Project Management Institute

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MANAGE India

India Votes:

A Great Display of Planning, Execution

As the world's largest democracy casts its ballot, project management provides the tools for success

Elections staff checking electronic voting machines to be deployed at polling stations before the start of elections

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Letter from the Managing Director, PMI India

Raj Kalady
Managing Director, PMI India

Dear Practitioners,

I'm delighted to share with you some exciting developments in the past couple of months. We had a highly impactful 2nd community meeting of PMI India Excellence Enablers Forum (EEF), a steering committee of senior practitioners, in Bangalore on 25 April. The EEF teams shared best practices to address common industry challenges, such as managing projects with an unstable workforce; managing projects with remotely located, geographically distributed, and multi-cultural teams; and presenting Indian cultural aspects impacting project execution and objectives. We had 53 attendees from 31 organizations, who were decision makers of project management strategy for their organizations, program directors, and heads of project management office, project management academy, delivery, learning and development.

We have seen progress in our academia outreach program with PMI India Academic Advisory Group (AAG) coming out with academic case studies on project management. The case studies by AAG will be ready for download on our website soon.

In other academic developments, the National Institute of Industrial Engineering (NITIE) in Mumbai is starting a full-time program in project management this year. I congratulate Dr. Karuna Jain, Dean, NITIE, and chair, PMI AAG, for this initiative.

We recently presented certificates to two toppers of the 2012-2014 batch of project engineering and management at the National Institute of Construction Management and Research (NICMAR). I'm confident that more such youngsters will come forward to imbibe project management knowledge to fill the skills gap in the country.

Excitement is building for the PMI India National Conference that is being held in Hyderabad on 11-13 September. The response from the community has been highly positive. I encourage you to visit the conference website for regular updates. http://pmi.org.in/conference2014/

The PMI India Research and Academic Conference 2015 will be held in NITIE, Mumbai, on 13-15 February. We are inviting abstracts for technical papers. You can visit the website for more details. http://www.pmi.org.in/rac2015/ and www.pmi.org.in/racpapers.

For the past couple of months, India has been gripped by elections fever. Managing general elections in India is a project worth studying, and *Manage India* is taking you behind the scenes to give you a glimpse of elections management. I thank former chief election commissioner, Dr. S. Y. Quraishi, for giving us a project management perspective on conducting elections successfully in India. I hope you enjoy reading this issue.

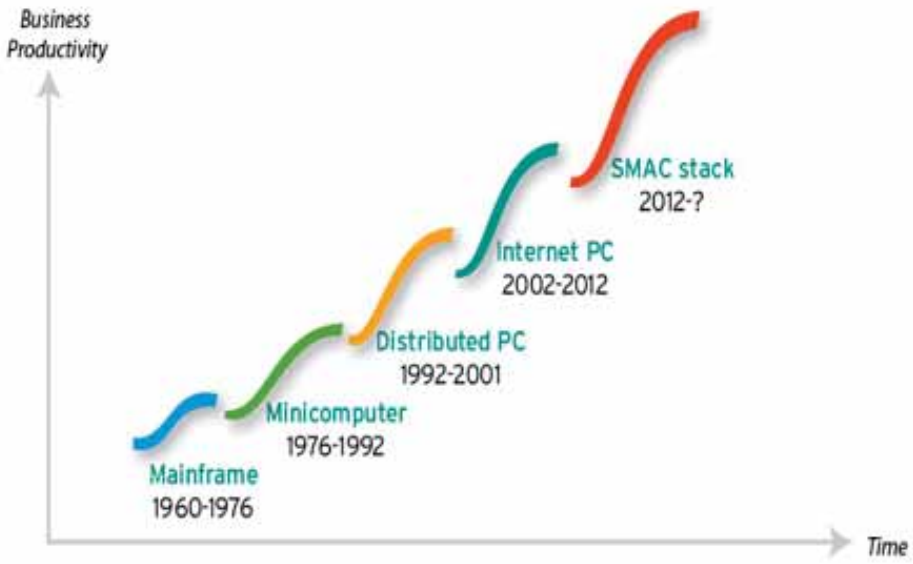
Warm regards

Raj Kalady
Managing Director, PMI India

Agile Project Management Techniques for Global Software Delivery

BY VASU RANGACHARY

During my three decades of professional tenure, I have seen the IT landscape undergo tectonic shifts. From mainframes and minicomputers, we now have Social, Mobility, Analytics and Cloud (SMAC) adding a new dimension to business models around the world. The differences are not limited to core technology and reach; mainframe and minicomputer programs were data intensive, distributed PC apps are user interface intensive, Internet PC apps are user volume intensive, and today's SMAC apps are integration intensive.



IT Landscape Transition

Today, integration is not only about technology but also about customer and partner firms integrating into the enterprise. Through Global Software Delivery (GSD), a new enterprise IT model is created that enables an organization to be more innovative, collaborative, real-time, and productive.

In the GSD context, the basic challenges that most clients and service providers face are related to time, cost, quality, and risks. These challenges present themselves in new avatars such as disruptive business models, SMAC opportunities, value-based pricing, distributed skills, and dynamic requirements.

Clients today come to IT service providers with specific SMAC enablement requirements as they want to take advantage of these disruptive technologies. The essence of SMAC solutions is to provide flexibility and personalization in this era of volatile customer trends and faster time-to-market requirements. Customers expect a working software over documentation and an exhaustive process.

Customers require service providers to deliver long-term success instead of focusing on just successful delivery. Commercials are linked to the output and value delivered rather than the input, or in other words, effort spent on delivery. Thus, a big challenge in GSD is not cost but value for the client.

GSD today is also characterized by distributed workforce rather than co-located teams. A continuous cycle of development, integration, and deployment is the ideal way for a distributed team to collaborate and innovate.

Due to shorter business cycles and dynamic business requirements, customers want early visibility of product features under development. Also, large investments in building a product and long cycle times for return on investment is a key concern among customers. Co-creation of applications that involve the customer or a closed loop feedback mechanism incorporated in delivery is the need of the hour.

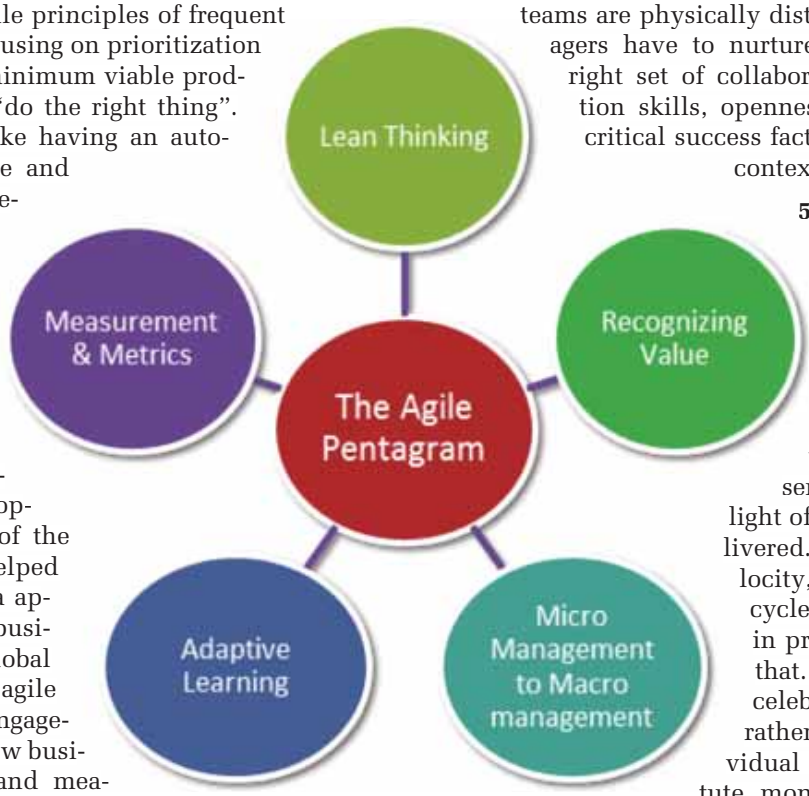
A majority of these challenges can be overcome using agile practices in project management as they focus on delivering value where requirements and solutions evolve through collaboration between self-organizing, cross-functional teams. It promotes adaptive planning, evolutionary development, and a time-boxed iterative approach. Agile project planning must reflect a global cadence of collaboration right from the inception of a project on a storyboard to its final deployment and closure. In the current software delivery environment, agile project management methodology is the new 'normal' and the waterfall software development life cycle has become a luxury. An agile project manager can be seen as more of an orchestra music conductor than a building contractor.

There are five elements of agile methodologies that project management needs to imbibe. I refer to them as the "Agile Pentagram for Project Management" in Global Software Delivery (Figure on next page).

1. **Lean thinking:** To do more with less and realizing that

more efficient ways to get the same work done is a key lean principle. Questioning the "why and what" of various tasks across a project is the first step towards trimming the "flab" in the process. While agile practices like just-enough-documentation, just-in-time elaboration of requirements and project retrospectives aid in lean management, agile should not be misunderstood as ad hoc management. The rules of the game are different in the world of agile project management methodology, but practitioners still need to play by the rules. Lean management using agile techniques helps address the cost and time-to-market challenges in GSD and is an ideal method to deliver SMAC opportunities.

2. **Recognizing value:** Recognizing value is about doing the right thing right. Agile principles of frequent demos and feedback, focusing on prioritization and concepts like the 'minimum viable product' helps the team to "do the right thing". Engineering practices like having an automation strategy in place and planning for frequent integration are considered during the initial stages of the project. This enables the team in "doing it right", while achieving repeatable, consistent, and faster results. For example, having an in-house automated development platform as part of the agile delivery model helped us deliver real-time data applications on critical business performance for a global client. The success of an agile project management engagement is contingent on how business value is defined and measured. If the project team understands how their product/solution impacts the end-user (not just the customer), half the battle is won. In essence, the focus on value in agile project management methodology elevates GSD from routine commodity contracts to outcome-based engagements.



Agile Pentagram for Project Management

3. **Shift from micro-management to macro-management:** Traditionally, project managers are used to telling their teams what to do. Based on my experience, most successful agile projects have shown that best results are achieved when the teams are empowered to take decisions. American businessman and renowned cartoonist, Walt Disney, once said, "Of all the things I've done, the most vital is coordinating the talents of those who work for us and pointing them towards a certain goal." Agile project managers have to be more like facilitators than managers. In the agile context, project management is not only the purview of the project manager but also the team – it is a means of divide and conquer – between the product owner, the scrum master, and the team – a key differentiator in the agile project management ecosystem. However, leading a self-organizing team warrants a tight rope balancing act between team empowerment and exhibiting control. Achieving this helps teams to leverage global talent and deliver predictable results.

4. **Foster an adaptive learning environment:** Adaptive learning goes beyond traditional one-time kick-off training and implies transitioning to learning as a continuous process. Agile practices like swarming to develop requirements, pair programming, retrospectives, and cross-functional teams that break down the complexity into granular logical streams, all thrive in a congenial learning environment. This is especially true when teams are physically distributed and project managers have to nurture this environment. The right set of collaboration tools, communication skills, openness, and transparency are critical success factors in such an agile GSD context.

5. **Measurement and metrics:** Project managers are always focused on schedule and effort deviations. Sometimes this singular focus leads to the main aspect of delivering value taking a back seat. It is essential to look at metrics in light of business value being delivered. Agile metrics such as velocity, feature burn-up, overall cycle time, and limits for work in progress help focus on just that. In the process, they help celebrate team achievements rather than focusing on individual heroics. In essence, astute monitoring of earned value against plan determines the effectiveness of delivery according to agile techniques.

In conclusion, holistic benefits of agile project management methodology can be realized when it is embedded deeply within an organization's culture through a dedicated agile center of excellence that works across organizational groups including talent management, operations, infrastructure, and projects.

(Mr. Vasu Rangachary is senior vice president, Cognizant Technology Solutions, and heads the offshore advanced solutions practice. With around 27 years of experience in the software industry, he focuses on building specialized large program management and niche technology solutions in content management and design, business process integration, and digital security.)

India Votes: A Great Display of Planning, Execution

As the world's largest democracy casts its ballot, project management provides the tools for success

BY PANCHALEE THAKUR & SAPNA GUPTA

The recently concluded general elections in India have created headlines internationally as one of the largest human events in the world. Voting took place for 543 parliamentary constituencies with almost 815 million voters across nine phases for over a month. The number of voters in India surpasses those of all 50 European countries put together. Project management is one of the key factors behind the success of this mammoth exercise.

The task of conducting elections in India lies with the Election Commission of India (ECI), an independent, constitutional body that is headed by the chief election commissioner (CEC). Dr. S. Y. Quraishi, who was the CEC during 2006-2012, deconstructs what he calls the "biggest management event of the world" in his recently released book, *An Undocumented Wonder: The Making of the Great Indian Election*.

What makes Indian elections a huge challenge?

India does not have a good track record in managing large public sector projects but when it comes to managing general elections, it has a strong history. The challenges are even bigger in this case because of the very uniqueness of the project.

- The timelines are fixed at the start of the project and are non-negotiable
- The elections are conducted with the help of a large number of government officials who are temporarily deputed for the job and are not employees of the ECI
- The voter's list, which is the basic tool that allows citizens to exercise their right, is highly dynamic and prone to mistakes
- A large number of external, unforeseen risks can jeopardize the elections such as issues related to election candidates/parties, law and order, and natural calamities
- The elections are held in an emotionally charged environment and are highly publicized, putting huge pressures on those managing it

Beside CEC, the ECI comprises of two other commissioners, 30 officers in Delhi, around 200 support staff, and 8-10 staff in each state. The temporary election staff includes at least five officials per polling station. Plus, there are reinforcement teams and security teams, totaling to around 11 million people working towards conducting elections in India.

For the ECI, work starts many months earlier with identifying eligible voters among 1.22 billion India citizens,

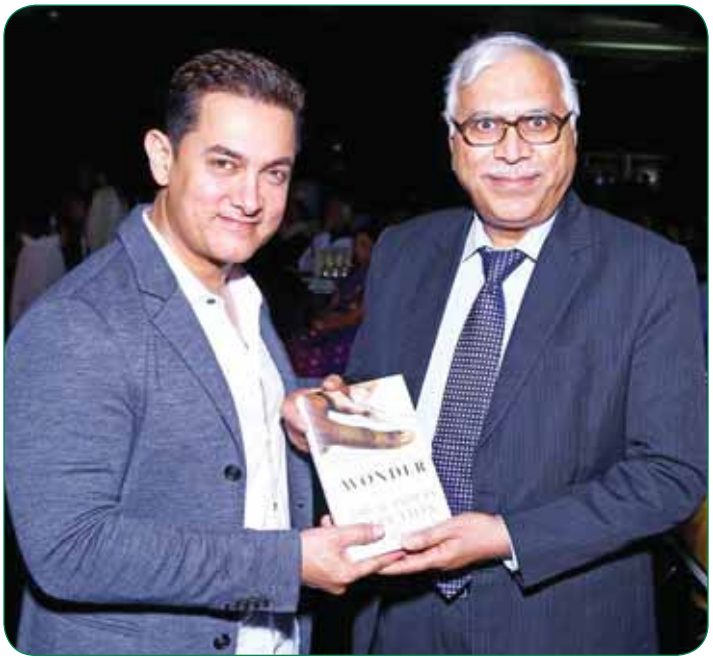
physically reaching them, getting them photographed, listed on the electoral rolls, and delivering voter identity cards to them.

What makes the elections in India interesting is how the ECI has to take care of not just the big numbers but also the small details because of the diversity of the country. Dr. Quraishi recalls, "It was the last day of the last phase of voting during the 2009 election on 13 May. On this day, 100 million people were voting but we were most worried about the arrangements for 37 voters in two villages in the Himalayas. Our smallest polling station has just one registered voter, a temple priest who lives in a remote corner of Gujarat."

Dr. Quraishi lists the following as some of the key project challenges:

- Setting up of over one million temporary polling stations, installing Electronic Voting Machines (EVMs), providing basic facilities like electricity, transport, GPS and other tracking and monitoring systems, and building ramps for the wheelchair-borne. Each polling station requires 122 items, including stationery, bags, candles, and torches.
- Travelling to remote and inaccessible areas, facing terrorist threats: election officials have travelled on mules and elephants, and used helicopters to reach remote locations. There was one instance where the team took three days to reach a location on foot.
- Prior to elections, the ECI conducts selection and training of those on election duty, makes arrangements for their and voter security with the help of local police, district administration, and para-military forces.

The 2014 general elections saw record voter turnouts even in urban areas where there is widespread voter apathy.



Dr Quraishi (right) with Hindi film actor Aamir Khan at the launch of his book, An Undocumented Wonder: The Making of the Great Indian Election.

- Unruly and unlawful activities at polling stations and counting centers where the local police may come under the influence of politicians.
- Procurement activities such as acquiring and/or manufacturing EVMs, ensuring that it is fraud and tamper proof with a built-in security check, and keeping the machines under watch.
- Educating voters on the importance of voting.
- The use of black money by candidates to influence results by illegal means.

"Social media is playing a role nowadays, both positively and negatively. There have been instances where election results for a particular region in Uttar Pradesh had been delayed. The ECI got alerted through social media. However, there is no regulatory control to put a stop on campaigning on social media, unlike in newspapers or TV. As you know, there cannot be any campaigning 48 hours before elections," says Dr. Quraishi.

Elections project management

Planning is the key to ensuring success. Six months prior to the elections, the ECI team visits all the states to plan election related activities state-wise, including publishing a list of politicians with a criminal record who would be barred from contesting elections.

An expenditure monitoring division is set up where candidates' reports on expenses are submitted thrice a fortnight. Candidates have to adhere to a spending ceiling and it is the ECI's job to monitor actual expenditure.

A polling official educating tea garden workers on how to use the electronic voting machine

A key factor for project success is that roles and responsibilities are clearly assigned and ECI team members are empowered to take action. The team also draws up district, state, and constituency level election plans that address all the project management stages.

Monitoring is conducted through an impact evaluation process. Vehicles that carry EVMs are fitted with GPS technology so that they can be easily tracked. Polling officials send regular SMS updates to the monitoring team on how many votes have been cast in a polling station through the day.

A multi-tier communication strategy is adopted, especially for remote locations. Three dedicated landlines are set up for each polling booth, besides three mobile phones that are given to the polling staff, and access to wireless network of the nearest police station and satellite phones.

"The ECI keeps a check on election activities even in remote locations with the help of these communication channels. To take care of an extreme situation when all modes of communication fail, two runners are appointed at each station who will reach the nearest accessible place to inform the ECI of any problem or malpractice," says Dr. Quraishi.

A vigilance team checks whether the polling staff are adhering to the rules. Only those officials with a clean background are taken on election duty. Officials are not assigned to their home district where they could have personal interests in the election results. The training module includes lessons on election rules and processes, and motivational aspects to instill a sense of national duty in them.

Technology plays a big role. The ECI uses live Web cameras for real-time monitoring. Dr. Quraishi recalls one incident in which the policemen stationed outside a polling booth were not allowing people to get into the polling booth. The ECI team saw this on a live Web camera that helped in taking quick action.

The ECI conducts booth-wise vulnerability mapping with data such as the size of the population under that polling station, known criminals in that area, soft targets for attack, history of election violence, and past voter turnout. Actions such as preventive arrests and additional security cover are taken.

Stakeholder management is important. The biggest stakeholders are political parties who have to be kept in confidence at all times. Candidates and voters contribute to the next set of stakeholders, followed by the state administration and the media.

"Political parties need to be made aware of the plan and schedule of elections, though the decision rests totally with the ECI. The team meets the six national parties and 44 state parties where their opinions and preferences on conducting elections are taken, along with a state-wise wish list of election dates and the number of election phases. This is a way to gain the goodwill of political parties," Dr. Quraishi explains.

Lessons learned and the way forward

According to Dr. Quraishi, a major factor behind the success of elections in India is the empowerment of election staff. "They are entitled to take spot decisions, neutralize political pressures, and have the power to hire and fire senior civil servants in case of suspicious activities that hamper free and fair elections."

Elections will have better results if all the stakeholders play a proactive role. Electoral rolls are often a point of concern as genuine voters are not able to vote sometimes because the electoral rolls do not have their names. Voters can proactively check whether their names are there in the list to ensure there are no surprises on polling day.

A trial run has been conducted in Goa using biometrics to identify voters. That will help eliminate the risk of bogus voting. Face recognition software is another interesting tool that captures photographs of each person who has voted. The ECI has started using this technology to check bogus voting.

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Project Management in Capital Projects in Pharmaceutical Industry

BY DIPEN SHROFF, PMP

He has over 13 years of experience in the field of project management and production in the API industry. Currently, he is working with one of the top-most pharmaceutical companies in India.

In India, the growth and achievements of the pharmaceutical industry in the past five decades have been phenomenal and rated as one of the highest among developing countries.

The pharmaceutical industry carries out a wide range of activities as projects such as drug discovery, novel process for manufacturing existing products, drug delivery, and new technologies. In the case of bulk drugs or Active Pharmaceutical Ingredients (API) industry, market projections or existing requirements, backed by market research, trigger new projects. Based on this information, a pharmaceutical company's management takes a decision to go for a new manufacturing facility within an existing plant (brown field) or at a new site (green field).

Summary of Project Activities

In the pharmaceutical industry, the below activities are covered elaborately under the qualification and validation phase: Requirements for a new project are finalized by representatives from various functions and the project team, who then work in close coordination with the purchase team for finalization of contractors and material/equipment suppliers, and supply timelines. The execution phase is the most important phase that ends with commissioning of the plant and equipment trials. The project department, along with the cross-function team, checks the facility and equipment to confirm if the performance is as per the design intent.

Lesson Learned 1

One of the most commonly encountered problems during a pharmaceutical project is when the product or process by which it was to be manufactured undergoes change. This change may appear simple but it may pose a major challenge.

In this situation, the project and process engineering team tries to fit changed requirements in the plant that is partially erected. Accommodating new products or changed process that was not the part of the original plan may require major changes in the design of the project itself.

In project management terminology, this type of a change is called scope change that leads to change in project baselines. Sometimes even after the changes, the plant may not be suitable for production and the project may fail or get scrapped.

Recommendations

A major reason for failure is that a project is conceptualized on one specific product and its process. Rather than basing a project on a single product or process, conceptualize a multi-product plant with all the necessary equipment and systems for carrying out basic operations. If a different set of equipment is required for a group of products, change or eliminate that one group of products that will not impact the project so as to make it unviable.

This may increase the cost of the project marginally but will provide flexibility in changing products without compromising the quality, regulatory, or safety aspects, and the plant can run viably for many years.

Lesson Learned 2

Sometimes due to financial constraints, during planning or execution phase, management may decide to implement the project in stages or phases. It may decide to initially construct one or two production blocks with all required ancillary facilities and keep the remaining production blocks for the second phase.

Due to various reasons, the second phase may not materialize. In this scenario, the capacity of the ancillary facilities crosses the reduced requirement. This can lead to an increase in overhead and high operational costs that makes the product nonviable. Running these equipment and systems at a lower capacity may not give an efficient output or damage the equipment. The higher utility cost may add to the product manufacturing cost.

Recommendations

As a prudent design, it is always good to opt for modular construction of utilities and ancillaries, or even decentralized facilities. The second option may result in a slightly higher manpower cost to operate it but will provide the flexibility in facing waxing and waning production schedules due to unforeseen circumstances.

There are many such lessons to be learned in pharmaceutical projects. To eliminate or reduce the risks of new projects, project managers must collect lessons learned across the organization to create a rich repository for new project managers to utilize.

PMI PEARL CITY CHAPTER

Celebrating Leadership in Students and Women

Preparations are on for Project Management National Conference 2014 hosted by PMI India Pearl City Chapter (PMIPCC) in Hyderabad on 11-13 September. A few eminent personalities have agreed to be keynote speakers at the conference while discussions with others are at an advanced stage. As on date, 400 practitioners have expressed interest to be part of the conference.

PMIPCC has been championing the International Student Leadership Day on 3 February for the past seven years. This year they reached out to various educational institutes with the help of volunteer groups. Students took a pledge, followed by a presentation on the "Student Leadership Competency Building" program to help generate interest among students in the program. As a part of this initiative, the chapter plans to cover 66 government schools, in collaboration with Andhra Pradesh Social Welfare Residential Educational Institutions Society, Hyderabad. These schools are spread across the state and will be covered in a one-day program in May.

The chapter celebrated International Women's Day in March as "International Women's Leadership Day". A half-day conference was organized on 8 March in which five eminent speakers addressed the audience. The program commenced with a music performance by the students of Sri Arangi Srinivasa Rao, a known musician. Mr. Laxmikanth Venkatraman, MD, Broadridge Financial, India was the chief guest and unveiled the Project Management National Conference 2014 website.

Elections were held for posts to the chapter board under the supervision of an independent election officer. The elected members for the next two years are:

- **Mr. Raghuveer Gadiraju** – works for Tech Mahindra and has been on the board before
- **Mr. Tony Jacob** – works for BT&BT and has worked as a chapter volunteer for the previous conference
- **Mr. Gajanan Hegde** – works for Annova Technologies
- **Mr. Srinivas Kopparapu** – has been re-elected and continues as the chapter president.

PMI WEST BENGAL CHAPTER

Learn & Earn, Volunteer Meet

PMI West Bengal Chapter's second Learn and Earn event of the year was hosted on 22 February. Mr. Raj Kakarla, general manager, Novotel Kolkata Hotel and Residences, was the speaker for the event. He spoke about the need for communication and expectation management in the daily projects that are being executed in this service industry. During this session, members of various industries exchanged ideas on the scope for training in the hospitality industry.

Novotel is coming up with its first hotel chain in Kolkata and is in the pre-launch phase. Mr. Kakarla presented on the various design adoptions, cost, schedule variations, and workforce preparation for the new construction.

On 28 February, the chapter organized a volunteer meeting wherein new members were welcomed and existing volunteers felicitated, besides sharing of ideas and discussions on the way ahead.

Chapter president encouraged volunteers to meet regularly as a group to discuss on portfolios, volunteer involvement, share ideas, and give/receive feedback for better ways to connect and make the chapter grow.

Participants at the session on organizational and portfolio management

PMI MUMBAI CHAPTER

Volunteer Recognition and New Board Constitution

PMI Mumbai Chapter organized its 13th annual general meeting on 15 February to comply with the statutory norms. It was also an opportunity to felicitate 74 active volunteers and 73 speakers who have contributed to the development of chapter in the following areas:

- Functioning of chapter, including board of directors, committee members, branch development, training etc.
- Advisory role
- Upgrading of study material from *A Guide to Project Management Body of Knowledge (PMBOK® Guide)* fourth to fifth edition
- PM Conclave 2013
- Elections
- Speakers in PMP Club meetings
- Chapter development, including student chapter

Volunteer Name	Award Category
Anand Kumar Subramaniam	Volunteer of the Year 2013
Yagna Boorada	Volunteer Excellence of the Year 2013
Minaxi Vaishnav	Volunteer Excellence for Ahmedabad Branch Program 2013
Ahmed Ashfaq	Volunteer Excellence for Membership Program 2013
Nimish Panchal	Student Volunteer of the Year 2013
Rohan Gupta	Student Volunteer Excellence of the Year 2013

(Table 1)

To encourage more volunteers and spread the awareness of project management, the chapter board has also felicitated the following members with special awards as in Table 1.

During this meeting, a new board of directors was constituted to manage chapter activities from 1 April 2014. The new chapter board is as in Table 2.

Board Position	PMI Member Name
President	Mr. Saurabh Parekh
Secretary	Mr. Yagna Boorada
Vice President – Finance	Mr. Ketan Vyas
Vice President – Certifications and Training	Mr. Bharat Bhagat
Vice President – Professional Development	Mr. Sreegith Nair
Vice President – Branches	Mr. Oscar D. Souza
Vice President – Outreach	Mr. Manoj Sarasappan
Vice president – Volunteer Development	Mr. Jay Raval
Vice President – Membership	Mr. Ahmed Ashfaq
Vice President – Marketing	Mr. Bhavesh Thakkar

(Table 2)

PMI PUNE– DECCAN CHAPTER

On Target 2014

PMI Pune-Deccan Chapter organized its annual national conference, OnTarget 2014, on 16 February in Pune. OnTarget is an annual mega-conference of business leaders, practicing project managers, senior leaders in government and professional organizations, academicians, and school and college students. This year's theme was "Leadership for Effective Project Management." Over 250 practicing project managers, senior managers, entrepreneurs, and academicians attended it. A major highlight of the event was global participation through the Webcasting option by people from different geographies. Practitioners participated in online discussions and shared their thoughts, feedback, and queries through 500+ tweets and numerous Facebook comments, besides interacting on the chapter's collaboration portal, WizTango. The conference has set new benchmark in terms of the services offered and the value delivered to delegates. The professional track has seen 125 percent year-on-year growth in delegate registrations. This year's introductions of multi-track sessions for diverse interest groups and the e-learning collaboration platform, WizTango, were highly successful.

PMI Pune - Deccan Chapter annual conference OnTarget 2014

In his welcome speech, chapter president, Mr. Girish Kadam, spoke on the importance of leadership in effective project management. The other conference speakers were Mr. B. G. Jayaram, past president, PMI Bangalore Chapter; Mr. A. C.

Chaturvedi, executive director and chief knowledge officer, National Thermal Power Corporation; Mr. Achyut Godbole, managing director, Softexcel Consultancy Services; and Ms. Rena Striegel, president, Empowered Business Strategies. For the first time this year, the conference had parallel sessions in which experts presented on a variety of topics centered on leadership and people in project, program, and portfolio management.

The conference was also an occasion to honor members and organizations for their contributions, including the PMI Pune Awards for Life Time Achievement, the PMI Pune Awards for Outstanding Contribution to Social Sector, and the PMI Pune Awards for Outstanding Project Management Practitioner.

The GyanLahari students' track of OnTarget 2014 was organized on 8 February and was hosted by Pawar Public School, Magarpatta, Pune. GyanLahari is an initiative through which the chapter works towards nurturing and building leadership competency among high school students. The event had over 150 students and 20 teachers across five schools in Pune. It was inaugurated by Dr. Anil Avachat, social worker, sculptor, poet, and literature awardee. There were a host of activities, including speech, essay writing and skit competitions for students.

OnCampus 2014 was an integral part of OnTarget 2014, and is an annual event for students, alumni, academia, and professionals. Students gained knowledge about project management from professionals. The event was held at the Institute of Industrial and Computer Management and Research (IICMR) on 22 February. Besides speeches, there was a networking session and a panel discussion.

PMI BANGALORE CHAPTER

Engaging Members in Varied Ways

On 7 January, PMI Bangalore Chapter put up a stall at the Institute of Electrical and Electronic Engineers (IEEE) International Conference on Electronics, Computing and Communication Technologies (CONECCT) 2014 exhibition and conference held at J. N. Tata Auditorium at the Indian Institute of Science, Bangalore, that generated a lot of interest about PMI among conference participants.

Chapter board members held a focused strategy meeting on 8 February and drafted a vision plan on how to nurture and grow the different initiatives of the chapter.

The team from Rotary International, West Bangalore, came to the chapter office and presented a project report on the Vidyadeepa project that it is jointly promoting with the chapter. Through this project, schoolchildren from backward areas in the region receive solar lamps that help them study during power cuts in the state.

On 8 March, a workshop was organized on "The Art of Managing Project Stakeholders" by Mr. Venkatesh Seshadri and Mr. Shankar Thayumanavan, PMP, from the Arbinger Institute. As part of PM Footprints, on 13 March, Mr. S. A. Kumar, head, business excellence, Infineon Technologies, spoke on the "Key Project Management Practices in an R&D Focused Product Development Environment", and on 27 March, Mr Venkatesh Seshadri, CEO, Arise Awake, spoke on "Deep Self Awareness — How it can Help at Work."

PMI NORTH INDIA CHAPTER

Industry-academia Interactions

PMI North India Chapter re-introduced its newsletter, Synergy, in March with a new look. It had articles on talent management, scope creep in construction management, keeping small team motivated by simplifying processes, and test driven development.

The chapter hosted two industry-academia interactions. The first session, "Assessing Organizational and Portfolio Management Best Practices using OPM3 – A Practice Approach", was a half-day event that was organized along with the International Management Institute. The interaction with students and professors gave insights on new ideas and the research work taking place in colleges and universities.

Mr. Raju Rao, PMP, SCPM and OPM3 professional, conducted an interactive workshop for members and students. This was followed by a session by Mr. Hemant, director – Riskpro India, in which he spoke about the nature of risks and how to deal with them effectively. There were close to 150 participants.

The second session was an interaction with infrastructure project management veterans on 7 March. The half-day event was organized along with ERA Business School. Mr. Harish Chawla, who has more than 50 years of industry experience and over 30 years in project and contract management, spoke at the event. Mr. Tanmoy Prasad, consultant in the IT advisory group, Government of Haryana, presented as how the Ministry of Corporate Affairs is transforming itself to meet the ever-changing needs of the competitive world.

The chapter celebrated 26 April as Agility Day. Agile project management methodology is a topic of growing importance today. This full-day event started with a presentation on the "Agile Manifesto", followed by a session on scrum. There was a post-lunch session on "Pull Planning, Lean and Kanban". Before closing out, there was an open discussion on the PMI Agile Certified Practitioner (PMI-ACP)® certification during which the speakers and the chapter guided participants on how to prepare for the certification.

(Chapter news was contributed by Mr. Ravi Vurakaranam, PMP, Mr. Prashant Malhotra, PMP, Mr. Rinoo Rajesh, PMP, Ms. Rekha Unni, PMP, Capt. L. N. Prasad and Mr. Bhavesh Thakkar, PMP)

Advocacy Efforts Continue in Full Swing

Participants at an interactive session on Six Sigma, Lean and project management at Sathyabama University

February and March were action-packed for the PMI India Champion program with around 50 new members, passionate about project management, joining the team as PMI India Champion Designates. This would reinforce PMI India's efforts in continuing the advocacy efforts to disseminate best practices in the field of project management. These designates are being mentored by existing Champions and Senior Champions, and are expected to graduate as PMI India Champions this month.

With this augmented team, the PMI India Champion program has now extended its advocacy efforts to industry segments like clinical research, engineering &consultancy, facility management, life sciences, manufacturing, and oil & gas.

In the western region, Mr. Partha Ghose, PMP, a Champion Advisory Committee (CAC) member, had been pursuing advocacy efforts at SIES College of Management Studies, Nerul for a while that helped 10 operations management students complete their formal training for Certified Associate in Project Management (CAPM)® certification on 2 February. He also addressed a larger group of students on 3 February on project management that triggered interest in rest of the students and professors to learn about the CAPM® credential. The students who completed the training now intend to take the CAPM® exam.

In the southern region, associate CAC member, Mr. Sai Prasad, PMP, delivered a two-hour session on "Value of Project Management and CAPM® Credential" at S. A. Engineering College, Chennai on 4 February. The session, attended by around 200 final year engineering students, focused on three areas – project selection, planning, and monitoring project progress, and value of the CAPM® credential and the procedure to apply.

PMI India Champion designate, Ms. Dipti Trivedi, PMP, strengthened the project management advocacy efforts in the automotive industry by conducting an interactive session on

"Project Management Best Practices for the Automobile Industry" on 15 February. Mr. Kanchan Kumar Biswas, head - learning &development, TACO House, Pune, delivered the welcome speech. Around 18 automobile engineers from different functional departments of Tata Motors attended the session. The participants ranged from freshers to engineers with significant field experience. Ms. Trivedi shared her experience and lessons learned in managing projects in the automotive industry. She underlined the power of standard PMI methodologies in managing projects to achieve objectives within the defined scope, cost, and time. She also spoke about various PMI certifications for career growth and knowledge enhancement, and conducted an informative session on the importance of PMI credentials at Cybage Software Services, Pune, her current employer.

In Chennai, PMI India Champion designate, Mr. M. Manikandan, PMP, conducted a five-hour interactive session on "Path breaking practices of Six Sigma, Lean and Project Management" on March 8 at Sathyabama University. The session was inaugurated by Dr. Venkataraman, a celebrated scientist and associate director, Indira Gandhi Centre for Atomic Research (IGCAR). As many as 22 scientific officers from the quality assurance department of IGCAR Kalpakkam attended the session.

In Sivakasi, PMI India Champion designate, Mr. Shanmuga Velayutham, PMP, presented on "Project Management and Career path" to students of Arasan Ganesan Polytechnic College. The lecture elaborated on the key concepts of project management, while giving an introduction to various chapter activities, volunteering initiatives, memberships, and certifications offered by PMI India.

PMI India Champion designate, Mr. Kalyan Sathyavada, PMP, ITIL, conducted a one-day PMP® workshop for managers. The participants included employees from organizations like Wipro, EA, Ness Technologies, STC, Semantic Space, Ramco and NTT Data. The session touched upon the 10 key knowledge areas and 47 work processes, included mock tests for the participants and ended with information on PMI credentials, the advantages of becoming a PMI member, and ways to maintain credentials.

Another PMI India Champion designate, Mr. Abhishek Sharma, presented a paper on "Constraints in your project? Not a problem – INNOVATE!!" The paper highlighted the importance of constraints in projects, how to look at them positively, and identify opportunities to innovate with constraints.

Mr. B. Sai Prasad, PMP, also delivered a three-day workshop on Microsoft Project 2013 to scientists at the ONGC Geodata Processing & Interpretation Centre in Dehradun on 28-30 March. The workshop, in collaboration with PMI India, is part of an initiative to see research work as projects and use Microsoft Project for planning, tracking, monitoring project progress to forecast the total cost and effort, and improve resource utilization.

(Contributed by PMI India Champion Mr. Sunil Telkar, PMP, MIMA)

Managers from several technology companies attend a one-day PMP® workshop that gives them an overview of PMI membership and credentials

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