendor is supportive at the time of need, and becomes a team member if it sees reciprocation in terms of technical and financial assistance, by clearing dues and approving technical documents.

Contractors transform drawings to physical existence. If the contractor does not make profit and its employees do not get their wages, the project will not progress. Money is the basic motivation for the contractor to work. The contractor sometimes works even while facing losses because of good will. But this is not universally true. Contractors need a good working environment, continuous flow of money, early decision on technical problems, positive decisions on administrative problems, rewards/penalties on early/late completion, and a patience hearing.

Contractors are equally responsible for creating a good work environment. Sometimes the contractor's inefficiency or bad management causes delays in engineering support or material supply, and results in project delay. Timely action by the client or PMC can prevent this situation.

As far as the local administration or the government goes, a good boundary management is required to get its strong support. Such support goes a long way for local area development, security management, and administrative support.

In the end, bring all the team members on a single platform to create cohesion and an atmosphere of win-win situation. Such teams always achieve success.

*(Mr. P.P.S. Paul has about 32 years of experience in managing greenfield and brownfield projects in oil refinery and petrochemical.)*

www.pmi.org.in



## Nominations open for India's most prestigious project management awards!

Past winners include L&T, Reliance, NSE, HSBC, GAIL, Infosys, Engineers India Limited, GPCL, THDC...

**This year, your organization could win!**

**Last date for submitting nominations April 28th, 2013**

The highest recognition for the project management community in the country beckons you. Send in your nominations, refer friends or just spread the word and pave way for excellence to be rewarded!

### PMI India Project Management Awards 2013 - Categories

Project of the Year	Category Large - Project/program with a budget of more than INR 1,000 Crores
	Category Medium - Project/program with a budget range of INR 100 to 1,000 Crores
	Category Small - Project/program with a budget of less than INR 100 Crores
Project of the Year	Contribution to the Community
Project of the Year	NGO
Practitioner of the Year	Recognizing project practitioners for their outstanding contribution to the development and advancement of the project management profession in India

For details regarding each of the awards and also for submission of nomination, please visit [www.pmi.org.in/conference2013/awards.asp](http://www.pmi.org.in/conference2013/awards.asp)

In case of queries, please write to [awards2013@pmi-india.org](mailto:awards2013@pmi-india.org)

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# Restoring Glory, Rebuilding Faith

*The Taj Mumbai conducts massive repair and restoration of the hotel after the 26/11 attack with the help of project management*

BY PANCHALEE THAKUR

A three-panel artwork by the late artist M. F. Husain dominates the lobby, its golden glow filling the air with a sense of vibrancy and positivity. Elsewhere elegant pietra dura (marble inlay) work takes one back to India's rich heritage in Mughal art. The Taj Mahal Palace Hotel in Mumbai, a blend of the modern and the antique, of pride and perseverance, is today also a reminder of the country's long fight against terrorism, a symbol of grit and fortitude, and triumph of the human spirit in the face of adversity.



Photograph courtesy: Taj Mahal Palace Hotel

*An artist giving finishing touches to a painting. The team camped at the Taj for nearly a year to complete the project*

The image of thick plumes of grey smoke rising from the central red dome of the Taj Mahal Hotel on 26 November 2008 remains etched in the memory of most Indians. That day a group of Pakistani terrorists attacked Mumbai, leaving 164 dead and over 300 injured. The Taj endured a three-day siege in which 31 people died. In the gun battle between the terrorists and the Indian Army commandoes, the hotel structure, particularly the heritage wing, suffered severe damage.

A year and nine months later, the hotel reopened fully, with its old splendor befitting this property of over 100 years. It was an arduous journey of rebuilding and restoration of not just the hotel structure but also of the hundreds of artworks and artefacts. The hotel used project management to successfully combine the efforts of the various teams working on the restoration project and give back to Mumbai one of its most recognizable icons in all its past glory.

## The project scope and challenges

The hotel was operational within a month but some sections took much longer to reopen. The tower wing opened first, the banquet halls in February 2009, The Sea Lounge the following May, Golden Dragon reopened with a new, contemporary look in November, The Harbour Bar and Wasabi by Morimoto the next month, the Crystal Ballroom in March 2010, and finally, the heritage section called the Palace wing in August 2010.

The rebuilding and restoration project team comprised of a project management company, architects, interior designers, structural consultants, mechanical engineering and plumbing consultants, security and safety consultants, audio visual consultants, art restorers and art consultants, original equipment manufacturers, luxury branded companies, artisans, workers, and the hotel staff. At the peak of the project, over 1,000 resources were used. These included project managers, supervisors, designers, coordinators, skilled artisans, and workers.

The project management office (PMO) coordinated and oversaw the project. The role of the PMO was to strategize, plan, execute, oversee, and monitor the overall work. The PMO was managed by experienced project managers whose main tasks were to ensure the work progressed smoothly, the teams were well aligned with the project objectives, and quality was maintained.

The maximum challenge came while redoing the heritage wing. Mr. Gaurav Pokhariyal, general manager, The Taj Mahal Palace, Mumbai, said, "There were structural aspects to be considered as the hotel is more than 100 years old. We faced a lot of restrictions as the hotel is designated as a grade II heritage structure." The other challenge was the complexity in design as no two rooms are the same. Plus the team had to renovate 19 uniquely themed suites.

Restoring the artworks that the hotel had collected over the years took significant effort. There were reportedly about 4,000 pieces of valuable artwork to be restored. The paintings were stacked up in a room with no air-conditioning for several months after the attack. Some of the paintings had got wet during the fire-fighting, and some covered in soot. During the months that they lay unattended, many of these paintings attracted fungus that attacked the pigments. Some canvasses shrunk; others had knife marks and bullet holes.



## Project management helps restore old glory

Human resource management was one of the most important aspects of the project. It required people with specialized skills for most activities. The hotel's architecture is a blend of Florentine, Moorish and oriental styles, and the interiors inspired by traditional Indian themes. It meant using resources with knowledge and skills in these unique styles of architecture and interior design.

"We divided the project into phases and zones with separate project teams and timelines. Different designers based on experience and capabilities worked on the project that helped us expedite the execution. We also appointed specialized consultants to help us on heritage, conservation aspects," said Mr. Pokhariyal. Besides specialists from India, consultants from the US, Italy, the UK, and Singapore worked on the project. Specific sections of the hotel required specific skills. The project team brought craftspeople from Udaipur, Rajasthan, to restore ornate marble inlaid flooring in the famed Rajput Suite. Glass blowers from Delhi worked on the elaborate chandeliers that hang in the dining area.

Art restoration took close to a year. A team of five art restorers from the Delhi-based Art Life Restoration Studio toiled in the Crystal Ballroom to bring the vastest private collection of art in India back to life. The team first sorted out paintings that were worth the restoration effort. Many of these paintings



*Some of the paintings took several weeks to restore, which included adding pigments and redefining the artwork*

were damaged beyond repair with fungus, soot, bullet holes, and knife cuts. Also not selected were paintings whose cost of restoration was estimated to be higher than its value. The selected paintings were fumigated before the artists started adding pigments and redefining the artwork. Finally only 300 paintings out of 4,000 made it.

Many of the paintings were saved because of glass casings. Considering the hot and humid weather in Mumbai, in 2003, the hotel had started encasing the most valuable paintings in glass. That helped minimize their damage during the attack.

The top management conducted regular supervision and reviews of the project. The project team relied on them for guidance as the final product had to retain the unique Taj feel. The palace wing was reportedly repaired, restored, and upgraded at a total cost of Rs. 1.8 billion.

The loss of human life and damage to property was immense. But what stood out beyond the terror and tragedy was the resilience and bravery of ordinary people. Earlier the Taj Mumbai had fascinating stories to tell about the celebrities who stayed there. Today, the hotel resounds with stories of extraordinary courage of the Taj staff and commandoes who put down their lives to save the lives of guests and colleagues, and stories of duty and responsibility over personal grief.

The hotel now has a memorial in their honor. The Tree of Life is an artwork by Mr. Jaidev Baghel that stood on the sixth floor of the grand staircase of the heritage wing. This floor was gutted but the artwork survived unscathed. "The Tree of Life is in remembrance of our colleagues and guests who lost their lives during the attacks. The memorial is not a symbol of loss but a symbol of life in all its potency," said Mr. Pokhariyal.



*The Tree of Life memorial to commemorate the lives lost at the hotel during the 26/11 attack*

# Knowledge Platform for Educators, Students



*Mr. S N Subrahmanyam, Prof. Bhaskar Ramamurthi, Dr. Srinivasan Sunderrajan, Dr. Karuna Jain, Mr. Raj Kalady, and Dr. LS Ganesh during the conference*

Academicians, senior practitioners, and students attended the three-day Research & Academic Conference on Project Management 2013. This was the second edition of the conference conducted by PMI India. The prestigious Indian Institute of Technology (IIT) Madras was the host institute.

The conference theme “Successful Project Management for Advantage India” formed the backdrop to discuss the role of project management education and research in the nation’s progress. Experts discussed the values of a projectized work culture and the need to produce more project managers to execute projects on time and within budget. The onus is partly on educational institutes to bridge the gaps in capabilities, competencies, knowledge base, and expert talent in the field of project management. The conference drew an enthusiastic response from the education fraternity and offered an opportunity to project management academicians and students across India to come together, gain knowledge, and share experiences.

Mr. S. Kanappan, executive vice president and chief executive, Larsen & Toubro (L&T) Geo Structure, delivered the presidential address, followed by the inaugural address by Dr. Srinivasan Sundarrajan, director, National Institute of Technology Tiruchirappalli. Eminent academicians and senior project practitioners who spoke during the conference were Prof. Bhaskar Ramamurthi, director, IIT Madras; Dr. Karuna Jain, IIT Bombay; Prof. Gopalaswamy Ramesh, Indian Institute of Information Technology, Bangalore; Dr. L.S Ganesh,



*A large number of students at the conference*

IIT Madras; Dr. K. N. Satyanarayana, IIT Madras; Dr. Kaye Remington, author, “Leading Complex Projects”; Dr. Girija Vaidyanathan, former bureaucrat; Prof. V.R. Muraleedharan, healthcare expert; Dr. M Ramamohan Rao, Indian School of Business, Hyderabad; Prof. Kandaswamy Bharathan, Indian Institute of Management, Ahmedabad; Mr. Vikas Grover, senior vice president, technology planning, Vodafone; and Mr. K. Ananth Krishnan, Tata Consultancy Services.

The conference began with workshops on “Resource Scheduling Heuristics” by Dr. C. Rajendran, department of management studies, IIT Madras, and “Simulation Tools for Teaching Project Management” by Prof. A. Shtub, professor of project management, industrial engineering and management, Technion, Israel Institute of Technology, Haifa, Israel, via video





*Award winners at the conference*

conferencing, and Dr. M. Suresh, faculty member, L&T Institute of Project Management, Vadodra, Gujarat.

Dr. Rammohan Rao, Prof. Krishna Moorthy, Prof. G. Krishnamurthi, and Prof. Raj Ponnuruli held discussion on the challenges that face project management education. A panel of distinguished academicians and industry experts such as Dr. Ashwin Mahalingam, Dr. Kaye Remington, N. Raghavan, and Dr. Ajay Pradhan discussed how to manage complex infrastructure projects.

There were a series of technical paper presentations on themes such as IT project processes and methodologies, construction and infrastructure projects, project management methodologies, and agile project management methodologies. There were separate tracks for paper presentations by students.

PMI India honored distinguished academicians and scholars for their contribution to the field of project management. Dr. R Mahadevan, whole-time director, India Pistons, presided over the awards ceremony. Dr. Koshy Varghese, Ph.D., professor, IIT Madras is the winner of the Distinguished Scholar Award 2012; Dr. L. Boeing Singh, Ph.D. assistant professor, IIT Guwahati won the Young Research Scholar Award.



*Dancers performing during the awards ceremony*

### Upcoming Pharma Conference

PMI India is partnering with CPhI Conferences to organize the first Pharma Project Management Conference on 8-10 May in Mumbai. The two-day conference will discuss the use of project management to meet the pharma industry's cost, time, and quality challenges. Leaders from Indian healthcare and pharma companies will provide perspectives on the role of project management in the industry. For more on the conference and to register, refer to <http://www.pharmaprojectmanagement.com/Home.aspx>

# The Art of Risk Management

BY VENKATESWARAN VINOD



Risk management is a key discipline of project management that needs no introduction. There are well-defined risk management frameworks that help in identifying, analyzing, planning, and controlling risks. Project management experts recommend acceptance, avoidance, or mitigation as a strategy to manage risks. Risk quantification is done by determining the probability and impact of risks. Over a period of time, there is organizational learning that leads to enterprise frameworks being institutionalized to track and manage risks. Based on our experience, while a formal risk management framework is critical, there is an equally important experiential and skillful aspect that is often overlooked. As someone once said, "Risk management is much more than managing a risk register."

In this article, we discuss risk management as an art and what should project managers do to enhance these skills. These suggestions serve as directional guides (or indicators), the intensity and success depends on the implementation skilfulness that a project manager brings in.

## 1. Be aware of the environment and understand the broader picture

At the core is the project environment (scope, mandate, deliverables etc.) and when you start moving outwards in a concentric fashion, the team comes next, followed by the client, then the client's industry, and probably other macro social and economic factors. The dynamism in these environments could lead to unanticipated situations and complexities. Awareness of the larger environment and continuous monitoring helps the project manager to deal with such situations in an assured way. Being solution-oriented rather than focusing on problems helps the manager to deal with these risks in an effective manner.

## 2. Extend your risk identification sources

The complexity and multi-disciplinary nature of projects demand a more accurate, comprehensive, and real-time risk identification mechanism. The impact of incorrect and insufficient risks is significant and could have a cascading effect across the entire lifecycle. To address these issues, managers need to groom and enable their teams to watch out for project related risks. Regular interaction with the team on risk management, and encouraging innovation and creativity helps improve coverage, and thereby, better management.

## 3. Consider intangibles such as brand damage, revenue risk etc.

Projects are defined to support core business to have an impact on the revenue stream, operational efficiency, customer satisfaction, and increased differentiation. Understanding these core objectives is critical to trace back risks that have an impact on these parameters. However, there are intangible factors such as brand damage, customer base impact, and market perception that could have a much higher impact. A typical risk management framework ignores these aspects. Project managers must develop this capability to evaluate these factors, understand the business environment to estimate these unquantifiable parameters, and consider them while doing risk planning.

## 4. Use your gut feel

Given the multitude of aspects that can have an impact on a project, assessing the impact of risks and/or developing a response strategy is quite challenging. Being tuned into the environment at all times coupled with experience is essential to develop an instinct to respond to situations. Managers have to use these instincts regularly and trust the sub-conscious feedback cycle to improve the efficacy of their decision-making. Managers need to use their judgment and gut feel on when to use frameworks vs. when to trust their instincts. An environment that allows people to make mistakes and learn from them is critical to developing these skills.

As a field, risk management will continue to advance in terms of sophisticated models, simulation, and maybe even social or community based risk management. There is no doubt that these techniques are important and play a significant role in project execution. Our strong emphasis is for managers to develop the art of managing risks, besides learning about formal methodologies and techniques. Successful project managers in the future will rely on well-developed formal mechanisms and would have to continue developing their instincts to create an environment where risk management is a continuous process.

*(Mr. Venkateswaran Vinod is an industry principal with the engineering consulting practice at Infosys who advises global enterprises on their ICT technology adoption. He has over 16 years of technical, consulting, product management, and delivery experience across automotive, banking, and retail industries.)*



## PMI PEARL CITY CHAPTER

## Women's Leadership Day

Eight members have been elected to the PMI Pearl City Chapter (PMIPCC) board in the recently conducted elections. Their tenure is from 1 April 2013 to 31 March 2014. The induction ceremony was on 23 March.



*Mr. Dan Sudev speaking at the Women's Leadership Day event*

The chapter started the practice of having smaller working groups in various organizations called clusters. It aims to continue chapter services with the help of clusters who can function as platforms within an organization and enable the sharing of best practices. The clusters incubated by the chapter have started to mature. The chapter participates in cluster activities on invitation. On other occasions, the clusters run independently as an internal activity in an

organization. The chapter is now exploring the possibility of taking the clusters to the next level by enabling co-hosting between multiple units.

PMIPCC has partnered with Andhra Pradesh's prestigious Osmania University's business management department to host a two-day conference. The conference, held at the university premises, was on "*Project Management – A Tool for Strategic Competence*." Eminent speakers from different sectors shared their experiential learning with the

participants. Mr. Srinivas Kopparapu, president, PMIPCC, presented on "Project Management and Organization Strategy – Human Life Perspective." Osmania University has expressed interest in partnering with PMIPCC to promote project management and leadership activities within the student community.

On the occasion of International Women's Day, PMIPCC conducted a special networking meeting on the next day, 9 March, with the theme "Management and Gender Inclusivity," and declared it "Women's Leadership Day." Ms. Rajita Singh, human resources head, Broadridge Financial Solutions, and Mr. Dan Sudev, director - delivery center, Hyderabad, were the keynote speakers. Ms. Sangita Zapparde, director, member services, PMIPCC, conducted an introductory session on Neuro-Linguistic Programming. Mr. Srinivas Kopparapu, president, PMIPCC, shared the revised chapter bylaws with the audience, following which there was a vote in favor of the bylaw revision. PMIPCC honored the following board members for their services on the occasion of International Women's Day – Ms. Nagini Chandramouli, director, ISLD & women's initiatives, Ms. Swathi Kuchimanchi, director, academy, and Ms. Zapparde. PMIPCC also honored the women staff for their contributions during the network meeting celebrating Women's Leadership Day.

PMIPCC signed a memorandum of understanding with Vishwa Vishwani School of Business to conduct a project management elective course at the institute. The course started in January 2013, and the first batch for this academic year has passed out. Dr. Deepa Bhide, PMP, subject matter expert faculty member, PMIPCC, and Mr. Vijay Bandaru, PMP, conducted the five-day, 40-hour course for the first batch of students. The course covered Certified Associate in Project Management (CAPM)<sup>®</sup> level project management education to help them get an overview of the project management framework as defined by PMI.

## WEST BENGAL CHAPTER

## Learn & Earn Session

PMI West Bengal Chapter organized the sixth edition of the Learn & Earn series on 16 March. The topic of the session, held at the Tata Consultancy Services premises, was "Recent Transformations in Banking IT Industry." In the industry, where business and transformation complement each other, it is important to understand the changes, so as to align the organization with the upcoming trends.

The speaker for the event was Mr. Jahar Bhattacharya, MBA, PMP, and a veteran in the IT industry, with around 35 years of experience in various roles spanning project management, strategic planning, leading technology, and process and quality transformation. Around 35 professionals from various industry segments attended the two-hour session. In the interactions that followed, Mr. Bhattacharya gave examples from his experiences on IT transformation in the banking sector. The session was the result of the efforts of Mr. Tapan Jena, associate director, programs and events, PMI West Bengal Chapter, and Mr. Ramu Gorai, chapter volunteer.

## PMI PUNE-DECCAN CHAPTER

## Month-long Activities for OnTarget 2013

PMI Pune-Deccan Chapter organized its annual project management conference, OnTarget 2013, with a series of events across the month of February.



Judges for Udaan 2013 (from left) Mr. Girish Kadam, Mr. Sudhir Hasamnis, Dr. Abhay Kulkarni, and Mr. Jay Dholakia

It began with the student track, Gyan Lahiri, on 2 February. It was held at WellSpun Vidya Mandir (WVM), Raigad. The chapter chose Raigad in keeping with its objective of reaching out to students in remote areas. Mr. P S Ghose, unit head, and Dr. Reetu Thapa, principal, WVM, actively supported the event. Around 200 students and 30 teachers from three schools in Alibaug participated. Mr. Girish Kelkar, past president, PMI Pune-Deccan Chapter, gave the keynote speech and shared his rich experience in leadership with the students. Students participated in a debate and problem solving competition. A PMI team of 15 including board of directors and volunteers co-ordinated and executed the event.

The professional track of the conference took place on 17 February. The chapter collaborated with TechGig to organize the day-long conference, on the theme, “Sustainable Growth through Effective Project Management.” It had 150 participants, with an additional 4,000 plus attendees online. The online webcasting option was a big success with professionals from different countries participating. Virtual attendees were from India, the US, Canada, the UK, Australia, Singapore, Pakistan, the UAE, Saudi Arabia, and Kuwait, who viewed the proceedings live, participated in lively online discussions, and shared their thoughts and feedback.

The speakers at the conference were Mr. Girish Kadam, president, PMI Pune Deccan Chapter, Mr. Umesh Bapat, former executive director, Tata Power, Mr. Alok Kanagat, executive director, Coastal Gujarat Power Limited, Mr. Nitin Kulkarni, executive director and chief operating officer, Persistent Systems, Mr. P. H. Rana, project director, Gujarat Solar Park Project, Mr. Subhash Devi, founder, Membrane Filters and Inovent Industries, Mr. Ravi Sahi, ESI International, and Mr. Dinesh Chinnappa, director - technology & innovation, Biodiversity Conservation India Limited. The panelists for the discussion on “Sustainable

ity of Careers” were Mr. Ignacio Vera, head, technology, corporate, investment banking & wealth management, Barclays Technology Centre India, Mr. Mark Richards, managing director, Turner and Townsend India, and Mr. Girish Kelkar, past president, PMI Pune Deccan Chapter. Another highlight of the conference was the Project Excellence Awards that were given for outstanding contributions towards project management.

The OnTarget student track, Udaan 2013, was held on 24 February at the Institute of Industrial and Computer Management and Research (IICMR), Nigdi, Pune. Udaan is an interactive forum for students and faculty members to share thoughts with professionals from industry.

There was a project and paper writing inter-institute competition for first and second year MBA students. It gave an opportunity to MBA students to creatively contribute to business and social issues, challenging students to apply critical thinking, ideation, and analysis to identify a real-world problem and propose unique solutions. The theme for this year’s Udaan was “Creating Professionals for Global Challenges.” The event started with lamp lighting and a welcome speech by Ms. Madhavi Deshpande, head of department, MBA, IICMR. Dr. Abhay Kulkarni, director, IICMR, explained the objectives of Udaan 2013, and the evaluation process. Mr. Girish Kadam, president, and Mr. Jay Dholakia, vice president - academia, PMI Pune Deccan India Chapter also addressed the children. Dr. (Capt) C.M. Chitale was the chief guest for the inaugural session, and Mr. Mohan Nair was the chief guest for the valedictory session.

The judges were Mr. Satish Khade, Mr. Dushyant Pathak, Mr. Hemant Apastamb, Mr. Pradeep Rathi, Mr. Praveen Patil, Mr. Jay Prakash Zende, Mr. Harish Honwad, Dr. Shailesh Kasande, Mr. Girish Kadam, Dr. Abhay Kulkarni, and Mr. Sudhir Hasamnis.

PMI Pune Deccan-India Chapter conducted its 101st monthly seminar on 9 March, which had over 60 members and non-members. The seminar was on “India and Team Work: A Glass Ceiling?” and was conducted by Mr. Raju Rao, PMP, founder and consultant, Xtraplus Solutions. Mr. Rao has been involved in process development, engineering, commissioning, and project management for over 25 years in India and the Middle East. He has co-authored two books, “Project Management Circa 2025” and “Organizational Project Management.”

The chapter conducted a networking and felicitation dinner for its members on 3 March at Deccan Gymkhana, Pune. The dinner was for chapter members and participants of previous chapter led PMP®/CAPM® training workshops.



## PMI BANGALORE CHAPTER

## Enriching, Empowering Lives

PMI Bangalore Chapter started a new program, “PM Enrich,” which is aimed at assisting practicing project managers to enhance their knowledge base by delving deeper and wider into the treasure house of project management body of knowledge and beyond. The first edition of Enrich was on the topic “Steering Project Success...What More is Possible” by Mr. Madhavan S Rao, founder, Assurance Consulting. A total 21 project managers attended the workshop that was held on 16 February in Bangalore.

The chapter has taken steps to revise its training material as per the fifth edition of *A Guide to the Project Management Book of Knowledge (PMBOK® Guide)*. The chapter aims to start training on the new curriculum in June.

The chapter has initiated the process for the election of new members for its executive committee to fill the existing vacancies. The nominating committee will announce the final list of selected candidates in April.

The chapter hosted the 200th session of PM Footprints on 14 March. PM Footprints was launched in October 2006 as a platform for project managers to share experiences and knowledge. It is held every alternate Thursday. For the 200th edition, Mr. T R Anand, management consultant and advisor, spoke on “Customer-Centric Project Management – Business

Perspectives.” Nearly 80 project management practitioners attended the talk.

On 23 January, the chapter distributed school bags and notebooks to students of the Government High School, Yellur in Devanahalli district. The chapter had earlier distributed solar-powered LED lamps to students in this school, some of who are preparing for their school-leaving exams. This initiative is in collaboration with Rotary Bangalore West. In the past three years,

Rotary Bangalore West has undertaken an ambitious project, Vidya Deepa, to provide hundreds of solar LED lamps to standard X students, aimed at countering the woeful power situation in rural areas. This year around 900 students from 23 schools in Karnataka have received these lamps. PMI Bangalore Chapter has made financial contributions besides providing project management and execution expertise.



Mr. Vijay Paul, director-volunteering, Bangalore Chapter, speaking at PM Enrich

## PMI NORTH INDIA CHAPTER

## Conference Buzz Gets Stronger

With preparations for the PMI India Project Management National Conference 2013 underway, it's been an exciting time for the PMI North India Chapter board. The chapter will be hosting the conference on its tenth anniversary year. Here is a brief update of the various activities completed or progress made so far for the conference at the Leela Kempinski, Gurgaon, on September 27-28.

The chapter has formed the conference core committee, signed the contract with the hotel, launched the conference website ([www.pmi.org.in/conference2013](http://www.pmi.org.in/conference2013)), and finalized the conference theme. The theme for this year's national conference is “Project Management - Bringing Certainty in Uncertain Times.” The part “bringing certainty” signifies the measurable and definitive value addition that project management best practices bring into the management of projects in these uncertain times.

It has also started releasing conference mailers calling for paper reviewer volunteers and technical paper submissions.

Bids have been invited from various event management companies. Six to nine volunteers from the chapter have been assigned to the conference core committee and other core groups required for individual tracks. Work has also started on finalizing the names of an additional 20-30 volunteers who will work with the core committee across different stages of conference preparation. If you wish you apply for volunteering opportunities, go to these links.

<http://www.pminorthindia.org/Opportunities/Company-Connect.aspx>

<http://www.pminorthindia.org/Opportunities/Region-Connect.aspx>

*(Chapter news has been contributed by Mr. Sandeep Bhavsar, Mr. Amitabh Kishore, Mr. Piyush Govil, Mr. Soumen De, Mr. Rinoo Rajesh, Mr. Rahul Sudame, Mr. Raman Udgiri, and Mr. Ashutosh Nadkarni.)*

# Internal R.E.P. Sessions

PMI India hosted a knowledge sharing session for the Internal Registered Education Providers (R.E.P.) organizations on 18 December 2012, which included a talk via conference call. It was a precursor to a series of such events hosted by PMI India. This was part of a special initiative for the internal R.E.P. forum during January to March 2013.

Each of these monthly sessions was conducted by a volunteer from the internal R.E.P. group with the aim to share project management best practices.

Mr. Anees Haidary, manager, operational excellence, Sasken Communication Technologies Ltd., held the second session on 22 February. The talk was on the challenges that multi-



cultural teams across geographies connected only virtually faced. Though there have been studies on the impact of individual culture on the performance of project teams and the success of projects, the influence of multiple cultures on the performance and success of projects is not as well studied. Mr. Haidary analyzed project decisions

and outcomes within the framework proposed by Mr. Geert Hofstede, an influential Dutch researcher of organizational studies and organizational cultures. Mr. Haidary proposed an inter-cultural interaction model that would enable a project manager to manage different dimensions of culture within the team, and take appropriate decisions and actions for suc-

cessful project outcomes. Project managers must also be proactive in dealing with this important and sensitive dimension of human behavior.

In another knowledge sharing session among internal R.E.P.s, Mr. Jinesh Jain, senior project manager, Aricent Group, presented on the “Quality Assurance Process Tracking through Automation in MPP.” It is the practice used to enhance quality process awareness and compliance across projects. Practitioners from companies like Aricent Group, Alcatel Lucent, Cisco System Services BV, Cognizant Technology, Data-matics Technologies, and Sasken Communications attended the talk.



Mr. Jain elaborated on this innovative practice that enables project managers to build quality process dependencies within project schedules defined in Microsoft Project Plan (MPP), a tool widely used for planning. He said the USP of the practice is that it is very simple to use and requires minimal effort for initially defining the process dependencies and periodically updating the status. Moreover, as this practice is very generic, it can be followed in any project using MPP for planning. Projects implementing this practice have largely benefited in terms of better quality process awareness for team members, reduced management effort for manual audits, and thus resulting in higher quality assurance process compliance.

## IIPM Conference on PMBOK® Guide—Fifth Edition

The Indian Institute of Planning and Management (IIPM), Chennai, a global R.E.P. of PMI, initiated discussions on the changes in the new *A Guide to the Project Management Book of Knowledge (PMBOK® Guide)*—Fifth Edition. Through a day-long conference on “Brainstorming of New *PMBOK® Guide*—Fifth Edition” on 2 February in Chennai, IIPM introduced the subject as a part of professional development and helped update the knowledge of project managers around the world. The conference was broadcast live to an international audience from countries such as USA, Qatar, Dubai, and Singapore, for simultaneous participation and interaction of project managers from different countries. It provided project managers an excellent opportunity to learn about the changes to all the nine existing knowledge areas in the new edition of the *PMBOK® Guide*.

The highlight of the conference was the one-hour panel discussion on “The Need for Project Stakeholder Management as the New 10th Knowledge Area,” which was highly appreciated by the audience. The panelists from leading IT and constructions companies agreed on the need to include stakeholder management. In the feedback that followed, most participants rated the conference 9 out of 10.



# New Champions Join the Force

PMI India Champions Program is now a strong team of 36 passionate project management professionals. The program recently inducted new champions in two separate launch events conducted in Mumbai and Bangalore.

**Mumbai Launch:** The champion program launch and the champion induction event in Mumbai were conducted on 19 January at Hyatt Regency. Apart from the newly selected champions, the current champions, members of the Champion Advisory Committee (CAC) from Mumbai, Mr. Rajesh Gupta, PMP, president, PMI Mumbai Chapter, and Mr. Saurabh Parikh, PMP, vice president - certification training, PMI Mumbai Chapter, attended the event. The induction program was conducted for 14 newly selected champions.

The event kick-started with an inaugural address by Mr. Raj Kalady, managing director, PMI India. After the champions and CAC members introduced themselves, Ms. Leena Gupte, PMP, provided an overview of PMI India. Mr. Ketharinath Kamalanathan, PMP, chair, CAC gave a detailed overview of the Champions program. Mr. Gupta spoke about how this program can connect with Mumbai chapter's advocacy initiatives. The program closed with a team-building exercise that helped the team get introduced and bond together.

**Bangalore Launch:** After Mumbai, the PMI Champions program core team moved to Bangalore to welcome the newly selected champions from the region at Le Meridien, Bangalore on 9 February. At this event, 12 new selected champions and CAC members were inducted into the program.

PMI Bangalore Chapter executive committee members – Mr. BG Jayaram, PMP, president, Mr. Sumanth Padival, vice president, technology, and Mr. Vaidyanathan Prabhu, director, corporate relationship – welcomed the new champions, along with the current champions and CAC members from Bangalore.

Ms. Gupte set the session off by introducing PMI India to the new champions. Post the self-introduction by the champions, it was time for Mr. Kamalanathan to outline the program's objectives and detailed approach. Ms. Shagufta Inamdar, PMP, member, CAC, from Bangalore gave her perspectives on the role of a champion. Mr. Jayaram also addressed the audience and extended the chapter's support for the champion program.

**Champion of the Quarter Q4 2012:** PMI India has named the following champions as the "Champion of the Quarter Award" for Q4 (Oct – Dec, 2012):

Mr. Chetan Mathur, project delivery manager, Nokia Siemens Networks, Mr. B. Sai Prasad, senior manager, learning and development, Cognizant Technology Solutions, and Mr. Visukumar Gopal, practice manager, CEO's office, Syntel Ltd. The winners have demonstrated exceptional and continual effort in building awareness about PMI, PMI credentials, PMI standards and publications, among other areas.

*(This update was contributed by PMI India Champions Mr. Chetan Mathur, PMP, and Mr. Kumar Saurabh, PMP)*



The Champion team with PMI staff



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