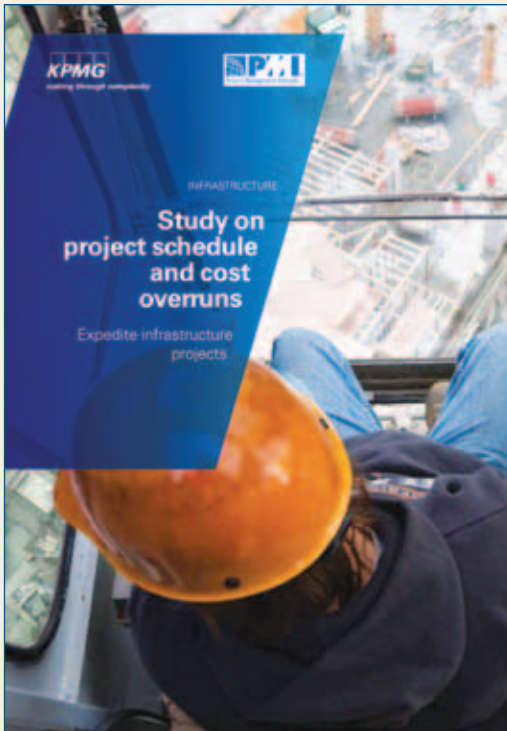


# MANAGE India

## The Big Debate: Development Versus Sustainability

Can development and sustainability co-exist in India? In the aftermath of the recent Uttarakhand deluge, *Manage India* looks for some answers in project management





*The recently released PMI-KPMG Study on Project Schedule and Cost Overruns identifies project management skills shortage as a major reason for project schedule and cost overruns, and makes recommendations to improve India's track record in infrastructure projects*

## COVER STORY

### The Big Debate: Development Versus Sustainability

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# Letter from the Managing Director, PMI India



Raj Kalady  
Managing Director, PMI India

Dear Practitioners,

We are just a few weeks away from the 5th PMI India National Conference in New Delhi. The two-day conference on the theme, “Project Management - Bringing Certainty in Uncertain Times,” will bring in different perspectives, thoughts, and insights into how project management can be a catalyst for growth and stability. With seven keynote speakers, four case studies, 14 paper presentations by industry experts, two panel discussions, and an early bird session, the conference promises to be a power-packed forum for knowledge sharing for professional growth. The attendees will benefit from the rich exchange of ideas and networking with peers. They will also witness the recognition of best projects at the awards night and get a chance to talk to the winners. I encourage you to visit our conference website <http://www.pmi.org.in/conference2013/default.asp> and register immediately, if you have not done it yet.

India is at the crossroads where infrastructure growth is a must to pull the country back on the path of fast growth. On the recommendation of the Ministry of Statistics and Programme Implementation, PMI India, along with KPMG, conducted a study across nine infrastructure sectors to understand the reasons for project schedule and cost overruns. The report identifies the lack of project management skills as one of the major areas of concern in the construction industry. Refer to page 10 for an abstract and [http://www.pmi.org.in/downloads/PMI\\_KPMG\\_2013.pdf](http://www.pmi.org.in/downloads/PMI_KPMG_2013.pdf) for the complete report.

In this issue, we're looking at the increased relevance of project management in the wake of the Uttarakhand tragedy in which over 5,000 people are reported to have died. While

the country's planners are looking at more investments into infrastructure, environmentalists are worried that we are over exploiting natural resources for the sake of development. We have invited experts from the public, private, and social sectors to debate on this topic and examine how project management can provide the right balance between development and sustainability. Did you know that PMI has a Project Management Methodology for post disaster reconstruction? It is available for free download at <http://www.pmi.org/pmief/humanitarian/PDRM.asp>

In our continued effort to promote project management education, we recently presented PMI India scholarships to two students of the National Institute of Construction Management and Research.

We owe our growth to the dedication and contributions of our chapter members and volunteers. As part of our new initiative to recognize long-standing chapter members, PMI India felicitated members of Chennai and Kerala Chapters at the recently conducted regional conferences. The PMI India Champion Program is another fine example of advocacy and I'm proud to see it grow from strength to strength. Today, we have 32 passionate Champions across various industries and organizations propagating project management within their organization.

A stylized handwritten signature in black ink, consisting of a large 'K' followed by a series of loops and a final horizontal stroke.

Warm regards,  
Raj Kalady  
Managing Director, PMI India

# Integrated Management of River Resources in India

BY M. GOPALAKRISHNAN

As time passes by, even terrible disasters like the recent tragedy in Uttarakhand floods, due to a cloud burst, coupled with a lake burst that sent down volumes of water downstream, will fade in human memory. At the time of the turmoil, the tragic impact of the high floods in the Ganga was in the minds of everyone in India. Time has now come to ponder over the reasons behind such instances that are not uncommon in India. How does one prevent such repeated calamities?

Soon after the devastating floods and the disaster that struck the Uttarakhand holy rivers, the focal point of discussions was better river management. Managing our rivers and more so, river-centric development, became the issue. Dams and other hydro projects are now being questioned for their relevance. Also under scrutiny is the development of infrastructure for tourism in the fragile Himalayan hill systems, such as the building of roads and ill-engineered construction for the hotel industry and even people's homes.

## Developmental Challenges in Hill Areas

In recent times, with increased affordability among our people, there has been a growth in leisure and adventure tourism, along with the age-old religious tourism in this region. There is enormous pressure on the hills during the monsoon months when the religious shrines in the Himalayas are open for pilgrimage. It has been a challenge for the local authorities to meet the ever increasing demands of tourism within the limited space of the rolling, unstable hill slopes that are prone to landslides. In recent times, the region has seen haphazard growth with poor management of its natural features. What we saw in Uttarakhand recently is the unfortunate result of such unplanned growth.

Water is life. Precipitation in different forms like rainfall, snow, and ice ultimately drain into the river systems. Well managed river basins are important for a region's sustainability. After all, all civilizations have centered around rivers and flourished.

Changing times, however, have imposed a challenge in water management. With per capita water availability

decreasing, an integrated water management approach becomes an absolute necessity. Poor management of river resources and climate change subject us to more risks and disasters such as floods and droughts.

Floods in rivers, particularly in its upper reaches, could to some extent be managed by dams with large storage space. We must look at moderated release of water that takes care of the interests of different stakeholders such as people living in different states along the river, the local authorities, and organizations that build and manage the dam.

## How the Tehri Dam Helped During the Uttarakhand Crisis

Let us revisit the Uttarakhand floods of June 2013. Tehri is the only reservoir of its kind in the Bhagirathi stem of the Ganga with a live storage of nearly 2,615 million cubic meters. The Tehri reservoir helped manage the Bhagirathi flood water to a significant extent. The water inflow into the dam from the Bhagirathi and its tributaries reached about 7,000 cubic meters per second (2.5 lakh cubic feet per second). This was a rate unknown in human memory in Tehri. But only about 7 per cent of the Bhagirathi water was

released during the flood. The Tehri reservoir also contained the Bhilangana stem of the other river that joins the Bhagirathi. This saved the cities of Rishikesh and Haridwar that served as the nerve centers for flood relief operations.

This efficient management of floods in the Bhagirathi stem of the Ganga helped control flood levels in Deoprayag, the confluence of the Bhagirathi and the Alaknanda, and saved the Deoprayag settlements. Moreover, the flood wave gushing down the Ganga along with all the Bhagirathi flows could have caused a substantial rise in the water levels downstream, wrecking a worse havoc along the Ganga. Without this flood management, the Ganga at Rishikesh which was flowing two meters above the danger level could have been as high as five meters. In Haridwar, the Ganga was flowing 1.5 meters above the danger level and could have been about 3 meters but for the Tehri dam flood control measures. It's an important lesson for the



“With per capita water availability decreasing, an integrated water management approach becomes an absolute necessity”

country's planners, project architects, project managers, environmentalists fighting dam constructions, and the general public. The fact that the Tehri reservoir has saved millions in a single flood season and averted disaster related damages and reconstruction expenses has gone unacknowledged.

While a single large storage helped in controlling risks and damage in the downstream reaches, several small storage facilities collapsed in both the river valleys of Alaknanda and Mandakini. Only the power plants in Tehri and Koteshwar continued to generate power at the time of distress when power supply was crucial for rescue and relief operations. Questions before all of us now, particularly those who are vociferous against water-related infrastructure creation, such as large dams: Can we not look at large dams with

huge storage facilities as important flood controlling features in the upper reaches of river basins that are prone to catastrophic floods? Is so much aversion to dams, particularly high dams and large storages, justifiable? Can we factor in all these

concerns and build dams and large storages to cater to water, food, energy security, and to avert flood related damage? Should project planning and designing factor in flood control as an important element of the project scope for large dams? The last question pertains to large projects such as in the upper reaches of the Brahmaputra where project planning has succumbed to pressures from the anti-dam lobby and now only small, run off plants are being conceived for hydro power without factoring in flood control.

### Lessons to Learn from the Recent Crisis

Large dams with sizeable storage provide water to insure against droughts and floods. However, a key factor that is of concern to those against dams is the issue of rehabilitation and resettlement (R&R) of the population that loses land as a result of dam construction. The affected people must be better off with the area's development. The onus of handling the sensitive issue of R&R is a real challenge where the stakeholders' involvement and expert managerial roles assume great significance. Why should India fail in tackling this challenge when it could address so many other societal challenges satisfactorily? Is 'no development' an option when food, energy, and water stress is increasing?

When it comes to the sacrifice of a few for a larger cause, as is the case with R&R, one has to approach the issue in a credible and sensitive manner. As a nation, we have stood together for national security. Water stress must be

treated as a threat similar to that associated with physical aggression in wars. Incentives and disincentives for non-cooperation have to be explored as fully as possible. Water wars can then be won with a new spirit.

Resettlement can lead to better conservation and development for the region. Thanks to the Tehri dam, the entire population of Old Tehri town and others, who were beneficiaries of the resettlement, were saved in the recent flood and are well off living in Upper Tehri Town. This town has developed greatly with a university and is benefiting from tourism, riding over other hill resorts in the vicinity.

The key to approaching water-related projects development in the country lies in effective stakeholder participation.

“The key to approaching water-related projects development in the country lies in effective stakeholder participation”

The strategy around these projects must best reflect not only the broader national and state interests but also the interests of the local communities. There must be participation of civil society and social organizations working with local communities

with knowledge of local issues at the project initiation stage. Such a project reflects the interests of all these stakeholders who may otherwise feel marginalized. While this could sometimes result in roadblocks when the project is launched, it may be rewarding to help create a better understanding and mitigate project risks at a later stage. Management can be successful only when we engage and manage the various stakeholders involved and give them a sense of belonging to the project. Overall, the necessities for development of infrastructure while caring for and preserving the ecosystem to the maximum extent, can work well. There will then be fewer chances of projects getting scuttled or delayed, as is seen in many places.

The country is at the crossroads. The dire need for more food, energy, and a cleaner environment need the engagement of governments, private developers, and local people with a positive spirit.

*(Mr. M. Gopalakrishnan has nearly five decades of experience in water resources planning & design, development, and management. He is a member of the Technical Advisory Committee helping World Water Development Reports and president of the New Delhi Centre of World Water Council. He served as the secretary general of the International Commission on Irrigation and Drainage and president of the Indian Water Resources Society. He is a recipient of the Life Time Achievement Award from the American Academy of Water Resources Engineers with the conferment of the Honorary Diplomat Status in the Academy in 2010.)*

# The Big Debate: Development Versus Sustainability

*Can development and sustainability co-exist in India? In the aftermath of the recent Uttarakhand deluge, Manage India looks for some answers in project management*

BY PANCHALEE THAKUR



The Vishnuprayag dam that suffered extensive damage during the recent flood (Photo courtesy: MATU Jansangathan)



Massive landslides cause roads to split open in the hilly region

As the dream of reaching double digit gross domestic product growth continues to elude India, economists are calling for structural reforms and infrastructure development. The Planning Commission of India has estimated that India will need an investment of Rs. 45 lakh crore on infrastructure during the 12th Five-Year Plan (2012-2017) to remove the infrastructure deficit tag and sustain high growth.

The recently released **PMI-KPMG Study on Project Schedule and Cost Overruns** throws light on the factors that are impacting the progress of infrastructure projects. Delays in land acquisition and site handover have been identified as the primary reason for schedule overrun in the pre-execution stage. This is often caused due to resistance from the local community and environmentalists, and a complex regulatory approval process which includes several environmental clearances. The lack of project management skills in the construction industry aggravates the situation as project managers are incapable of conducting adequate risk assessment, program management, and scope

change management. (Refer to page 10 for an abstract of the report.)

Environmentalists who oppose infrastructure projects believe the country is hurtling towards fast short-term growth without laying a foundation for long-term development. Is growth today taking place at the cost of the future generation? Are sustainable development and inclusive growth just buzzwords for scholarly pursuits and social activism, and not practical approaches for our country's all-round progress? The debate on development versus sustainability gets shriller after a tragedy in Uttarakhand that many believe is partly a manmade disaster. On 16 June a cloud-burst in the upper reaches of this hilly region caused massive flash floods and landslides killing more than 5,000 people and decimating towns.

*Manage India* invites a former bureaucrat and river resources expert, the CEO of an infrastructure company, and a leading social activist to deliberate on these issues and look for answers in project management.



**Q To what extent are disasters the result of poor planning or poor management of existing infrastructure?**

A disaster may be the result of an extreme natural event but the extent of devastation is often the result of poor maintenance of infrastructure or poor disaster management.

For example, urban buildings that should be earthquake resistant fail when an earthquake strikes, like we have seen in Ahmedabad. Flood embankments often fail due to poor maintenance. But why is maintenance poor? Answer to that is not easy. Many complex socio-economic factors come into play. For example, maintenance works are often not done on time because of contract related problems.

**Q What factors contributed to the scale of the devastation in Uttarakhand?**

Three factors are emerging but the merits of each need to be examined:

**a)** An extreme meteorological event: A very heavy rainfall occurred in a very short duration of time. Could this have been forecasted? Meteorological authorities say that atmospheric processes that cause such rainfall build up so fast that these cannot be forecasted. Further, in hilly catchments the time duration between the occurrence of rainfall and the start of flood is very short.

**b)** The construction of hotels, houses, and ashrams close to the river bank: It is easy to blame the local administration for allowing this but this is a reaction with hindsight and without any analysis of the region's flood records. It is an accepted fact that flood plains can be used for economic activity. The type of activity should be decided based on flood risk, which is determined based on past data. Is there past data to suggest that the buildings that have been destroyed in the current flood are located in a high flood risk area? I doubt it.

It is fashionable to criticize construction in flood plains. The Akshardham Temple in Delhi is located more than two km from the Yamuna. The Taj Mahal has been on the river bank for over 350 years. The Taj has not bothered the Yamuna, and the Yamuna has not bothered the Taj. But the Akshardham Temple and the Commonwealth Games Village have been severely criticized for being in the flood plains.

**c)** Performance of the disaster management system: The number of pilgrims/tourists trapped and affected was close to 100,000. For such a large number, and in that terrain and weather, evacuation was a very difficult task. In my opinion, the army and other agencies did a commendable job. Should

there be a restriction on how many visitors are allowed at a time? In hindsight, yes.

There is no hydro project upstream of Kedarnath that could have caused the flood in Kedarnath. The Tehri dam in fact has saved the downstream areas by absorbing a major part of the flood. What happened in Uttarakhand was an unfortunate natural event, and the magnitude of the disaster increased because of the large numbers involved. But now the do-nothing-ists are having a field day arguing against everything from hydel projects, roads, and hotels, to visitors, and tourism.



**MR. CHETAN PANDIT**

Faculty member, Symbiosis  
Institute of Management  
Studies

Former member, Water  
Planning and Projects, Central  
Water Commission & former  
head, National Water Academy

**Q Environmental activism is set to grow in the country and unless the government takes proactive steps, infrastructure projects are going to be affected. What changes need to come into the decision-making process?**

The government realizes that runaway environmental activism is hindering the progress of infrastructure projects. But the dominance of environmental activism cannot be overcome by making changes in the decision-making process because the same dominance blocks any changes in the decision-making process. A good example of this is the Cabinet Committee on Investment set up in January 2013 to review the procedure followed by ministries for clearance of infrastructure and manufacturing sector projects and to expedite projects costing over Rs. 10 billion. Originally intended to override the delays by other ministries, it was subsequently diluted to only review project status.

Still, the setting up such a committee is a move to undo the damaging impacts of excessive regulation, without actually dismantling the process. It is also a tacit acceptance by the government of having over-reached in formulating the environmental regulatory process.

Public pressure is the only counter to excessive environmental activism. The best example of this is the recent fracas over the Western Ghats Expert Ecology Panel report. This panel was set up to make recommendations for conservation of the environment in the Western Ghats. The panel recommended a blanket ban on almost all development activities in the region. The public reaction against the report was so strong that the government had to set up another committee to review it, which rejected the report.

However, the anti-infrastructure forces do not seem to be short on resources for their activities. The pro-infrastructure forces are divided and muted. We are passing through difficult times, and I do not expect any significant changes in the near future. ■

**Q What common challenges do infrastructure projects in India face that lead to time and cost overrun?**

Complex infrastructure projects have multiple inter-related nuances that need to be managed effectively from the start of the project. We have observed that in India the challenges begin at the project conception phase itself. Projects are not conceived well and there is lack of proper investment or due diligence at the detailed project report (DPR) phase. This forces the contractor or concessionaire to base their projections on incomplete/incorrect inputs, which in turn, leads to incorrect planning and estimation, leading to project time and cost overrun. This is compounded by a lengthy statutory compliance process and issues like land acquisition delays for which adequate buffers are not provided. Contractors also lack adequate knowledge and a skill base to tackle complex projects and end up making simplistic assumptions without allowing for the project complexity. Sufficient effort is not made in managing project stakeholders. There is insufficient emphasis on scenario analysis and disaster preparedness. This, in turn, leads to a very slow response when unexpected events happen. The above issues are especially pertinent to North Indian hydel projects, which are undertaken in a very tough Himalayan region.

**Q Please provide a brief of a mega GMR project that faced some of these common challenges and how did that affect the project schedule.**

GMR is the concessionaire for Delhi International Airport whose Terminal 3 was completed in a record 37 months. The major challenges faced during the development of this mega project were:

- Huge construction activity had to be completed to meet a tight schedule of 37 months
- 40,000 workers from different regions, speaking different languages had to work in absolute peace and harmony
- A 3000-strong workforce, including people from 19 countries had to be simultaneously recruited and trained
- Encroachments had to be removed and villages had to be relocated
- In the middle of the construction period, global recession struck us and we faced a cash crunch
- To comply with many regulations and extraordinary co-ordination activity with 58 departments from state and central governments

With its project management skills and effective management of project stakeholders, GMR was able to complete this mega project within time.



**MR. PARMESWARAN  
SIVALINGAM**

CEO, GIL EPC Division  
GMR Infrastructure Ltd.

**Q Infrastructure projects in India are often stalled or delayed because of stiff opposition from environmental activists and the local people. What are the reasons for such opposition or mistrust?**

Infrastructure projects, especially mega projects, have a large impact on the local people and the environment. The lives of local people are sometimes turned upside down as they might get displaced from their lands and livelihoods. The environmental impact is also huge for some projects as humungous resources are consumed or the landscape is permanently altered. A detailed social and environmental impact study is needed to address all these issues. A mega project should be undertaken only when a project is proven to have a disproportionate beneficial overall impact.

Moreover, enough time and effort needs to be spent in building local consensus for the project with adequate compensation for those impacted adversely. At all times the stakeholders should perceive that they are being dealt fairly. The inability of the project execution company to make this whole process transparent is the main reason that leads to stiff opposition from local people and environmentalists.

**Q Can project management help build a better sense of responsibility towards the environment in infrastructure creators?**

Health, safety, and environment processes are an integral part of project management. With adequate emphasis and top management support for these processes, infrastructure creators can responsibly create sustainable infrastructure.

**Q Please provide a few examples of how GMR has adapted project management and PMI's PMBOK® Guide framework to Indian conditions.**

The GMR Group has addressed all the Knowledge Areas of PMI's *A Guide to the Project Management Book of Knowledge (PMBOK® Guide)* in its process system for project management while adapting the same for India specific conditions.

- To address the high temporal complexity in Indian scenario, we ensure that our 'Project Planning, Review & Tracking' process is dynamic so as to respond quickly to changes in the external environment.
- To address the challenge of low skill levels, in our HR processes, we emphasize a lot on manpower training and have gone to the extent of establishing a skill development institute in partnership with an established Australian TAFE institute.
- Given the gaps in the skill level of sub-contractors in India, we have a highly detailed evaluation process for empanelling our sub-contractors. ■



**Q Infrastructure projects in India often face opposition from activists and the local people, leading to projects getting scuttled or delayed, and project costs going up. Why is such opposition so common?**

The major reason is the lack of proper appraisal, including social, environmental, and even technical (hydrological and geological) appraisal and the lack of participatory decision-making before taking the decision to launch a project. There is a complete lack of a credible compliance system to ensure that statutory laws are followed, and environmental and social management plans are implemented as required. In the case of hydel projects, we do not have a cumulative impact assessment that takes into account the carrying capacity of river basins. There is no assessment done of how a project can impact the disaster potential of an area and how it can affect the adaptation of communities in the changing climate. After a project is implemented, we do not have any credible system to check how a project is performing against what it was expected to achieve. Local people do not even get basic benefits; leave aside being taken as partners in development.

**Q Environmentalists are often seen as activists opposed to the country's economic development. How do you respond to that?**

Project developers, those connected with the government, and vested interest groups are raising baseless charges to deflect attention from their shoddy appraisal processes, short cuts in decision-making processes, and the lack of basin wide studies and credible compliance mechanisms or post facto evaluations. How can we have economic development at the cost of communities, environmental resources, our future generations, and democratic decision-making after full appraisal?

**Q Does the government do enough to encourage public debate about its development objectives? Does the government or private developers communicate well to people of a region before they embark on a project?**

In the entire project lifecycle, local communities have a role only for the namesake at the public hearing stage. Even at this stage, it is a complete façade since local people do not even have the details of a full and proper impact assessment in a language and manner that they understand. The public hearing is not conducted by an independent panel and when people protest, they are barred from even entering the venue. Even if all those present protest, the project still goes through. So we have no credible process in place for any worthwhile role for the local people. How can there be any trust in such a situation?



**MR. HIMANSHU THAKKAR**

Coordinator

South Asia Network on  
Dams Rivers and People

**Q You have been opposed to the construction of the Tehri dam. However, during the recent Uttarakhand deluge, the dam helped contain the crisis and hence, contributed to the region's sustainability. How do you respond?**

The Tehri Hydro Development Corporation, Central Water Commission, and Uttarakhand chief minister, Mr. Vijay Bahuguna, have been claiming that without the Tehri dam, the cities of Rishikesh, Haridwar, and the entire western Uttar Pradesh would have been washed away and water may have entered Delhi. This is such a baseless claim. We had come out with an analysis that showed that without the Tehri dam, water levels at Haridwar and Rishikesh would not have gone up beyond what they did for the simple reason that the peak flood

of 6,900 cubic meters per second (cumecs) in the Bhagirathi river on which the dam is situated happened on June 16. The flood reached 11,000 cumecs in the Alaknanda river on 17 June. So without the Tehri dam, floods may have reached Rishikesh and Haridwar a day earlier than 18 June. That it eventually did but the flood levels would have been lower than the levels reached on 18 June.

We have challenged the authorities to make public the hourly figures of the flow in the Bhagirathi, Alaknanda, and Ganga and also the levels, inflows, and outflows of the Tehri dam for the period 15-20 June, so that everyone can check the reality of their claim. The Tehri dam is a ticking time bomb in view of an earthquake of 8 or above on the Richter scale that seismologists have been warning about. We must also remember that due to the mismanagement of the Tehri dam in September 2010, Haridwar faced its highest flood level in history.

**Q Project management calls for a holistic view of projects and covers potential risks that a project poses on the environment and people. In the Indian context, what can a project manager do to ensure his/her project poses minimal risks and hence, has less chance of facing opposition?**

The first step is to have an honest environmental impact assessment, cumulative impact assessment, and disaster potential assessment, which we do not have today. Involve local communities in an honest way from the beginning of the appraisal process in order to achieve compliance during the construction and post commissioning stages. Put a credible compliance system in place and follow the rule of law. In the context of Uttarakhand, there is a need for an independent credible inquiry to assess the role of hydropower projects in increasing the disaster potential and actual disaster proportions. Till such an inquiry is in place, there should be no project. ■

# PMI-KPMG Study on Project Schedule and Cost Overruns

## Project Skills Shortage Impacts Infrastructure Projects

### Study Objectives

India has set an ambitious target of investing USD 1 trillion in infrastructure during the Twelfth Five Year Plan period. However, the country has consistently fallen short of meeting such targets with projects suffering time and cost overruns. The Ministry of Statistics and Programme implementation (MoSPI) recommended PMI to conduct a study, in consultation with KPMG, to highlight the major reasons for the time and cost overruns across major sectors in infrastructure projects. The projects surveyed are from power, petroleum, coal, steel, railways, roads & highways, civil aviation, ports & shipping, and telecom sectors.

### Key Findings

The study found that ineffective project planning and project monitoring is the most significant risk that has the maximum impact on project delivery. Survey respondents feel that poor program management results in ineffective co-ordination with projects and schedule delays. In the pre-execution stage, the lack of program management manifests in delays on account of land acquisition and site handover, and manifold regulatory approvals from several agencies. In the execution and closing phases, 79 per cent of the respondents feel insufficient management of project design/scope change is largely responsible for schedule overrun. Hence, it is imperative for companies to have effective project management and risk management techniques to monitor and control these risks during the project lifecycle.

The study highlights the importance of the Project Management Office (PMO) in ensuring successful implementation of projects through the deployment of project management leading practices. The PMO also helps in proactive risk identification and provides adequate guidance and information for timely decision-making. Although, Indian organizations have widely used external or independent PMOs, the shortage of qualified project management professionals has meant that the PMO cannot function to the desired level of capability. About 86 per cent of the respondents agree that PMO can be an effective way of monitoring and delivery of projects.

The KPMG-PMI report also includes techniques to improve risk management skills for successful project delivery. It deliberates that developing a project risk management framework, conducting independent reviews, and developing risk management reports are some factors that will positively impact risk management in projects.

The report also rates the deployment of practices such as centralized sourcing, preparing effective and timely project reports, CEO dashboard, and the usage of project management tools as the most effective mode to control schedule and cost overruns.

It emphasizes on a balanced Public Private Partnership (PPP) approach in the infrastructure sector for faster implementation of projects. Although the PPP model has evolved in recent times, private investment has fallen short of the targets. Creating a detailed policy for implementing PPP projects that is aimed at more transparency in the bidding and awarding processes will boost confidence and increase participation of private investors in the infrastructure sector.



The survey reveals that by 2022 the Indian infrastructure sector is likely to face a shortage of around three million project professionals, including project managers, civil engineers, planners, surveyors, and safety professionals. Lucrative careers in finance and information technology are leading talent away from the construction industry. India's vocational training curriculum that falls short of global

standards adds to the problem. Hence, it is imperative to increase investments in training and mentoring to develop the requisite skillset in professionals.

### Report Recommendations

- Set up a single window clearance mechanism to simplify the regulatory approval process
- Set up a three-tier project/program management office (PMO) structure in the country to monitor and de-bottleneck infrastructure projects
- Modify bidding criteria procedures
- Develop robust process for fast and efficient dispute resolution
- Institutionalize project management training for professionals
- Reform India's vocational education and training program
- Develop efficient transport and logistics system for faster project implementation
- Create an exhaustive list of empanelled vendor at the central level for infrastructure projects
- Promote public private partnership in the infrastructure sector
- Promote joint evaluation of project design for value engineering

# PMI Awards to Meritorious Students

PMI India awarded students of project management at the National Institute of Construction Management and Research (NICMAR) for outstanding performance. The award function was held on 5 August at the NICMAR campus in Pune.

The event started with a welcome speech and an overview of the PMI awards Dr. Mangesh Korgaonker, director general, NICMAR. This was followed by an address by Mr. Uday Yedur, head, academic relations & infrastructure markets, PMI India.

Ms. Archana R., a student of advanced construction management at NICMAR, Hyderabad, received the PMI India Extraordinaire Merit Award and a scholarship of Rs. 1 lakh from PMI. Ms. Pooja Dineshbhai Patel, a student of project engineering and management, NICMAR, Pune, received the PMI India Merit Award and won a scholarship Rs. 25,000 from PMI.

## Ms. Archana R. says about her project management course:

The program on project management that I'm currently doing perfectly complements my two years of work experience after my bachelor's degree in engineering. The various facets of business requirements can be evaluated with a blend of project management and engineering topics. The advanced construction management program at NICMAR aptly fits into what I am looking for.

There is a dearth of talented professionals in the construction industry in India. This leaves immense scope for improvements in the areas of planning, execution, monitoring, and controlling. The curriculum at NICMAR is the right mix of theories and practical approaches that makes me confident in dealing with practical situations. I'm sure I'll benefit from this program when I enter the industry.



(From left) Ms. Pooja Patel, Dr. Mangesh Korgaonker, Mr. Uday Yedur, and Ms. Archana R after the award presentation

This post-graduate program with a strong focus on project management is going to add to my work experience and will catapult me into a fast paced career growth path.

## Ms. Pooja Patel says about her project management course:

The project management topics that I am learning within the project engineering and management course at NICMAR Pune are helping me to improve my learning to a great extent. The course not only offers traditional subjects but also a host of topics of contemporary relevance that will help me to elevate myself as a "techno manager" to handle challenging projects. Having worked for two years in a consultancy firm, I understand the importance of project management. Now the course, which is a blend of civil, mechanical, electrical, and power engineering, has exposed me to all these fields. Case studies and live cases in class have helped in attaining practical knowledge. I'm confident that after I complete the course I'll be ready to jump into world of project management.

# Practitioner Connect with Organizations

Ericsson Global Services India (EGI) held a project management session called Epignosis in Kolkata on 16 July. The objective behind these sessions is to search, present, and discuss the linkages between various project management best practices, share project experiences, learn from one another, and unleash the potential of project management to drive business excellence.

Mr. Amitabh Ray, senior vice president, and Mr. Indranil Das, vice president, EGI, shared their views on project management from business and people perspectives.

A panel discussion on "Challenges in Project Management"

drew a huge response from the project manager community. Various sessions on key learnings from major projects in the company were shared by the respective teams.

Booths were put up by different teams to raise awareness among practitioners about the various initiatives on processes and practices in EGI.

Mr. Shine Sahadevan, head – organizational market, PMI India, spoke on how PMI and EGI can work together for mutual benefit towards building project management excellence within the organization and beyond.



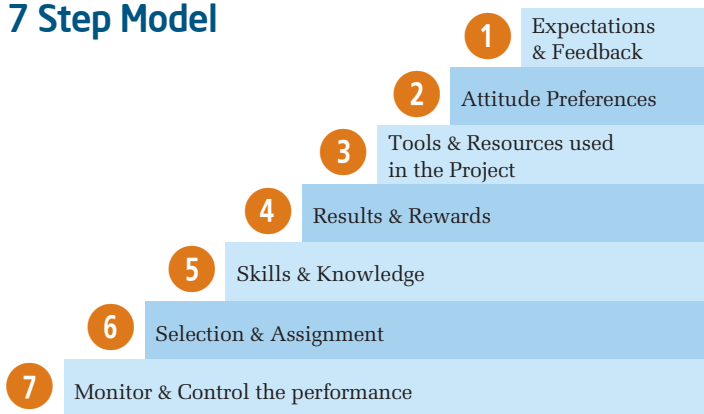
# Seven-Step Model for New Projects With Many Average Performers

BY RAMESH PALLE, PMP



Every organization as part of its training, analysis, and design, identify the best practices of top performers and then design a model to be used across the organization. The proposed model helps in initiating the best practices for any new project where we onboard a different set of individuals to work as a team to deliver the best to the customers in a time and cost effective manner. We also focus more on average performers to help them understand what best performers do, put it to practice, and start contributing more to the project effectively from the beginning.

## 7 Step Model



**1 Expectations and Feedback:** To improve human performance, we must first describe it clearly. Most programs focus on improving the behavior; we keep the focus on what people produce (the output). People per se create cost to the project but what they produce create value. Hence, defining the expectations play an important role. Against the expectations we need to define the feedback mechanism at the initial stage of the project itself, and not definitely towards the end of the project.

**2 Attitude Preferences:** Today many individuals work in a virtual environment. It's a good idea to have pre-defined attitude preferences for the project, which keeps the cross-cultural team well informed of what needs to be practiced across the project. Setting up attitude preferences should lead to employee satisfaction, which includes preferences for type of work, available incentives, and the working environment.

**3 Tools and Resources:** This step covers particular tools that we use to perform the defined work of an individual, along with the work processes.

We also need to identify resources that add value at the desired intervals for performance, like availability of expert consultants, reference documentations, mentoring, and facilitation opportunities at critical times.

**4 Results and Rewards:** Define clearly the intended and inadvertent consequences of performance in both monetary and non-monetary terms. This may involve negative consequences built into the work process, such as failure by other departments or teams, which punish doing the right things for an individual and impact the overall project.

**5 Skills and Knowledge:** At times we need to plan for training to improve the skills and knowledge of an individual, which is sometimes based on our experience. We identify job aids as an intervention to support the skills and knowledge for an individual. Planning for this step is more dependent on the next step, where we select a resource and assign the right job to an individual.

**6 Selection and Assignment:** We need to be more careful during onboard of a resource to the project and ensure that the individual brings to the job the required qualities that the project cannot be expected to provide (e.g. personal qualities, social skills, application skills, and functional knowledge) and that the project manages through optimal selection of people and assignment to jobs based on their capabilities.

**7 Monitor and Control Performance:** We often put insufficient focus on monitoring and controlling the performance of an individual and the team. This is an important step. Define the frequency of monitoring and provide the right support to ensure that the individual's performance is as desired and as defined at the beginning, which should continue till the closure of the project.

This seven-step model will help a new project by increasing the team's productivity, if all the defined steps are followed from the beginning of the project to the end.

*(Mr. Ramesh Palle, PMP, works as an SAP project manager with IBM India Pvt. Ltd. in Hyderabad. He has around 18 years of experience in several industry verticals. For the past four years, he has been handling delivery and project management for multiple accounts.)*



Chennai Chapter members after the felicitation with chapter president, Mr. Karthik Ramamurthy; component mentor, PMI western Asia, Mr. Ramam Atmakuri; and managing director, PMI India, Mr Raj Kalady

## Members Felicitated

PMI India felicitated 19 members of Chennai Chapter for being associated with PMI and the chapter for 10 years and seven members of Kerala Chapter for their eight years of association.

*Manage India* congratulates the following members for their long association and contribution to PMI India and the chapters:

### Chennai Chapter

Mr. Kannan Ganesan, PMP  
 Mr. Ramaswami Seshadri, PMP  
 Mr. Krishnan Iyer Ganesan, PMP  
 Mr. Ramesh Arunachalam, PMP  
 Mr. Kumar P.V.S., PMP, PMI-RMP  
 Mr. Bhaskar Swamy, PMP  
 Mr. Shenbagaraman Periyannayagam, Ph.D.  
 Mr. Dayalan Daniel Rajan Ramsey  
 Mr. Venkatadurga Nageshbabu Garapati, PMP

Mr. Palaniappan Meenakshisundaram, PMP  
 Mr. B. Subramaniam, PMP  
 Mr. Ravi Shekhar, PMP  
 Mr. Ramani Kesavan, PMP  
 Mr. Rangasamy Jayaprakash, PMP  
 Mr. Chandrasekaran Audivaragan, PMP, PMI-ACP  
 Mr. Sriram Raghavan, PMP  
 Mr. Raman Awal, PMP  
 Mr. Thirunarayanan Varadadesigan, PMP  
 Mr. Ravi G. Ramasubramaniam, PMP

### Kerala Chapter

Mr. Brajesh C. Kaimal, PMP  
 Mr. Kurisinkal S. Mathew, PMP  
 Mr. Suresh Ponnann, PMP  
 Mr. Leonard Jude Joseph, PMP  
 Mr. Karthikeyan Kumaraguru, PMP  
 Mr. Prem K Prabhakaran, PMP  
 Mr. Vikram Kumar B.T., Ph.D., PMP



Mr. Brajesh Kaimal receiving the plaque from Dr. Madhavan Nair



Mr. Kurisinkal Mathew being felicitated by Mr. Kalady



Mr. Vikram Kumar accepting the plaque from Dr. Nair

## KERALA CHAPTER

## Annual Conference Waves 2013

PMI Kerala Chapter organized its annual conference on project management, Waves 2013, at Uday Samudra, Kovalam on 8 June. The theme of the third edition of the conference was “Project Management – a Catalyst for Success.”

Padma Vibhushan Dr. G. Madhavan Nair, former chairman, Indian Space Research Organisation (ISRO) and secretary, department of space, Government of India, delivered the inaugural address. Dr. Madhavan Nair spoke about his experience in managing large projects in ISRO and the qualities that make a successful project manager. Mr. Raj Kalady, managing director, PMI India, gave an overview of the various initiatives taken by PMI India to promote the project management profession in the country.



*Dr. Nair delivering the inaugural address*



*Panelists Mr. Ramam Atmakuri, Mr. Karthik Ramamurthy, Mr. Tejas Sura, and Mr. Sreeram Ananthasayanam*

The talks during the day were categorized into four tracks: infrastructure projects, innovation & development, information technology, and social development. Some of the eminent speakers were Mr. Ramam Atmakuri, vice president, Cognizant, and component mentor, PMI western Asia; Mr. Praful Rana and Nayan Chokshi from Gujarat Solar Park; Prof. Koshy Varghese from the Indian Institute of Technology Madras; Prof. S Rajeev, director, Asian School of Business; Mr. Santhosh C Kurup, center head, TCS, Kochi; Mr. Diego Guidi, social innovation scholar, Amrita School of Business; Mr. Sreeram Ananthasayanam, head, government and education in global delivery, IBM; and Mr. Prasad Unnikrishnan, manager, health & public services, Accenture.

An experts' panel discussed “Will Managing Scope, Cost, Schedule, and Quality Guarantee Successful Projects.” The panel members were Mr. Tejas Sura, regional mentor, PMI; Mr. Karthik Ramamurthy, president, PMI Chennai Chapter, Mr. Ramam Atmakuri, and Mr. Sreeram Ananthasayanam.

The chapter presented awards to organizations that used project management in the social sector and increased the awareness of PMI at the grassroots level. Awards were presented to best performing local self government bodies such as block panchayats and village panchayats in Kerala for the year 2011-12.

For the first time, a pre-conference event was organized with an objective of academic engagement. There was a contest on innovation projects and a business quiz in which several academic institutes participated.

## WEST BENGAL CHAPTER

## Learn &amp; Earn Session

The chapter organized its fourth Learn & Earn event this year in July. Mr. Debasis Bandyopadhyay, an industry veteran who has seen the IT industry's evolution very closely, spoke on, Critical Areas of Focus in Cloud Computing. Being a topic of wide interest, it attracted 72 registrations, the highest till date. The session provided insights into the area of cloud computing. Attendees took active part in the interactive session that followed the talk.

The chapter president and the team from Aviskar 2013, the chapter's annual conference, took this opportunity



*Participants at the Learn & Earn session in Kolkata*

to address the attendees about the conference and how it presents an opportunity for project professionals of this region. The event ended with a networking session over tea.



## NORTH INDIA CHAPTER

## National Conference Preparations

PMI North India Chapter is gearing up for the **PMI India National Conference on September 27-28**. Track teams have been working hard for the past couple of months to complete work on schedule. Below are some of the speakers for the conference: Mr. Nandan Nilekani, chairman, Unique Identification Authority of India (UIDAI); Mr. Shashi Tharoor, Union minister of state, human resources, Mr. Hanumant Talwar, managing director, Convergys, India & UK; Mr. Bipul Pathak, commissioner and secretary IT, Jammu & Kashmir; Mr. Arun Maira, member, Planning Commission; Mr. Sanjay Jaju, secretary, IT, Government of Andhra Pradesh; Mr. Shashank Ojha, e-government specialist, World Bank; Mr. R. Shankar Narayanan, head – strategy and planning, Larson and Toubro; Mr. Girish A Wagh, vice president, Tata Motors Ltd.; and Mr. Indranil Das, vice president, Ericsson.

Conference registration with special discounted prices for PMI North India chapter members has started. The Chapter is working on an exclusive mobile application for the conference that will be launched towards end August. This time there has been a big number of technical paper submissions from different industries from across India and abroad.

Besides conference preparation, the chapter in collaboration with the International Institute of Learning India hosted a two-day program management workshop on “Successfully Managing a Group of Related Projects.” The chapter brought this program at highly discounted rates to its members. The event was held on July 13-14 in which many senior project managers and program managers participated.

## PUNE-DECCAN CHAPTER

## Engaging Monthly Seminars

PMI Pune-Deccan Chapter has been experimenting with different themes for its monthly seminars to deliver more value to its member community. The 104th monthly seminar on 8 June was attended by over 90 members and non-members. The first session, Shifting Business Dynamics to Process Consulting for Customer Success, was by Mr. Shirkant Chapekar who has over 25 years of experience in the IT industry. He highlighted the role of quality assurance in process improvements to align business processes for optimized deliveries to achieve customer success. In the next session, Discover Invisible Power, Mr. Mukund Joglekar, a former helicopter pilot and a life coach, spoke about recognizing one's inner self and how to harness it to perform various roles in life.

On 14 July, Mr. Mukund Joglekar conducted a workshop on team building. He took the participants through the day's program with four activity-based learning sessions. The activities were focused on imbibing inter-dependency in a team, planning, execution, co-ordination, diversity, communication, and working in a synchronous manner. The venue for the workshop was the picturesque Sadabhar Education Foundation facility at Mulshi.



*Attendees taking part in a game as part of the workshop on agile project management methodology*

The chapter organized its 105th monthly seminar on 6 July. It has over 80 attendees. There was a workshop on Shifting Agile Innovation Games – Ideas into Action by Mr. Rahul Sudame, director engineering & agile practice head, Faichi Solutions Pvt. Ltd. Participants discussed real-life project challenges and the use of innovation games in agile project management methodology. It was an interactive program that used several games to explain the concept to the participants.

## PEARL CITY CHAPTER

## Member Network Meetings

PMI Pearl City Chapter (PMIPCC), Hyderabad, conducted two member network meetings within a span of 30 days. The first network meeting was on 28 June 2013 at CMC Gachibowli. Mr. Lax Gopisetty, client solutions, manufacturing, Infosys presented on “Future CEO in the Context of Project Management.” Mr. Aswini Sivakumar, founder and chief of concepts, Jugular Social, presented on “Dynamics and Responsibilities of Project Managers as Change agents in Digital Business Transformation.” Around 120 members enjoyed the presentations and got an opportunity to network.

PMIPCC strongly advocates and practices transparency. As a part of this initiative, the chapter presented its audited records to chapter members at the annual general body meeting. Chapter president introduced the board members, enumerated their contributions during the period April 2012 to March 2013, and presented the roadmap until March 2014. Mr. Bhaskar Reddy Gaddam, director, volunteer management, unveiled the volunteer PMO initiative. Mr. Srinivas Kopparapu, president, PMIPCC, presented the member connect and reconnect initiatives. Mr. Ramam Atmakuri, member, PMI chapter member advisory group, was an invited guest.

This was followed by a presentation on “Career Planning for Project Manager” by Ms. Manisha Saboo, delivery manager, Infosys, and on “Strategic Management Approach for PM Based on Vedic Literature” by Mr. Srinivas Kopparapu.



*Chapter board members at the annual general meeting*

PMIPCC announced that it is conducting an elective course in project management at the National Institute of Technology (NIT) Warangal. Dr. C S R K Prasad, head, civil engineering, NIT Warangal also attended the meeting. Mr. Ravi Vurakaranam, vice president, PMIPCC, Dr. Prasad, and Mr. Ramam honored the volunteers, faculty members, and representatives from educational institutes and other organizations that have assisted PMIPCC in spreading awareness about project management. More than 150 members attended the meeting.

Mr. Kopparapu attended the PMI APAC Leadership Institute Meeting and the president's meet in Singapore on 13-14 July. PMIPCC is in the process of understanding the best practices and new lessons from this visit to apply it in a way that it will add value to chapter members.

## BANGALORE CHAPTER

## New Programs

PMI Bangalore Chapter organized its first contact program for those seeking to get the PMI Agile Certified Practitioner (PMI-ACP)<sup>®</sup> certification. The 21-hour program was held at Dhi Learning Centre, Bangalore for three days starting 12 July. Twelve participants took part in ACP Quest, which is the second new initiative to be launched by the chapter this year. The trainees provided a positive feedback on the program that included several games and activities.

This month the PM Footprints session was held on 4 and 18 July at Hotel Royal Orchid Manipal Centre. On 4 July, Mr. Arjun Rao Chavala spoke on the best practices in risk management. He highlighted the importance and need for close monitoring of risks during all stages of a project. He talked on the various tools and techniques available for effective project management. On 18 July, Mr. K. Vijay Kumar

spoke on “People Management Skills for Project Managers.” He reinforced that team members are the most important part of a project. A project manager who can get the best out of his/her team stands to win. Mr. Kumar spoke on various aspect of people management.

The third edition of PM Enrich was held on 27 July. Mr. Binod Maliel, PMP, an international trainer and executive coach, conducted a one-day workshop on, “Stakeholder Management Through Emotional Intelligence.” The program was a great success with 29 participants from various organizations.

**(Chapter news is compiled by Mr. Rinoo Rajesh, Mr. Raman Udgiri, Mr. Jayakrishnan P S, Mr. Piyush Govil, Mr. Amitabh Kishore, Mr. Soumen De, and Mr. L. N. Prasad.)**

# R.E.P. Bangalore Meeting

The third PMI Internal Registered Education Providers (R.E.P.s) meeting in Bangalore on 12 July was a huge success with 26 participants from 13 organizations attending it. Some of the participant companies were Alcatel Lucent, Cisco, HP, and Cognizant, and the invitee companies were Deloitte, Ericsson, and IBM. It was also an occasion to welcome a new company into the group, Synechron.



*Attendees of the R.E.P. meeting in Bangalore*

The highlights of the agenda were presentations made by R.E.P. member organizations, Alcatel Lucent and Sasken. Speakers shared their experiences and the value derived from this association. The value comes through exposure to volunteering opportunities like speaking at project

management events and being part of programs such as Excellence Enablers Forum and Campus Ambassador Steering Team, and PMI Champion Program, networking opportunity with other organizations and sharing of best practices, and conducting practitioner connect sessions.

R.E.P. member organizations had an hour-long group discussion on "Challenges Faced within Competency Development." The PMI staff took this opportunity to talk to the audience about PMI initiatives and offerings such as Pathpro and Knowledge Assessment. There was also a review of last year's R.E.P. group initiatives to highlight the achievements and contributions to the organization community.

## Write. Get noticed. Earn PDUs.

Submit your articles for the December issue by 15 November 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)



### 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 articles should be an original piece of writing
- If the writer uses information already published, he/she should give such references.
- An articles 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 email 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

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# New CAC Members Join the Program

The months of June and July were busy for PMI India Champions. They reached out to external organizations to spread awareness about project management. With the program expanding and reaching new highs, PMI India announced two new Champion Advisory Committee (CAC) members — Mr. Mahesh Gaddi and Mr. Partha Ghose.

Mr. Gaddi is senior manager, professional services, Infor Enterprise Software Solutions, Hyderabad. He has worked in the IT industry for over 15 years serving multinational organizations in the areas of ERP and extended ERP solutions. He has designed and delivered focused project management workshops for the pharmacy, IT, and the government sectors. Mr. Gaddi has served on the PMI Pearl City Chapter Board as director, academia, and has been actively involved with the Hyderabad region volunteering activities.

Mr. Partha Ghose is president and unit head, Welspun Maxsteel Limited, Navi Mumbai. A post-graduate in mechanical engineering from the Indian Institute of Technology, Kharagpur, Mr. Ghose has over 35 years of experience in iron and steel, copper, aluminium, ferroalloys, power, and infrastructure projects. He is a passionate senior volunteer of PMI and has been working towards promoting project management in public sector units and educational institutes.

## PMI Awareness Session at Infix Services

Infix Services is an IT company that is part of the Tandon Group and is based in Seepz, Mumbai. Mr. Manoj Sarasappan, PMP, senior vice president, Infix Services, invited PMI Champion, Mr. Jacob Zachariah, to advocate project management in the organization. A session was held on 18 June that was attended by a group of 25 middle-level and senior-level managers from the organization's IT and HR functions.

Mr. Zachariah touched upon key project management elements of HR, communication, risk, and ethics to elucidate the knowledge areas as prescribed by PMI's *A Guide to Project Management Book of Knowledge (PMBOK® Guide)*. The talk provided attendees an overview of project management and PMI's Project Management Professional (PMP)® certification. He also spoke about the differences in the fourth and fifth version of the *PMBOK® Guide*. He also highlighted the advantages of being a PMI member and PMP® certified. There were discussions on ways to introduce Infix managers into the PMI training programs. The talk lasted two hours, followed by a question and answer session.



Mr. Mahesh Gaddi



The risk management workshop in Pune

## PMBOK®—Fifth Edition Training Sessions

Newly inducted CAC member, Mr. Partha S. Ghose, PMP, initiated training sessions at his organization. He has encouraged engineers at the Welspun Group to get trained and certified in project management. He has now taken the help of the company's project leaders and corporate HR to start a series of training sessions covering all the 10 Knowledge Areas as prescribed by the *PMBOK® Guide—Fifth Edition*. The group that attended these sessions comprised of 12 senior and middle level project professionals. The trainings were conducted by Mr. Ghose, along with his colleagues Mr. Navneet Kumar, PMP, and Ms. Swati Pasthe, PMP. The course was completed over five weeks. The company has now decided to organize a program by a PMI R.E.P., followed by certification.

## Risk Management Workshop

Under the PMI India Champion Program, a workshop on "Risk Management in PMI Parlance" was organized for cross-functional engineering team of Sortimat Technology, Pune. The workshop was conducted by Mr. Vivek Sonar, head, project management office, at AMW Motors Limited. He is also a part of the Champion Advisory Committee in the Champion Program.

Mr. Sonar started the workshop with the Joe-Hari window technique, which is an innovative introduction process that sets the right ambience for a workshop. It covered tools, techniques, and strategies on risk management.

Various case studies related to the manufacturing industry were taken to further understand these tools and techniques. He also touched upon common pitfalls and practical tools to develop a good risk plan. Mr. Sandeep Bhavsar, vice president, international outreach, PMI Pune Deccan Chapter, spoke about the various initiatives of the PMI local chapter. Mr. Dilip Choudhari, general manager, technical operations, Sortimat Technology Pvt. Ltd. said that the top challenges in project management are to pro-actively anticipate and manage project risks. He appreciated PMI's efforts towards project management advocacy in the manufacturing sector.

### Sessions on Microsoft Project

MPUG India Chennai Chapter (<http://chennai.mpug.com>) conducts monthly chapter meetings that provide a unique platform to discuss, debate, research on Microsoft Project

features facilitated by industry experts. MPUG India Chennai Chapter and Mr. B Sai Prasad, PMP, PMI-SP, PMI India Champion and MPUG Chennai Chapter President hosted two MPUG local chapter events. On 18 May, Mr. K. P. Prakash, director, project management, Grade Results, Inc. and Mr. B Sai Prasad presented on "Make Your Schedule Realistic by Using Calendars and Manage Your Team Work With Team Planner." On 29 June, Mr. Kesavamoorthy Ramamurthy, associate director, Cognizant, presented on "Manage Resources in Project 2010." Attendees learnt how to set up calendars, holidays, use team planner to manage resource utilization, set up work, material and cost resources, configure availability of resources, and different resource related views.

(Contributed by PMI India Champions Mr. Kumar Saurabh, PMP, and Mr. Vinay Kumar Agarwal, PMP)

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▶ 4 mega case studies ▶ 14 technical paper presentations ▶ PMI India Awards Ceremony ▶ Earn up to 20 PDUs

### SOME OF THE EMINENT SPEAKERS



**Dr. Shashi Tharoor**  
MoS, Human Resource  
Development



**Mr. Nandan Nilekani**  
Chairman, (UIDAI)



**Mr. Arun Maira**  
Member,  
Planning Commission



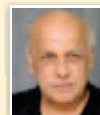
**Mr. Bhaskar Pramanik**  
Chairman,  
Microsoft India



**Swami Sukhabodhananda**  
Corporate Guru



**Mr. Deep Kalra**  
Founder & Group CEO,  
MakeMyTrip.com



**Mr. Mahesh Bhatt**  
Indian Film Maker

For registration details, email to [registration2013@pmi-india.org](mailto:registration2013@pmi-india.org). For conference updates visit [pmi.org.in/conference2013](http://pmi.org.in/conference2013)



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