

# MANAGE India

*Manage India  
features the  
PMI India  
Best Project  
of the Year  
2013  
awardees*





The Energy Research Institute project 'Extending solar lighting in selected Indian states' that has brought a new ray of hope to many people received the PMI India Best Project of the Year – NGO award 2013.

COVER STORY

## Winning Projects of 2013

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Manage India features the projects that fought the odds and came out on top to win the prestigious PMI India Best Project of the Year award in five different categories.

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### Announcement: Article of The Month

Submit your articles for the February issue by 15 January 2014

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

Send us your article with your photograph to [editor.manageindia@pmi-india.org](mailto:editor.manageindia@pmi-india.org)  
Please visit PMI India website ([www.pmi.org.in](http://www.pmi.org.in)) for eligibility criteria and submission guidelines.

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# Letter from the Managing Director, PMI India



Raj Kalady  
Managing Director, PMI India

Dear Practitioners,

In a couple of weeks, we bid adieu to an exciting and a memorable year marked by new initiatives, fresh inroads in our advocacy efforts, and more ambitious goals for existing programs. And what better way to wrap up 2013 than by launching a new certification - Portfolio Management Professional (PfMP)<sup>SM</sup>!

PfMP<sup>SM</sup> is an apt certification for practitioners who are responsible for the execution of their organization's portfolio management process, communication around portfolio progress, and recommendations for action. Now is the time for you to take part in the pilot launch and be one of the first to hold PMI's newest credential. For more on the certification, please [click here](#).

In our continuing effort to advance the profession through dissemination of knowledge, PMI has started a thought leadership series on the benefits of having a Project Management Office (PMO) in your organization. This series of reports will demonstrate the strategic value that a PMO can deliver in terms of achieving the business objectives of an organization. I encourage all of you to take a look at these reports [here](#).

PMI India is calling for Request for Proposals (RFP) for its 2013 case writing funding. We are looking for submissions of India-specific cases on project, program, and portfolio management. The objective behind this program is to create a case writing repository on businesses in India that can be used to further project management

education in the country. If you want to participate in the case writing RFP, please [click here](#).

In this issue of *Manage India*, we focus on the projects that won the PMI India Best Project of the Year awards for 2013. These projects overcame engineering and management challenges to achieve project and organizational objectives with the use of project management.

As we look forward to 2014, I wish you success, health, and happiness. Happy New Year in advance.

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



# Five Factors That Will Give Government Projects The Right Boost

BY HARI RANJAN RAO, IAS

Implementation and timely completion of government projects is always looked down upon as a weak link. However, contrary to popular belief, there have been an umpteen number of instances when projects were completed within the time limit and without cost overruns. Sadly, due to lack of proper documentation and creation of any credible repository, such useful learning has been lost.

Some of the challenges in implementing projects in the government sector are quite different from the private sector. There is a strong case for setting up an institutional mechanism of documenting projects and their implementation from the project management perspective. With my almost 20 years of experience in the government, I suggest that the following factors can help officers and project managers improve their performance substantially.

1. **Streamlining decision-making processes:** Multiple layers of decision-making and various committees at every stage compound the problem of lack of accountability and independence. So, streamlining decision-making processes for various project components can prove fruitful. At the macro level, this may require process reengineering leading to amendments in manuals, circulars, and executive instructions, but it is worth attempting as such institutional changes have long-term benefits. For instance, in an urban development project in Madhya Pradesh, the average number of days from concept design to contract award was reduced from 270 days to less than 100 days by revisiting layers of committees and processes.
2. **Establishing separate Project Management Office (PMO):** This may appear to be a routine starting point for any project, but in many government organizations, projects are attempted without having a dedicated PMO. This leads to project milestones taking a backseat and mundane daily tasks taking precedence. Setting up a PMO with the right skill set can make a lot of difference on approach and goal-setting. This is precisely the reason why multilateral agencies like the World Bank, Asian Development Bank, and UK's Department for International Development insist on setting up of an independent PMO before starting any project in the government sector.
3. **Continuous training and capacity building:** There needs to be flexibility to engage or hire expertise from other government units as well as the private sector. Continuous training and capacity building of team members is the logical sequence to this endeavor. Lack of exposure to basic project

management concepts can lead to disconnect between the top management and field level staff who are responsible for implementing the project. A structured training program consisting of technical and managerial skills must be approved right in the beginning.

4. **Enabling contract management and standardization:** Most government tenders and contracts are very tight jacketed without any flexibility. Cost escalation due to external factors like price rise and taxes are not factored in making project implementation unviable for the contractor. Therefore, measures like benchmarking the schedule of rates with independent market driven indices/indicators can be very useful. Contract management needs special expertise and governments must invest to develop it in its resources. One of the starting points can be to adopt standard bid documents prescribed by successful agencies and suitably modifying them. There should be provisions for allowing deviations and variations from the contract document (may be after due diligence by a committee to avoid any abuse).
5. **Using ICT:** Use of information and communication technology in projects can be a game changer. It brings transparency (with measures like e-tendering) and helps monitor milestones using standardized MIS. New technological frontiers like online platforms and mobile governance can be used to expedite processes of approval, measurements, and payments. In Madhya Pradesh, all government departments have been using online tendering for the past five years, awarding almost 50,000 contracts worth Rs. 1,20,000 crore. Payments are also made to contractors online directly into their accounts. As a next logical step, e-measurement and e-payment is being integrated with e-tendering, providing an end-to-end solution.

Above all, political vision, clarity, and leadership play the role of a catalyst. Political leadership looks for results and by adopting good project management practices, government agencies can deliver projects on time and within budget.

*(Mr. Hari Ranjan Rao is an Indian Administrative Service (IAS) officer of the Madhya Pradesh cadre. He is the secretary to the chief minister of Madhya Pradesh, besides holding charge of secretary, Departments of Information Technology and Public Service Management, managing director, Madhya Pradesh State Electronics Development Corporation, and chief executive officer, Madhya Pradesh Agency for Promotion of Information Technology.)*

[www.pmi.org.in](http://www.pmi.org.in)



## Got a unique project related concept to share?

Write a case study and get funding opportunity from PMI India

PMI India is pleased to announce its 2013 Request for Proposals (RFP) for Case Writing funding on topics related to project, program and portfolio management (PPPM). The objective is to generate a substantial body of compelling cases, relevant to Indian businesses that can be used by project management educators and trainers.

### Priority sectors

- Infrastructure (Buildings, Housing, Transportation, Energy, Water Management, Telecommunications, Solid Waste Management, etc.)
- Pharmaceuticals
- Aerospace and related
- Information technology
- Social sector
- Other key sectors

### Timelines

- Proposals for funding open on 11 November 2013
- Proposal submissions close on 10 January 2014
- Selected proposals will be notified by 14 February 2014
- Funded projects will begin on 1 March 2014

Good things happen when you get involved with PMI.

More details and forms can be obtained from the following link: [Download application form](#)

For further enquiries, please write to: [casewriting@pmi-india.org](mailto:casewriting@pmi-india.org)

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# Winning Projects of 2013

*Manage India features PMI India Best Project of the Year 2013 awardees conferred at the PMI India National Conference in the National Capital Region last September. These projects have demonstrated project management excellence by adopting both time-tested and innovative, technical and managerial methods to fight the odds and earn stakeholder satisfaction.*

BY SAPNA GUPTA



**The Mumbai High North Project**  
**PMI India Best Project of the Year**  
*(Budgeted Project Cost of more than Rs. 1000 crores)*  
**Larsen & Toubro Limited**

Larsen & Toubro (L&T) Limited, one of India's largest engineering and construction companies, undertook the reconstruction of Mumbai High North (MHN) block, an oil and gas drilling facility on the Arabian Sea that was gutted in a devastating fire in 2005.

The MHN redevelopment plan included reinstatement of production facilities with a per day total well fluid handling capacity of 270,000 barrels of liquid, 6.9 million metric standard cubic meters of compressed gas, and a total oil pumping capacity of 50,000 barrels of oil. To accomplish the task, L&T built a living quarter platform, along with MHN processing platform, that is considered one of the largest and most sophisticated projects undertaken anywhere in the world. Other main features included two flare platforms to release waste or unusable gas during oil extraction, bridges to connect the platforms, and the supply of three process gas compression modules to increase the pressure of gas so as to reduce its volume for transportation through pipes. All these constituted a total of 80,000 metric tons of structures.

Mr. Rupchand Lohana, deputy general manager, Hydrocarbon Upstream Division, L&T, says, "During detailed engineering, we realized that an additional 45 percent area was needed to construct all the facilities leading to substantial increase in the weight of the process platform. As a result, the MHN complex layout turned out quite different from what it looked like at the time ONGC had awarded us the contract." Oil and Natural Gas Corporation Limited (ONGC) operates these oil wells.

These large-scale changes demanded revision in engineering and design. L&T adopted integrated project

schedules, identification of critical tasks, maintenance of master schedule showcasing planned vis-a-vis actuals, progress reports on a monthly, weekly, and daily basis, and management reviews to manage time well.

The engineering scope included building a float over deck but due to the heavy MHN platform and a complex network of subsea pipelines, it was not feasible. L&T decided to fabricate the platform in 10 modules, thus taking the work breakdown structure (WBS) to the micro level. Fabrication activities were carried out at different locations, so the structures could not be trial fitted. Some of the major challenges during various project phases were redefining scope, managing a large number of workmen and offshore logistics, timely vendor mobilization for commissioning, and on-time availability of hook-up materials. At the time of project execution, another big challenge was safe installation of the heavy modules without damaging the pipelines in the seabed and integrating them with the rest of the modules.

L&T's adoption of innovative construction techniques, state-of-the-art infrastructure, mature project management processes, and the integration and synchronization of inter and intra personnel tasks led to this engineering feat. Procurement challenges were handled through material control charts. Cost management practices recorded commitments made to vendors, milestone approvals, and invoice management to ensure positive cash inflow. Timely risk identification helped build a competent mitigation plan through risk matrix that recorded new risks and tracked existing ones based on their severity and probability. Effective communication with all the stakeholders and the establishment of a communication matrix during all the stages of the project helped maintain coordination optimally.

The completed MHN platform with its enhanced fuel and gas handling and pumping capacity now generates revenues of Rs. 15 crore a day for ONGC, helping India in its effort to improve energy security.



An aerial view of the massive Mumbai High North complex. This project achieved several 'firsts' for Indian offshore such as the largest jacket, heaviest load out, heaviest offshore lift, largest offshore living quarters module, and largest process platform.

"We, at L&T, believe in continuous education. We have instituted the L&T Institute of Project Management that is affiliated with PMI. It conducts regular training programs, and management and certification courses. We are encouraging our employees to get certifications such as PMI's Project Management Professional (PMP)<sup>®</sup>," says Mr. Lohana.

### **Mechanization of The Cargo Quay – III (CQ3) Berth at Paradip Port**

**PMI India Best Project of the Year  
(Budgeted Project Cost between Rs. 100 to 1000 crores)  
Essar Projects (India) Limited**

The Paradip Port in Orissa is the hub of iron ore production and export in the eastern part of the country. Essar Projects handled this prestigious project to enhance the iron ore pellet handling capacity at the port as well as connect the iron ore pellet plant to the port's central quay.

The upgraded and mechanized cargo berth now has the longest iron ore belt conveying system in the country

that extends to 9.5 km. It can carry 5,000 tons of iron ore pellets per hour. There are three conveyors, three junction houses, a berth (space allotted for ship manoeuvre), and a ship loader (a machine used to load bulk of materials like iron ore, coal, etc.). It was a highly challenging project because of a fixed timeframe of 33 months for project completion. To achieve the timelines, the project team divided the project into three zones where it carried on work simultaneously.

Essar Projects faced several challenges while connecting the pellet factory to the port's cargo berth. The conveyor system had to cross existing structures like human settlements, an operational railway line, coal stacking areas, roads with heavy traffic, marshy land, and a creek. The conveyor system had to meet international quality and safety standards to avoid any mishaps during the project and operational phases. Space constraint for fabrication, transportation, and erection of steel structures was another challenge that compelled the company to carry out fabrication processes within the pellet plant. The fabricated structures were shifted to the installation site 8-10 km away at night to avoid cargo traffic and road

congestion. The project team deployed dedicated staffs to coordinate with the traffic department to avoid interference with the rail and road movement inside and outside the port area.

Mr. Sunil Kapoor, project director, Essar Projects, says, “As the project in-charge, one of my major concerns was acquiring, developing, and managing skilled resources. The available vendors had little skill but would not allow outside vendors to come in. It was a tense situation that gave me sleepless nights.” Moreover, a government regulation that enabled multiple projects to start simultaneously at the same location led to the scarcity of skilled resources. “We had to deal with an unstable work environment, sometimes compelling the team to bow down to the unreasonable demands of the labour unions,” Mr. Kapoor recalls.

Effective project management practices and the strong engineering capabilities of the team helped the project overcome the numerous challenges and meet stakeholders’ expectation. The project management planning and control mechanisms adopted were weekly plans, work allotments, daily progress review, monthly progress reports to the senior management, and on-time client billing. The procurement tracker, vendor management tools, MIS reports, material inspection plans, material consumption reports, and inventory reports helped manage procurement.

Essar Projects followed the project management processes, tools, and techniques prescribed by PMI’s *A Guide to the Project Management Body of Knowledge (PMBOK®)*



*Developing the new cargo berth inside the Paradip port was highly challenging because of the adjacent, operational railway line, coal stack piles, and busy city roads.*

*Guide*) to develop a detailed project plan that formed the basis for project executing strategies. Meticulous planning and monitoring kept the project progress on schedule in spite of the challenges. Mr. Kapoor adds, “A strong team effort and the will to complete the project on time was the key to the success of this project.”

### **Polyester Staple Fiber New Draw Machine Installation**



**PMI India Best Project of the Year  
(Budgeted Project Cost less than Rs. 100 crores)  
Reliance Industries Limited**

Reliance, one of the largest producers of polyester staple fiber in the world, wanted to install a draw machine in its existing plant to cater to the increase in demand for fiber. Draw machines are spinning production line equipment suitable for all types of fiber variety and they have high output speed. The project was to be completed within 16 months.

The project plan indicated delivery of a German equipment crucial for the process design of the new machinery. However, vendor bid analysis revealed that the technology was expensive and had a high lead time. Hence, process design was taken up in-house and a Chinese vendor was shortlisted, whose technology was customized to meet Reliance’s product requirements. However, reliability and quality of the deliverables needed to be reinforced by the technical expertise team.

Manufacturing followed a work breakdown structure (WBS) where individual modules were designed concurrently and all major equipment and piping were ordered according to priority matrix and the critical path. The total lead time of all major equipment in the critical path was 12 months but four of these equipment and related bulk material expected from China did not meet the Indian boiler regulations standards. These had then to be acquired from an Indian vendor. This entire process led to a delay of one and a half months.

The project team planned to make up for the delay by adjusting the schedules for the erection and testing phases. It arrived at this decision by using techniques such as Program Evaluation and Review Technique, Critical Path Method, Function Point Counting, and Top-Down Estimating. The erection of equipment, electrical systems, instrumentation, and piping were planned segment-wise immediately upon delivery.

Another major hurdle was to move the heavy equipment modules inside the enclosed building. The team used custom-made heavy duty forklifts instead of conventional cranes. Documentation was managed electronically via E-ROOM.





*The project team celebrating the successful and before time installation of the new draw machine at the Reliance polyester fiber plant.*

The project envisaged sustainable growth of the company's business, process innovations and process integration, designing an L-shape machine layout as against the standard straight-line layout for space optimization, overhead conveyors to transport new machines for installation, and a pure line organization model for engineering, procurement, and construction management that enables competency building and use of minimal workforce resulting in cost optimization.

The project was completed in a little over 14 months as against the planned 16 months. The total cost was well within what was budgeted for.

Mr. S. Narayanan, manufacturing head – polyester, Reliance Industries, says, "Reliance has always excelled in executing grassroots projects. This was a unique project as it was conceived by an operating team in an innovative manner. There were a lot of challenges in terms of new processes and new equipment. The project had to be executed safely within an operating plant in a very short time. A key factor behind the success is a fully empowered team that took decisions fast and showed high dedication."

### **The Kalyanpura Integrated Watershed Development Project**

**PMI India Best Project of the Year  
Contribution to the Community category  
ITC Limited**

Business conglomerate ITC is engaged in several developmental projects for agricultural communities across India. The Kalyanpura project in Bhilwara district in Rajasthan is ITC's first public private partnership project initiated in March 2007. It is a unique watershed development project that brings together four players –

the Rajasthan Government, a non-government organization (NGO), village communities, and ITC.

The livelihood of small farmers in these regions is jeopardized by inherently fragile agriculture conditions, topsoil erosion, and groundwater depletion. These farmers depend heavily on agriculture as there are limited off farm employment options and poverty is endemic. Climate change is worsening their conditions, especially in drought-prone areas, and that is going to impact ITC's agri-business.

The prime objective of the integrated watershed development project was to enlarge agricultural production through soil conservation, increased biomass cover in wastelands, water resource development, and strengthening crop diversification. By helping farmers improve their farming conditions, ITC wanted to establish a stable supply chain of quality products critical to its competitiveness.

The fundamental challenges the project faced were the vicious cycle of declining productivity, falling incomes, and resultant debt and poverty faced by small farmers across India; poorly maintained buildings and structures; and conflict of interests between social classes and castes in these deeply divided rural societies.

For optimum utilization of resources, ITC adopted a participatory approach for all the partners, utilized its professional and managerial expertise, tied up with government employment schemes, and set up a multi-tiered coordination and monitoring system. It conducted special training sessions of village panchayat representatives who moved on to form a Village Institution (VI). Each VI was responsible for ensuring that the project objectives for that village were met, there was uniformity in accepting norms, and there was networking among members. VI members included farmers, panchayat members, women self-help group members, marginalized farmers, and landless villagers. ITC conducted awareness building exercises in each village through *padyatras* (road shows), puppet shows, street plays, and *kalajathas* (socio-cultural events) to participate in VI.

VIs were set up with a strong technical, financial, and managerial training and support from ITC. ITC helped VIs put together comprehensive documentation systems, a robust MIS, and quality and cost control systems as reusable assets. Social conflicts were largely resolved through adequate representation of the most disadvantaged in the VI. As an extension of the socio-economic development of the region, ITC also contributed towards social investment programs, afforestation, women's empowerment, and education.

Through VIs, ITC promoted low cost and simple technology like soil and moisture conservation measures, drainage line



*ITC's watershed development project has helped farmers improve their farming conditions through a stable supply chain of quality products critical to its competitiveness.*

treatment, water harvesting structures, and regeneration of common land and pastures, thereby increasing productivity for farmers in a relatively short time span. These were complemented by other productivity solutions like sprinkler sets, organic composting, and biogas systems. To diversify income streams, cattle development centers were established through partnerships between NGOs, ITC, and the village panchayats.

The Kalyanpura Watershed Development Project now supports 1,473 households with a population of 5,674 (according to the census of 2001). As a result of project activities, 77 major and minor water harvesting structures were built, net cropped area showed steady increase from 20-80 percent, irrigated area has increased by 80 percent, areas supporting double cropping has gone up by 89 percent, and productivity increased post project implementation has gone up by 20-25 percent. Household incomes have risen, with over 18 percent of households earning more than Rs. 5,000 per month.

There has been considerable improvement in husbandry activities – nearly 70 percent of farmers have increased their livestock numbers, about three quarters faced no major fodder shortage and about 83 percent faced no major water shortage.

### Extending Solar Lighting in Selected Indian States

**PMI India Best Project of the Year  
NGO category**

**The Energy Research Institute (TERI)**

According to the 2011 census, 32 percent of Indian households lack access to electricity and still use kerosene and paraffin lamps. These economically backward districts are deprived of safe lighting after dusk, making basic activities like doing household chores, schoolwork, and business difficult.

TERI stepped up with Lighting a Billion Lives (LaBL) campaign to provide energy-starved

villages with solar lighting solutions under the Power Finance Corporation's (PFC) corporate social responsibility initiative. The implementation of solar charging stations (SCS) extended clean and reliable lighting sources across 26 districts in 11 states.

Leveraging community contribution, co-financing from entrepreneurs, and subsidy from the Ministry of New and Renewable Energy further helped to extend the project to set up around 500 SCSs in as many villages. It has so far impacted almost 100,000 lives. LaBL has also partnered with government agencies such as district administration, integrated tribal development agencies, and NGOs to reach out to remote locations.

TERI worked out the scope of the project, along with its LaBL partners, to identify the village. Thereafter, a local entrepreneur is selected and trained by TERI and the NGO to operate and manage the solar charging stations. TERI processes orders for approved LaBL solar lanterns from its technology partners. Materials are then transported and installed as per TERI guidelines. The trained LaBL entrepreneur charges the solar lanterns and rents them to villagers at a nominal daily rate. Technology partners through the resource centers provide after sales service.

The project saw various entrepreneurial trainings and workshops that assisted in the successful installation and commissioning of SCSs. The success of the project lies in implementing it through partnerships at various levels and with the involvement of all key stakeholders. Considering the achievements of this initiative, PFC has now partnered with TERI to enhance the infrastructure facilities to provide clean and reliable power in rural schools across backward districts in the country.



*TERI's solar lanterns have lit up the lives of under-privileged sections of the society who were earlier devoid of this basic facility. The instrument has impacted more than a lakh lives for their betterment.*

# PMI Acquires Assessment and Benchmarking Company

PMI has acquired Human Systems International (HSI), a UK-based assessment and benchmarking company with keen organizational insight developed over 20 years of collecting best practice project, program and, portfolio management data from commercial and government organizations around the world.

“HSI and PMI are like-minded organizations, focused on providing thought leadership, knowledge, and networking opportunities designed to improve company and practitioner capabilities in project, program and portfolio management,” said Mr. Mark A. Langley, president & CEO, PMI.

Over the past two decades, HSI has developed the world’s largest and most robust database that highlights organizational project and program management best practices. Using the insights assembled from this rich data source will accelerate PMI’s ability to develop relevant and credible thought leadership positions, content resources, and knowledge sharing among members and other key stakeholders. PMI believes this acquisition will further enable advancement of the project management profession and raise awareness of the value



Human Systems

project, program, and portfolio management (PPPM) can deliver as strategic business drivers.

“HSI’s assessment and benchmarking tools integrate well into PMI’s value delivery plans for business and government. The real strategic value of combining the two organizations comes from integrating HSI’s data-driven perspective on project, program, and portfolio management best practices, with PMI’s global reach, to deliver business insight that has been previously unavailable,” said Ms. Deanna Landers, chair, PMI Board of Directors.

“PMI’s acquisition of HSI brings together two driving forces of thought leadership within the project management industry. PMI has a history of robust research in the area of PPPM, which provides a cultural fit with Human Systems benchmarking and analysis for PPPM improvement initiatives,” said Mr. Terry Cooke-Davies, group chairman, HSI.

HSI’s benchmarking approach will remain methodology-independent and standards-agnostic, focusing on the best practices that have emerged over two decades of data collection from multinational organizations. Find out more about HSI at [humansystems.net](http://humansystems.net).

## PMI Public Sector Engagements

Last month PMI India organized two successful events for the public sector.

On 21-22 November, it held a conference for the Bangalore-based Hindustan Aeronautics Limited (HAL). The two-day event focused on project management challenges and opportunities for specific project scenarios at HAL whose senior managers presented papers and case studies, and participated in a panel discussion on the way forward. PMI presented on the project management impetus for government and public sector units.

The second event was a half-day workshop on e-governance and project management for senior bureaucrats in Bhopal. As many 150 participants from various state government departments, including the chief secretary and principal secretaries of the Government of Madhya Pradesh, took part in it. Senior officials spoke about the various e-government initiatives that they have undertaken, the challenges they face, and how project management can ease off some of those challenges. Mr. Raj Kalady, managing director, PMI India, spoke to the audience on “Leveraging Project Management for Executional Excellence”.

# Thomson Reuters Hosts Project Management UnConference

The Project Management group within Thomson Reuters is a vibrant, global, and passionate group of professionals, and this was fairly visible in the second Project Management UnConference held in Bangalore at the Thomson Reuters premises on 28 August. An unconference is a participant-driven meeting – an



*Attendees sharing knowledge and deliberating on their project management learnings.*

exciting and innovative approach to learning, sharing, and collaboration that has taken inspiration from the “Bar Camp” model of open, participatory workshop-events, for which the content comes from the participants. The event was held in association with PMI India. Besides Thomson Reuters, there was representation from companies such as IBM, EMC, Syngene, MindTree, and Goldman Sachs.

The philosophy behind the event is to improve project management in Thomson Reuters through collaborative sharing of ideas, knowledge, and experience, and then applying those learnings to the project environment. This year’s theme was “Empowering Project Managers.”

Dr. B. Suresh, former director, Vikram Sarabhai Space Centre, Thiruvananthapuram delivered the keynote address. He spoke about project management practices in India’s space program. It was clear from his talk how much the success

of a space project depends on project management. The second keynote speaker was Mr. Sunil Gupta, group head – quality, productivity, tools, and reuse, Infosys. He spoke about leveraging the power of a matrix-driven organization to enhance business value.

This year, the conference had a very engaging element - Pecha Kucha. Pecha Kucha is a form of idea communication that started in Tokyo in 2003 as a way of getting designers to tell their stories in a concentrated manner. The presenter tells a story in smaller bites, focusing on the main points. Some of the topics presented during this session included the Mumbai terror attacks of 2008, the art of influence, managing change, and effective communications. In another segment called World Café, the audience engaged in discussions on topics such as chaotic creativity versus innovation and whether we need to quantify and measure success of an individual on his/her soft skills.

The event concluded with a panel discussion on the central theme, “Empowering Project Managers.” The panel included representatives from Thomson Reuters - Mr. Pradeep Lankapalli, senior vice president and global head of operations centers, Global Growth Organization; Ms. Adele Craze, head project management office; Mr. Yogen Karumbaya, Bangalore site head - and Mr. B. G. Jayaram, President, PMI Bangalore Chapter and head of project management center of excellence, Infosys.

Here is what one of the participants had to say of the events. “It was a wonderful day to remember. People like me who are involved in operations and are in the budding stage of projects learned a great deal about how projects are carried out across their lifecycle. The event was very well organized and provided us a great platform to network with project managers across the company. I look forward to more such events,” says Mr. Vigneesh Venkatramanan.



*Participants at Pecha Kucha, an interactive forum for them to share ideas.*



# The Increased Role of Project Managers in Banking

BY PRABHU K. B., PMP

*A management graduate, Prabhu has around 20 years of experience in banking, investment banking, software development, project management, and support & service management.*

The banking and financial industry has witnessed exponential growth and transformational changes in the past two decades that have dramatically changed the way banks conduct business. These changes have brought in substantial benefits and ease of use to customers.

Customers today prefer ATM, Internet, and mobile banking over banking at the branch. Fund transfers happen by exchange of information through SWIFT and other messaging protocols. Customers, who were earlier considered customers of the branch, have become customers of the bank or customers of the banking system, with anywhere, anytime, 24\*7\*365 banking becoming a reality. Settlement cycles on securities have reduced thanks to a seamless system between financial institutions (FIs), broker/dealers, custodians, and depositories. Today, a mindboggling number of financial transactions are conducted across the globe every day.

While these developments have delighted customers, virtually removing all the maladies, it has increased the complexity and risk at the bank's end. Since their core competency is banking, almost all the activities in the value chain are outsourced to strategic partners. Outsourcing introduces a gamut of stakeholders, namely datacenter vendors, network and infrastructure vendors, software vendors, and business and transaction processing vendors. The new-age business introduces challenges and risks that are unprecedented, namely transaction security/fraud prevention, data privacy/secretcy, regulatory and compliance, managing business continuity and failover systems, and government/political pressures against outsourcing.

Banks and FIs have extensively adopted project management principles and practices while delivering their products and services, with project managers playing a pivotal role. Let us take a sample project, say, mandatory changes to conduct transactions under SWIFT.

SWIFT makes changes to its messaging protocols every year that are mandatory to implement, and the dates are non-negotiable. After the change/cut-off window, only messages created in the new format are accepted between FIs. Messages in the old format are rejected, leading to communication breakdown between FIs. The impact is catastrophic.

The project scope in simple terms is "changing the application software to process the new message formats." Project managers are allocated a budget and a project team is formed with stakeholders from all outsourcing partners, with a clear mandate of completing the project within scope and time, although

cost can be compromised. The project manager prepares a detailed project plan, encompassing the project plan of the software vendors, testing plans, and cutover plans of strategic partners. Like in any other project, the project manager is responsible for scope sign off, preparation of detailed work breakdown structure (WBS), maintaining and updating a risk register, and tracking project progress. She constitutes a project working committee, conducts meetings, provides updates, and escalates issues and risks to the senior management.

Since banks accord the highest priority to risk management, any change in the production system is controlled through a well-defined change management process. This process involves the preparation of a detailed implementation plan, as listed below and obtaining approval from all the stakeholders, including the upstream and downstream applications, regardless of whether they are impacted by this project or not.

- a. Business justification
- b. Business impact, if change not implemented
- c. Test results
- d. Implementation window
- e. Outage (if any)
- f. Fallback & rollback plans

Once the changes are implemented in the production system, it is the project manager's responsibility to conduct post production verification and obtain user sign off. In addition, the project manager is responsible for warranty support, which implies that she has to don the hat of a production support manager, at least temporarily.

Thus, any project in a bank is not just a project but a program involving and engaging multiple stakeholders with the project manager taking end-to-end ownership and accountability. She has to manage the complexity of dealing with multiple stakeholders apart from managing scope, time, cost, and budgets. Risk planning and mitigation is done exhaustively in banks and FIs. The project manager needs to be cognizant of these facts and also have a clear understanding of production support process and methodologies, since high availability and management of the service level agreement are core objectives of production support teams.

To conclude, technology and project management are the key drivers transforming the banking and financial industry. We cannot today visualize a banking world without these two elements that have been extensively adopted and institutionalized across the industry.

## PMI BANGALORE CHAPTER

## PM Award for Excellence

For its excellent programs and benefits to chapter members, PMI Bangalore Chapter has received the 'Recognition of Excellence, PMI Chapter of the Year, Category IV' award at the PMI Global Chapter Awards program this year. A record number of 34 chapters across the globe had submitted the applications for the award. This could not have come at a better time for this winning chapter as it completes 15 years of operation.

More than 1,000 chapter leaders from over 200 chapters around the world attended the event held on 25 October in the Leadership Institute Meeting (LIM) in New Orleans, US. Mr. Vijay Paul, director, volunteering, and Mr. Sumanth Padival, vice president, technology, both from PMI Bangalore Chapter received the award from Ms. Deanna Landers, chair, PMI Board of Directors, and Mr. Mark A. Langley, president and CEO, PMI. With this award, PMI Bangalore Chapter enjoys the exalted company of long-standing and winning chapters such as PMI Washington Chapter, PMI Houston Chapter, PMI New York Chapter, and PMI Japan Chapter. The award recognizes chapters' contribution towards member services, successful annual conference, publications, and outreach to student community.

Meanwhile, the chapter organized PM Footprints sessions on 10 and 24 October. In the first session, Mr. Jitendra Kumar Kaushik, PMP, director, COE Group, spoke on "Transforming Team Per-

formance." The second session was by Mr. Vinod D'Souza, technical architect and Agile coach, SpiderLogic India, who spoke on "Kaizen Blitz- Reinvigorating your Development Process" in which he highlighted how this technique can bring in big improvements in cycle time in a short period of time without adding capital and without compromising on quality. The chapter also held a one-day Agile Foundation Program based on the chapter's ACP (PMI-Agile Certified Practitioner®) Quest program on 26 October at the Dhi Learning Center. Sixteen aspirants for the PMI Agile Certified Practitioner (PMI-ACP®) certification attended the foundation course that provides an introduction to the agile project management approach and is designed to lay the foundation for the PMI-ACP® certification.



Chapter members receiving 'Recognition of Excellence' award.

## PMI PEARL CITY CHAPTER

## Academic Outreach Program

PMI Pearl City Chapter (PMIPCC) conducted a special general body meeting on 25 October that was attended by around 100 members. The meeting's main agenda was change of the auditor. To mark the occasion, a session was held by Mr. Kuppa Sastry, director, media & entertainment business unit, Cognizant, on "Effective Business Development – The Underlying Psychology."

In addition, Mr. Ravi Vurakaranam, vice president, PMIPCC, has brought accolades to the chapter by successfully completing the delivery of Project Management Elective program at National Institute of Technology, Warangal, with assistance from Mr. Srinivas Kopparapu, president, PMIPCC.

Mr. Vurakaranam has been instrumental in preparing the content, preparation, administering the mid-term and final exam, and evaluating students' answer sheets and project submissions. This is a project built on the build operate transfer model. After having delivered the entire module successfully, PMIPCC will now hand it over to the institute that will assign a faculty member to get trained on the module delivery. PMIPCC has also started a student chapter at NIT Warangal. A memorandum of understanding has been signed between PMIPCC and government-run Marri Channa Reddy Human Resources Development Institute for propagating and providing project management education to government officials.

## PMI NORTH INDIA CHAPTER

## Elections Announced

PMI North India Chapter has notified members about elections for the chapter board. Nominations are invited for five chapter board positions – secretary and vice presidents for communication, programs, membership, and volunteer management. This election process is being managed by a nominating committee formed by the chapter board and

comprising of Mr. Amit Chauhan, Mr. Pritam Dutt, and Mr. Brij Nandan Yadava. Voting will be conducted online. The candidate with the simple majority of votes for each of the positions will be adjudged the winner. The results will be announced by the nominating committee to the general membership on 27 December.

## PMI PUNE CHAPTER

## Engaging Monthly Seminars

PMI Pune Chapter has signed a memorandum of understanding with PMI Memphis Chapter in the US to enhance membership value for both the chapters. Mr. Rahul Sudame, director of engineering, Faichi Solutions of PMI Pune Chapter recently conducted a workshop on “Agile Innovation Games – Converting Ideas into Action” for the members of the PMI Memphis Chapter on 28 October. Mr. Sandeep Bhavsar, vice president, international outreach, and Ms. Rekha Rao, manager, international outreach, collaborated with Mr. Kenneth Watkins, president, Memphis Chapter, to organize this session.

The chapter also conducted two seminars on 8 June. The first one was on “Shifting Business Dynamics to Process Consulting for customer success” by Mr. Shrikant Chapekar who has over 25 years of experience in the IT industry. The other one was on “Discover Invisible Power” by Mr. Mukund Joglekar, director, Touch Innerself.

A workshop was held on 6 July on “Agile Innovation Games – Ideas into Action” conducted by Mr. Sudame. Participants discussed real-life project challenges and shared best practices using this highly engaging technique.

On 10 August, the chapter organized a workshop on the adaptation of informal project management best practices. Mr. Vivek Dixit, a management consultant, presented on how project management is being used even by a homemaker without the use of any specific terminology or jargon. He provided several examples of informal projects in our day-to-day life. The second session was on the difference between PMI’s fourth and fifth version of *A Guide to Project Management Body of Knowledge (PMBOK® Guide)* conducted by Mr. Himanshu Warudkar, PMP, who is the chapter vice president for new initiatives and works as vice president at Barclays Technology Centre India in Africa Technology.

On 14 September, Mr. Mohan Kondur a management consultant, addressed chapter members on Earned Value Manage-

ment (EVM). Mr. Kondur, who has over 37 years of experience in program and project management across industry sectors, spoke about his experiences of using EVM as a program manager.

This was followed by a panel discussion in which eminent speakers discussed how to take control of one’s career path through self-development. The discussion was led by Mr. Girish Kelkar, past president, PMI Pune Chapter. This session focused on different options one can leverage to take one’s career forward. The other panelists were Mr. Rajaram Krishnaswami, Dr. Vanita Patwardhan, reader, Jnana Prbobbhini’s Institute of Psychology; Mr. Madhav Joshi, Mr. Jayant Damle, director, Chatur Knowledge Networking Private Limited (CKN); and Mr. Partha Ghose.

The October seminar was on the topic, “Why Did You Not Get That Promotion?” Mr. Vishwanath Joshi shared some research-based insights on some unwritten rules of corporate advancements and ways to take more ownership for self growth and development. The other session for the day was on strategic thinking and decision making by Mr. Girish Kelkar, director, CMAT Consulting Group, in which he used hypothetical scenarios to brainstorm on the topic.



*Participants at ‘Agile Innovation Games – Ideas into Action’ workshop discussing and engaging in real-life project challenges.*

## MUMBAI CHAPTER

## PM Conclave 2013

PMI Mumbai Chapter organized its annual PM Conclave on 23-24 November in which delegates from diverse streams connected, shared, and enriched the fraternity and also celebrated International Project Management Day.

The conference topic, “Project Governance through Program and Portfolio Management,” provided an opportunity to discuss challenges faced by project managers in the country where policy paralysis is affecting infrastructure development and a fluctuating currency is increasing market volatility. Eminent project management professionals and academicians spoke at the event that saw participation from

over 250 professionals including delegates and volunteers.. Mr. Raj Kalady, managing director, PMI India, and Mr. Tejas Sura, region mentor, PMI Region 11, represented PMI at the conference.

The keynote speakers were Mr. Allwyn Bowden, CEO - Essar Projects; Dr. Rajan Saxena, vice chancellor, Narsee Monjee Institute of Management Studies (NMIMS) University; Mr. Mukund Prasad, director, group HR, business transformation and CIO, Welspun Group; and Mr. Nitin Patwardhan, PgMP, senior vice president, Accelya Kale Solutions. A host of other industry speakers also addressed the audience.

A panel discussion on project governance was held during the conclave. The panelists were Mr. Partha Ghose, president and unit head - Welspun Group; Mr. A. K. Jain, executive director, offshore, Oil and Natural Gas Corporation (ONGC); Dr. Satish Modh, associate dean, technology management, NMIMS university; and Mr. Hiren Kulkarni, CEO, Infix Services; along with the moderator Mr. Shrikant Patil, principal consultant, Accenture India.

This was followed by a case study presentation by Larsen and Toubro on the Mumbai High North project that was this year's winner of the PMI India Best Project of the Year in the large category award. Technical papers from the three best submissions from chapter members were selected for presentation during the conference.

To promote project management among business school students, Mumbai Chapter, through its student chapter at NMIMS University's Mukesh Patel School of Technology Management and Education, organized IDEATE 4.0, a project management competition. The competition had four stages, an online quiz, online personal interview, project engagement, and pre-conclave presentations. There were over 200

teams and the team from NMIMS - MPSTME won the competition and the team from S. P. Jain Institute of Management and Research was the runner-up.



Mr. Raj Kalady lighting the lamp at PM Conclave. With him on the dais are (from left) Mr. Tejas Sura and Dr. Rajan Saxena.

PMI WEST BENGAL CHAPTER

Aviskar 2013 - Connecting the dots

PMI West Bengal Chapter organized its third annual conference "Aviskar 2013" on 30 November in Kolkata. The conference provided great opportunity for project management practitioners across industries, government, academia, and social sectors to connect the dots in project management space. It started with the ceremonial lamp lighting by Dr. B. P. Sharma, director Airport Authority of India (AAI) and Mr. Ashok Mukherjee, vice president (human resource), Tata Consultancy Services, accompanied by Ms. Sonali Bhattacharya, president, PMIWBC; Mr. Sumit Sinha, vice president, PMIWBC; and Mr. Soumendra Kumar Das, program director, PMIWBC.

The events for the day then rolled off with a keynote speech from Dr. Sharma, which was enriched with his experience of the mega award winning project of the new Kolkata Airport terminal, its magnitude, unique challenges, achievements and learning points. This was followed by a series of sessions covering the areas of human resource, academics, entrepreneurial development, and approach towards life. The sessions were anchored by eminent speakers who are pioneers in their respective fields. An interesting panel discussion on "Mindshare or Mindset – which is the biggest challenge of Eastern India?" was also held that helped the audience in understanding various challenges of this region from different dimensions and the strengths on which they can chart their way forward towards growth.

As part of its commitment to social cause, the chapter appreciated and felicitated Third Eye Foundation, a non-governmental organization in Kolkata that has been working tirelessly over the years to convert their focused efforts in bringing the pleasure of reading to the print challenged including the visually challenged.

True to its theme, Connect the Dots, the chapter successfully celebrated the day in its true spirit with participants getting some real life insights to project management practices across the sectors.



Speakers at the panel discussion on 'Mindshare or Mindset – which is the biggest challenge of Eastern India?'

(Chapter news is contributed by Mr. Soumen De, Mr. L. N. Prasad, Mr. Srinivas Kopparapu, Mr. Rinoo Rajesh, Mr. Raman Udgi, Mr. Mitra Wani, and Mr. Arindam Basu.)



# PMI India Champions Program

**P**MI India Champions were involved in a number of events in the past couple of months. They reached out to internal and external organizations to spread awareness about project management. Champions also promoted the PMI India National Conference held in the National Capital Region in September within their respective organizations.

The Hindi translation of the fifth edition of PMI's *A Guide to Project Management Body of Knowledge (PM-BOK® Guide)* was unveiled at the national conference. PMI India Champion Mr. Chetan Mathur contributed as an "end user reviewer" for the translation. He reviewed chapters on "Organizational Influences and Project Life Cycle" and "Project Time Management."

The conference was also a time for Champions and members of the Champion Advisory Committee to meet and discuss the program's achievements and the way forward.

## MPUG India Chennai Chapter Meetings

The Microsoft Project Users Group (MPUG) India Chennai Chapter conducts monthly chapter meetings that provide a unique platform to discuss, debate, and 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 27 July, Mr. Prasad presented on the topic, "Manage Agile Projects with Microsoft Project and Save Time Using Macros in Microsoft Project." On 24 August, MPUG hosted a full-day mega event attended by 30 practitioners. In this event, Mr. Prasad and Mr. Prakash K. P., director, project management, Grade Results, Inc. presented on the topic, "Microsoft Project 2010 Essentials."

Attendees learned how to manage projects using the agile project management techniques in Microsoft project, record/run/enable/disable macros in Microsoft project, manage a single project including create and maintain calendars, customization, create and modify project task structure, manage resources, set and maintain baseline,

update actual progress and compare progress against baseline, identification of the critical path of the project, and printing schedules and reports.

## PMI-CII Conference on Project Management

On 29-30 August, PMI and the Confederation of Indian Industry (CII) sponsored the fourth edition of the "Conference on Project Management" in Bangalore. The conference had a range of good speakers from CII, KPMG, GE, Infosys, IBM, Wipro, HCL, Tech Mahindra, ITC, and public sector agencies.

There was a wide range of sessions. Some of the thought provoking sessions included:

1. Cruise Control – Managing Projects Successfully
2. Executing Mega and Troubled Projects
3. Project Governance – Driving Successful Project Delivery
4. Project Management Knowledge vs. Domain Knowledge: A Discussion
5. Leadership in Times of Change
6. Stakeholder Management – How to manage Challenging Stakeholders
7. From Global to Local – Evolution of Project Management in the Last decade

Mr. Prasann Patil, PMI India Champion, presented his experience in both IT and steel industries in his presentation, "Stakeholder Management – Connect the Dots- 2 case Studies." The first case study was on a blast furnace automation program for Larsen & Toubro in north India in 1995 and the second involved mergers and acquisitions program for an acquired company of EMC, the Kazeon M&A.

Mr. Patil used the stakeholder matrix extensively in his presentation and showed how the four categories of stakeholders could move in four different quadrants during the project lifecycle (refer to the diagram on next page). He emphasized that the project manager needs to keep a close eye at the stakeholder matrix for projects and organizational success, and help improve organization capability.

Based on his experience, he concluded that stakeholder management is 70 percent art and 30 percent science. The art

component is about people skills – influencing, active listening, empathy, mentoring, and training the team to take them to the next level. The science component is about using tools and techniques, and processes to be followed.

**Session on Agile Project Management Approach at Syntel**

Syntel and PMI India collaborated for a knowledge sharing session on agile project management approach on 14 November at the Syntel GDC campus, Pune. The event was organized by the Syntel Project Management Community (SynPMCom) volunteers with the help of enabling functions. The welcome address was given by Mr. Ram Singampalli, vice president, strategic initiatives. He covered Syntel’s journey in project management and its association with PMI. Following that, Mr. Visukumar Gopal, practice manager – CEO’s office & senior PMI India Champion, introduced the guest speaker and felicitated him on behalf of SynPMCom. Guest speaker, Mr. Rahul Sudame, PMP, PMI-ACP, CSM, CSP, director, engineering & agile practice head, Faichi Solutions, shared his knowledge and experience on agile project management techniques. He highlighted the difference between PMI Agile Certified Practitioner (PMI-ACP)<sup>®</sup> and Certified Scrum Master credentials. It was an interactive session that received positive feedback from attendees. At the end of the session, there was a quiz and exciting prizes to be won. PMI India sponsored the high value prizes for the quiz. Post session, a high tea was arranged for attendees which gave an opportunity for networking.

**Groom and Grow at IBM**

On 23 November, there was a session on “Groom and Grow” at IBM, DLF IT Park, Chennai. This was a joint event by PMI Chennai Chapter and IBM. The session covered the G & G framework and experts briefed attendees about the

usage and benefits of Pathpro to assess the competencies of project managers.

**Webinar on Project Cost Management**

CII, in collaboration with PMI, has been organizing an “Online Master Class Series on Project Management.” The series aims to address various aspects of project management like delivering projects, moving them quickly and efficiently from inception to deployment on a pre-determined schedule, and cost and quality in this ever-changing business space.

Mr. Chetan Mathur, PMI India Champion, conducted a webinar on “Project Cost Management” on 30 August. Project cost management encompasses various functions including estimating, job controls, field data collection, scheduling, accounting, and design. These are vital tools for effective cost management to analyze various aspects of the project.

The session was attended by COOs, function heads, project managers, and project management consultants from industries associated with CII. It focused on how cost management plays a big role from initiation to completion of a project in terms of defining, monitoring, and tracking project costs and achieving operational efficiencies.

		Unknown	Little / No importance	Some importance	Significant importance
Influence of Stakeholder	Significant influence	C		A	
	Somewhat influential	C		A	
	Little / No influence	D		B	
	Unknown	D		B	

*The stakeholder matrix*

*(Contributed by PMI India Champion Mr. Vinay Kumar Agarwal, PMP)*



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