PMI Project Management Institute

MANAGE India

Practitioners Converge on
Hyderabad for

PMI India National
Conference 2014

PROJECT MANAGEMENT

the mantra for sustainable growth

provides the right theme to discuss
the relevance of project management
in the country's progress

PMI
Pearl City Chapter

CONTENTS

Props with catchy slogans add some fun as delegates take their turn at the conference photo booth

PMI Global Congress 2015—EMEA
Registration is NOW OPEN!
You can register for PMI® Global Congress 2015 - EMEA and benefit from early fee reductions. Attend and develop the skills and know-how you need to be successful in your projects. Impart knowledge . . . receive recognition . . . share success . . . submit a speaker/presentation proposal for PMI® Global Congress 2015 - EMEA.
a.   The Call for Papers deadline is 11 November 2014.
b.   Registration – early bird rates available now!
For more details: http://www.pmi.org/Learning/professional-development/Congress-PMI-Global-Congresses/EMEA-2015.aspx

Letter from the Managing Director, PMI India

Dear Practitioners,

We went to Hyderabad for a second time with our national conference, and this time too, we received a wonderful response. The sixth PMI India National Conference provided delegates three days of knowledge sharing across a variety of formats, ample opportunities for networking, and some fun moments to cherish.

We had seven keynote speakers who offered insights and ideas on ways to become better project managers. Early bird registrants received a bonus, pre-conference workshop on how to set up a project management office. The panel discussion threw up some keen insights on the way projects are managed in the government. Delegates got some useful tips on starting and managing entrepreneurial ventures in the interview. The case studies provided an excellent opportunity to understand project challenges and approaches in various industries. This year for the first time, we held a contest for technical paper presentations. We had two winners among the 21 papers presented.

The coveted PMI India Best Project of the Year 2014 awards were presented during the conference. I'd like to congratulate all the winners and hope others emulate the best practices applied in these projects.

This year, we introduced some new features and enhanced some existing ones at the conference so that delegates take back some memorable moments with them. The state-of-the-art Hyderabad International Convention Center was an excellent venue to host a conference of this stature. The conference mobile app with a number of interesting features, the bigger and better project management quiz, and the photo booth added some fun moments.

The conference with more than 900 delegates and several high profile industry and government speakers went off smoothly, and the credit for the success of this complex project goes to the chapter volunteers who invested their personal time to give delegates a wonderful experience. I'd like to thank all the volunteers and the chapter presidents without whose support this conference would not have been possible.

Click here for a capsule on the conference that appeared on CNBC.

Warm regards,

Raj Kalady
Managing Director, PMI India

Letter from the Conference chair

Dear Reader,

It is indeed my privilege to write to you about the sixth PMI India National Conference 2014 held at Hyderabad International Convention Center (HICC), Hyderabad. It was a two-and-a-half day conference with seven keynote speeches, 21 technical paper presentations and seven case studies. The theme of the conference was "Project Management – the Mantra for Sustainable Growth". More than 900 delegates took part.

The conference started with a welcome address by me as the conference chair setting the context for the theme. Mr. Ricardo Triana, director, Chair 2014 PMI Board of Directors, spoke on the "Next Generation Project Management" that covered the latest trends and techniques. We wrapped up the day with the PMI India Project of the Year awards presentation.

On the second day, Mr. Ramesh Iyer, managing director, Mahindra and Mahindra Financial Services Limited, implored everyone to not live in the past and use project management for sustainable growth. Mr. N. V. S. Reddy, managing director, Hyderabad Metro Rail Limited, impressed upon the need for passion and team mentality in his address on "Managing Infra Projects". A unique interview with the very first IT entrepreneurs from Hyderabad was well received. The day culminated with a rapacious presentation by well renowned theater artist, author, and leadership speaker, Mr. Alyque Padamsee, in which he said that leaders are not born but made.

His Holiness Sri Chinna Jeeyar Swami, founder, Jeeyar Educational Trust, differentiated between organizational (hard and smart work) and domestic (spirituality – heart and soul work) project management. Former Indian cricketer, Mr. V. V. S. Laxman, signed the conference off by sharing his story of how he became a cricketer.

Case studies like "Establishing Daimler Trucks Business in India" and technical papers like "Effective CMMi Implementation in Agile Environment with a Fresh Team" engaged the audience.

Mr. Ravi Vurakaranam, vice president, PMI Pearl City Chapter (PMI PCC), was the conference director. He was ably supported by Mr. Arun Kiran Ponnekanti, secretary general, PMI PCC, and Mr. Amith Kumar Mikkilineni, treasurer, PMI PCC, under the aegis of the conference project management office. All PMI PCC board members contributed through various roles.

I take this opportunity to thank PMI India managing director Raj Kalady and his team for their continuous support and guidance in delivering this conference.

Regards,
Srinivas Kopparapu
President, PMI Pearl City Chapter & Conference chair

Ravi Vurakaranam – Conference Director

TRACK LEADS:

► Arun Kiran Ponnekanti – Marketing & Communications
► Venkat Reddy – Registration support
► Sangita Zarpade – Sponsorship
► Pavan Chamarty – Stage Management
► Sriram Santhana Gopalan – Guest Management

► Amith Kumar Mikkilineni – Registration
► Nagini Chandramouli – Mobile App (Delegate Experience)
► Tony Jacob – Case Studies
► Bhaskar Reddy Gaddam – Speaker Identification

MANAGE India

Mr. S. Ramanathan, advisor, Vanenburg Group; Mr. Ravi Vurakaranam, conference director; Mr. Srinivas Kopparapu, conference chairperson; Mr Raj Kalady, managing director, PMI India; Mr. Craig Killough, vice president, PMI Organization Markets; and Mr. Ricardo Triana, director, Chair 2014 PMI Board of Directors; and Mr. A. S. Murthy, CTO, Tech Mahindra at the inauguration ceremony

Practitioners Converge on Hyderabad for PMI India National Conference 2014

BY PANCHALEE THAKUR

As India prepares to change gear and embark on a state of swift action as envisaged by the new government, it needs to stay focused on long-term development and not mere short-term measures for populist reasons. To attain Prime Minister Narendra Modi's promise of "achche din" (good days), the mantra must be sustainable growth. PMI India's Project Management National Conference 2014 used "Project Management – the Mantra for Sustainable Growth" as a timely theme to discuss how project management can provide the country the competence it needs to plan and execute projects well.

The sixth annual conference, organized by PMI Pearl City Chapter, took place on 11-13 September 2014 at the Hyderabad International Convention Center. Delegates from around the country attended the much awaited event to gain knowledge and insights on project management from the experts, share their experience, and network with peers and seniors.

While keynotes by PMI leaders, industry experts, and senior government officials added to delegates' knowledge bank, talks by a spiritual leader, a theater personality, and a cricket star provoked thought and ideas on life skills improvement. There were project management lessons to learn not just from the experience of others but also in the stories of wit and wisdom from ancient times that many of the speakers recounted.

The coveted PMI India Project of the Year awards were presented during the conference. These annual awards recognize and honor organizations for their outstanding project management practices. Larsen & Toubro won the Project of the Year in the large category, whereas Indian Oil Corporation Ltd. won in the medium category, and National Thermal Power Corporation (NTPC) Ltd. won in the small category. The Evangelical Fellowship of India Commission on Relief was adjudged the winner of the Project of the Year - NGO award and NTPC picked up its second award – the Project of the Year in the contribution to the community category.

Each year, the conference host chapter enhances the experience of delegates by adding a new touch to an existing conference feature. This year, besides the knowledge sessions in a wide range of formats, the hosts had created new opportunities for delegates to network and some exciting ways to take back memories of the conference.

Gathering at Project Management National Conference 2014, PMI India

Mobile App

A conference mobile app was used as a successful delegate engagement platform in last year's PMI India national conference. This year also, many delegates downloaded the mobile app. Rolled out to aid pre-event branding, facilitate networking among delegates well before the event, and organize paperless contests, the app was easily one of the talked about innovations at the conference.

Delegates used the app to post photos to participate in the "selfie contest", besides using it for the quiz, posting questions to speakers, and providing conference feedback. They could view speaker profiles, mark the sessions they planned to attend, and take notes on each session using the app. It also came with a handy map, chat options with other delegates, and receive instant notifications on the conference.

Photo Booth

What India Gate is to New Delhi, Gateway of India is to Mumbai, Charminar is to Hyderabad. A larger than life poster of this stunning 16th century edifice made a befitting backdrop for the photo booth at the conference.

"The idea behind the photo booth is to give each delegate a personalized gift as a reminder of the event," said Mr. Ravi Vurakaranam, conference director. And sure enough, it was a star attraction as delegates made a beeline during each break. Almost every delegate availed of the photo booth coupon.

Adding to the novelty of the photo booth were life-size cup and spoon shaped placards, reminiscent of Hyderabad's famous Irani chai, bearing pithy messages that any project manager would relate to. Here are some placards one could choose from: "Manage projects without spoonfeeding", "There's always a storm in the project manager's teacup", "Dishing out project management best practices", or "Many a slip between the cup and the lip".

Quiz

With a livewire quizmaster testing contestants and the audience on project management trivia and cryptic anagrams, and a "practical round" in which contestants tried their project management skills to build a tower with spaghetti and paper cups, the much awaited quiz made for an entertainment and action-packed evening.

Held on the last day of the conference, the quiz saw four three-member teams battle it out for the numero uno position. Team Rockers, comprising Mr. Kshitij Srivastava, Mr. Maruti Penubothu, and Mr. Sanjib Das, won the contest; the prize was a Samsung tablet each.

Contestants were selected on the basis of their scores on a preliminary round conducted via the mobile app. Overall, 200-plus delegates participated and more than 800 responses were received on the app.

Quizmaster and former Chennai chapter president, Mr. Karthik Ramamurthy, and PMI volunteers, Mr. Uday Kiran and Mr. Koushik Srinivasan, designed and executed the selection process. Mr. Ramamurthy said, "Questions posed through the app included some visuals to ensure finalists were those with knowledge rather than just Googling skills! To recognize speed and knowledge, earliest responses were given more weightage. Finalists were chosen based both on total weighted points as well as maximum questions answered." In all, 12 finalists and six standbys were picked.

Mr. Ramamurthy designed the quiz with help from board members of PMI chapters in India. The quizzing team included Mr. Koushik Srinivasan as the score keeper, Mr. Sriram Raghavan as the timekeeper, and Mr. Rajasekhar Ravichandra as the evaluator for the practical round.

(With contributions from Renuka Rane)

RICARDO TRIANA

It takes just a little extra to reach one's goals – a little extra speed for Olympic glory, an extra degree of heat for boiling water to turn to steam, or a little extra commitment to reach project success.

Mr. Ricardo Triana, director, Chair 2014 PMI Board of Directors, implored practitioners to commit themselves to an extra degree in whatever they do. "It could be an hour spent with your children at home or an hour of volunteering, but that little extra degree of commitment will make a difference in your personal or professional life," he said.

As the demand for project management skills grows in the coming years, project managers will benefit by investing a little more on their career. PMI's industry growth forecast between 2010 and 2020 says that 15.7 million new project management roles will be created globally across seven different industries.

"For new projects to take off, the real problem is not money but people. Organizations and practitioners need to prepare to match skills with requirements. The economy is changing and you have to be prepared for any eventuality. Avoid a situation where when reality comes to the door, plan jumps through the window," Mr. Triana said. There will be increased competition among countries and companies to acquire project talent. A lot will also depend on how organizations develop talent. He recommends talent management programs through training and development, well-defined career paths for project managers, integrated career management across the organization, and measurement of such initiatives.

He quoted the HOPE (Hands-on Project Experience) Project of the National Aeronautics and Space Administration and the training and inter-personal skills development initiatives of the Ministry of Infrastructure, Government of Chile, as fine examples of how organizations can nurture project management skills in-house.

Technical, inter-personal, and business skills formed the "talent triangle". "Besides technical competency, the next generation project manager must focus on strategic and business management, leadership, and communication skills," Mr. Triana added.

N. V. S. REDDY

As the head of the world's largest metro rail system in the making through the public private partnership (PPP) mode, there are bound to be as many brickbats as bouquets. Mr. N. V. S. Reddy, managing director, Hyderabad Metro Rail Ltd., gracefully accepted the tag of the "culprit causing traffic jams" in Hyderabad as he took the podium to deliver his keynote.

"I failed in my first project. We lost significant time in the first two years. But now we have made up the time lag and may complete the project before time," Mr. Reddy said. The first phase of Hyderabad metro rail will cover 72 km across three corridors and is expected to be operational by March 2015.

"When I wanted to build Hyderabad metro through the PPP mode, there was a lot of opposition. Even my guru, Mr. E. Sreedharan (the man behind Delhi metro), didn't agree with my business model. But I was confident and persisted. There were allegations of scams, protests by traders and environmentalists…it was demoralizing," he recalled.

Labelling the metro rail project as a saga of grit, guts and gumption, he presented newspaper clippings screaming allegations and questioning delays. "Seeing all these reports, one day my wife asked me why I don't follow what others are

saying. I told her we just need to be patient. Slowly, as I had predicted, a positive mood started building," Mr. Reddy said.

As the project finally took off, it garnered support and recognition. Last year, it won the best engineering project of the year award at the annual Global Infrastructure Leadership Forum conference in New York.

Closer home, community support picked up as Mr. Reddy's team put in effort for consensus building among stakeholders. He countered the allegations of environmentalists by translocating trees in large numbers. He formed bicycle clubs for easy access to metro stations. The gigantic pillars for the elevated tracks are designed in such a way that they go well with the city's architecture. For every religious structure that was removed, people were assured that the organization would build a bigger and better structure.

"We are creating something unique for Hyderabad that will rejuvenate the city, promote pedestrianization and cycling, and provide open spaces near metro stations for families to enjoy," added Mr. Reddy.

RAMESH IYER

A wedding date once finalized is non-negotiable, and everyone in the family works in such a way that all the activities for that project are concluded on time. Can't organizations consider their project completion day as an auspicious wedding day and go all out to complete it on time?

With this poser, Mr. Ramesh Iyer, managing director, Mahindra & Mahindra Financial Services Ltd., highlighted the importance of completing projects on time, and the rise in frustration among people if a project goes into time overrun. "Project management is a unique way of creating something, be it a product, a process, or achieving a result. You need to clearly identify that one fundamental factor. People are the other important aspect of a project. Best talent is not just about experience but also the right skills and attitude to manage a project," he said.

Mr. Iyer, a firm believer of analyzing failure and learning from it, feels organizations must talk about project failures so that others don't make the same mistakes. "Success could get you into bad habits, whereas failure gets you to learn and change. Take joint and equal responsibility not only while creating a project ecosystem but also when things don't turn out well," he said.

Empowerment of people is a key ingredient for project success. When managers say they empower their people, they must truly honor it. Illustrating how empowerment can be practiced, he said, "In our business, the sales team deals with cash. If a sales person calls the manager to tell that the cash has been stolen, the manager must connect with the person on an emotional level (instead of questioning the veracity of the claim). Your questions must be supportive and enable the individual to go to the next level of execution."

He advised project managers to be open-minded and develop strong communication skills. According to Mr. Iyer, in a project manager's world, the true meaning of 'impact' is integrity, mannerism, passion, attitude, communication, and teamwork.

"Keep checking your relevance in the market. Skills that were relevant earlier are not relevant today," he added.

V. V. S. LAXMAN

When Mr. V. V. S. Laxman, former Indian cricketer, walked in to speak at the tail-end of the conference, he was reminded of "the fifth day of a test match that is heading to a draw". But in no time he energized the audience with stories from his childhood, the cricket field, and the players' dressing room.

"I made a plan to achieve my goals within a set timeframe; I continued to monitor my performances; and I adjusted my plan and game according to my coaches' reviews. I implemented these principles in my life, though I didn't know about (project management)," Mr. Laxman said.

As a child, he wanted to follow in his parents' footsteps and join the medical profession. At the age of 17, as he

was about to join medical school, his uncle and mentor convinced his parents that they must give him a chance to try out cricket as a profession. "Cricket was not a professional career then. But my parents let me choose cricket though people questioned their decision," he said.

The profession didn't accept him so readily and he faced many disappointments. During that phase, notes of encouragement from his parents helped him see through the tough times.

"My parents told me it's not the profession that glorifies me, but I glorify my profession. They also presented me *Thus Spake Swami Vivekananda*. Swami Vivekananda said, 'Take up one idea. Make that one idea your life - think of it, dream of it, live on that idea. Let the brain, muscles, nerves, every part of your body, be full of that idea, and just leave every other idea alone. This is the way to success.'"

Mr. Laxman stayed true to his belief, and at the age of 22, he wore the Indian team cap for the first time. "But I wasn't able to establish myself in the team (for a long time). I did a lot of introspection. I decided to invest in myself, through coaches and sessions on neuro-linguistic programming," recalled the former cricketer.

He finally made his mark in 2001. "Pride is an important ingredient for success. It is a personal commitment to get ahead of your own obstacles," he said.

Stating that former cricket Sourav Ganguly was the best captain he played under, Mr. Laxman said, "A good leader is the starting point for every company. When playing for your country, you are under a lot of pressure. Having a good coach is important for team development, one who can change the mindset of the team members, and make them empathize with each other even though they are competitors."

ALYQUE PADAMSEE

Theater personality and advertising film maker Alyque Padamsee put his audience engaging skills to good use as he took delegates on a short journey through current politics, literature, and history to enunciate unique qualities in leaders.

"The good news about our country is that 50 percent of our population is under the age of 25, which means we have youth on our side. But the bad news is that 50 percent of our netas (politicians) are over the age of 70," he said.

The audience chimed in as he likened Shakespearean characters to modern-day politicians – Dr. Manmohan Singh as King Lear who wouldn't retire, Mr. Rahul Gandhi as Hamlet who couldn't make up his mind, and Mr. Narendra Modi as Macbeth who was highly ambitious. "The qualities that Shakespeare gave his leaders apply to this day," he observed.

Mr. Padamsee said a leader must have the dynamic qualities of vision, charisma, courage, empathy, delegation, feedback, and motivation. For a leader with vision, he asked delegates to look no further than Mr. Chandrababu Naidu, chief minister, Andhra Pradesh, for his pioneering efforts towards e-governance. The leaders he ranked high on charisma are former US president Bill Clinton, Hindi film star Amitabh Bachchan, and spiritual leader Osho. For courage, he spoke about former prime minister Indira Gandhi; for delegation, it was former US president J. F. Kennedy; and for motivation, Singapore's first prime minister Lee Kuan Yew.

"While leaders cannot always please people and risk being unpopular, fear is not a good motivator. Feedback is another important quality for a leader. Mrs. Gandhi lost the general elections after the emergency in the mid-70s, and the primary reason for this was that she didn't take feedback and hence, did not learn (what was going wrong)," he explained.

SRI CHINNA JEEYAR SWAMI
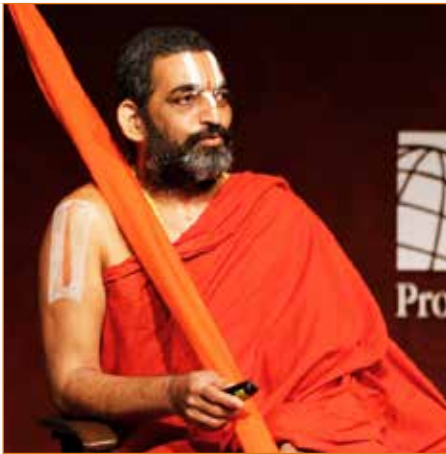
Clothed in a saffron robe and carrying a staff, Sri Chinna Jeeyar Swami opened his session with a chant before moving on to some simple, modern-day mantras for project management.

"Everything in life is a project, be it managing a multi-million dollar enterprise or a humble household. As a Telugu saying goes, an elephant has a problem of its own size and an ant also has a problem of its own size," said the Vedic preacher and founder of Jeeyar Educational Trust.

When planning a wedding, family members do not get nor expect any compensation yet they feel a sense of joy and gladly do the tasks involved. On the other hand, when managing a project at work, rewards and payoffs are expected and doled out, yet not all projects succeed.

"At the level of the home, your spirit, love and sharing come into play – everything comes from within. The people who conduct a wedding and those who partake of it are happy. How can you achieve the same result in a work environment? By being involved not just with your hands and mind but also with your heart and soul. When the heart and soul are put into the work at hand, we call it spirituality," he said.

Swamiji shared videos of the philanthropic work undertaken by the Jeeyar Educational Trust. He explained how their various missions have become a reality because of the heartfelt efforts of individuals who came forward and helped in various capacities.

Imploring all present to be spirit-centred in their activity and approach, Swamiji said, "Let the bottom-line and top-line of your projects always be enriched with spirituality. Drop the 't' that causes tension from management, so you 'manage men'! Serve all beings as service to God, not just man alone, for your very existence depends on their survival."

ALOK LALL

How does an organization stay true to the vision it set out to achieve? With a multiplicity of devices and platforms, how do you ensure people have access to a single version of the truth? Mr. Alok Lall, business group director, Microsoft Office Department, enumerated ways in which an organization can leverage existing technologies and drive growth to achieve project success. "New age project managers are well aware that what they did in the past may not work now. They need to look at the periphery when shaping the project vision," he said.

Drawing from the success of Microsoft Project Online, an online solution for project portfolio management, Mr. Lall emphasized the ability to deliver value from virtually anywhere, and on any device. Project managers need a comprehensive toolset, accessibility across devices, work mobility, transcend hierarchies, and move to the cloud.

Communication and collaboration with teams online or via social media is the norm today. Connecting virtually also presents great opportunities for driving training and capability transfers. "Run the social media environment in an integrated manner and not as a silo. Build an environment where people can participate freely, and give their ideas freely. Crowd source the ideas – they can be from employees, clients, or partners," he explained.

Another way to create impact is by using your data and your insights to make your reports personal. Mr. Lall added, "Present your data in the right format and in the right way, deliver it intuitively using familiar tools, via social media or virtual collaboration, so it is easy for decision makers to interpret." A project manager can thus gear up to play an integral role as an anchor in multi-disciplinary scenarios, be it innovation management, app lifecycle management or collaborative lifecycle management.

Congratulations!

Mr. Ricardo Triana (second from right) presenting the trophy to the team from Larsen and Toubro

PROJECT OF THE YEAR – LARGE

Winner: Larsen & Toubro Limited (L&T)

Project: Process cum Living Quarters Platform

L&T completed this offshore project for Gujarat State Petroleum Corporation ahead of schedule within 21 months. The project clocked in incident-free human hours of 4.1 million.

PROJECT OF THE YEAR – LARGE

Runner Up: Larsen & Toubro Limited (L&T)

Project: Mangalore Aromatics Complex (MARC) project

It is the largest single train paraxylene complex in India and one of the largest globally. The completed project has set a number of benchmarks in project management in India.

PROJECT OF THE YEAR – MEDIUM

Winner: Indian Oil Corporation Limited (IOCL)

Project: Butadiene Extraction Project, Panipat Naphtha Cracker

With no cost or time overrun, and accident-free construction, this project marks IOCL's first venture into the production of synthetic commercial rubber.

PROJECT OF THE YEAR – MEDIUM

Runner Up: Grasim Industries (Aditya Birla Group)

Project: Greenfield Epoxy Project, Vilayat

The project was completed successfully inspite of damage to the plant after flash floods. There were no fatal accidents or time lost due to incidents.

PROJECT OF THE YEAR – SMALL

Winner: NTPC

Project: 5 MWp Solar PV Project at Port Blair, Andaman & Nicobar

The project is located in a faraway island and necessitated multi-mode logistics and the mobilization of resources from the mainland. Inspite of several challenges, the project fulfilled the time, cost, and quality parameters, and recorded a zero-accident construction phase.

PROJECT OF THE YEAR – NON GOVERNMENT ORGANIZATION

Winner: The Evangelical Fellowship of India Commission on Relief (EFICOR)

Project: Parivartan Child Survival Project

Through this project, EFICOR has helped reduce mortality among mothers, newborns, and children under the age of five.

PROJECT OF THE YEAR - CONTRIBUTION TO COMMUNITY

Winner: National Thermal Power Corporation Limited (NTPC)

Project: Skilling India Project

Aimed at creating a skilled workforce to cater to the country's needs, particularly in the power industry, NTPC has adopted 17 government industrial training institutes near its plants, upgraded the infrastructure, and taken up the responsibility of developing skilled technicians.

SETTING UP DAIMLER OPERATIONS IN INDIA

— Parthasarathy Thota, chief financial officer, Daimler India Commercial Vehicles Pvt. Ltd.

After having entered the Indian market through partnerships, first with the Tata Group and then Hero Motors, Daimler set out on its own in 2008. The following year, Daimler India became a 100 percent subsidiary of its parent company in Germany. Since then, the company has steadily grown its business in the domestic and export market.

"Daimler India has introduced to the Indian and export market a unique product from India, Bharat Benz, which is designed and manufactured in India with 85 percent of the components locally sourced," Mr. Thota said. Bharat Benz caters to the needs of Indian truckers and marks a break in Daimler's 150-year-old tradition of global products for global requirements.

Mr. Thota sought to negate the perception that products manufactured in India lack quality and that it is difficult for a multi-national company to set up operations in India on its own. "India has huge talent. Our local engineers took the early stage drawings from our parent company and completely evolved the trucks to suit local conditions. Our experience also shows that you don't need partnerships to enter the Indian market. In spite of corruption, you can stick to your principles, be patient, allow for extra time in your project schedule, and make it happen in India. We didn't pay a single penny to anybody nor did we go through agents to get approvals; we had to get 36 approvals in all," he explained.

MANAGING MERGERS AND ACQUISITIONS IN A PROJECTIZED WAY

— Viq Pervaaz, senior vice president and chief project officer, Aon M&A Solutions

As delegates were settling down for this post-lunch session, Mr. Viq Pervaaz decided to give them a simple exercise to pull them out of their stupor and at the same time, demonstrate the realities of mergers and acquisitions (M&As). He asked delegates from one half of the hall to move to the other half, and vice versa. "What you experienced just now is what organizations experience in an M&A – chaos, confusion, unfamiliar circumstances, and unfamiliar faces," he explained.

For the next 45 minutes, Mr. Pervaaz took the delegates through the basics of M&A in an interactive manner. M&As are of four basic types – acquisition, merger, divesture, and joint venture. But why do organizations choose to do M&A? There can be many drivers such as better synergy between two companies in terms of skills and other capabilities, better financial strength, access to new markets, access to new capabilities, and higher competitiveness.

He got the audience thinking when he asked "Does two plus two always equal to four?" As he collected responses from the audience, he replied, "In the business of M&A, where we are looking for value creation, the mathematical certainty of the sum doesn't apply."

Whatever be the driver of an M&A, certain basics need to be remembered. "The M&A must be anchored in strategy. The focus must be on people in the organizations. The organizations must get the communication right so that the objectives of the M&A are clear to everybody," he concluded.

THE ENERGY AND RESOURCES INSTITUTE (TERI) – EXTENDING SOLAR LIGHTING IN SELECTED INDIAN STATES

— Kishore Kumar Chaudhary, senior manager – social transformation division, TERI

To solve the problem of frequent electricity cuts and poor quality of supply in Indian villages, TERI has started a program to provide solar power to these villagers. The

program has gathered significant momentum and has so far covered 2,500 villages in 22 states.

The initiative, which won PMI India Project of the Year – Non Government Organization 2013 award, has gone through several changes to accommodate new requirements, new research by TERI, and market feedback.

"Our prime focus is to provide house lighting. The added benefits are reduced pollution inside the house from kerosene lamps, increased business for local traders who can now keep their shops open for longer hours in the evening, and new sources of income for village-level entrepreneurs," said Mr. Kishore Kumar Chaudhary.

The program is a fine example of growing reach and sustainability. A household gets solar equipment at a subsidized rate. Village entrepreneurs are encouraged to set up solar charging stations for these equipment. Now TERI is also installing solar panels in homes. "Partnerships with local social organizations have helped us extend the program to so many villages across the country. We conduct awareness programs in villages. We also give inputs to manufacturers on product development based on our research," said Mr. Chaudhary.

LARSEN & TOUBRO (L&T): THE MUMBAI HIGH NORTH PROCESS PLATFORM AND LIVING QUARTERS

— Kumar Rudra, project director, L&T

The Mumbai High North project by L&T, that won the PMI India Project of the Year (Large) 2013 award, is a $1.1 billion offshore project that comprised construction of a process platform, a living quarter platform to accommodate 150 people, two flare tower platforms, three process gas compressor modules, and other modifications for Oil and Natural Gas Corporation (ONGC). The highly complex project was completed in two phases of 19.5 months and 33 months, respectively.

"Project management was an important part to ensure safety, build capabilities, and conduct interface

management and risk management. It also helped manage changes effectively," said Mr. Kumar Rudra.

Safety features included daily "tool box talk", special safety briefings, monthly reviews and work site visits by senior management, rewards and recognition for safe working practices, and regular training.

L&T tied in its technical, commercial, and project management capabilities together to deliver the mega project. Project management provided the project team the ability to conduct effective interface management across project phases and activities, and among the various stakeholders. L&T's matrix organization is guided by PMI's *A Guide to Project Management Body of Knowledge* (PMBOK Guide)®. The project team identified 40 major risks, maintained a risk register, and reviewed and monitored the risks through the project lifecycle.

GAMIFICATION OF PROJECT MANAGEMENT

— Madu Ratnayke, senior vice president, Virtusa, Sri Lanka

Millennials are known for their low engagement levels, irreverence for work rules and hierarchy, and familiarity of new technologies and devices. Virtusa has deployed a solution in the organization that helps boost motivation levels and performance of millennials by combining work goals with gaming features through social media.

"Millennials may be part of an exciting project but if their role in that project is not exciting, they will not continue in that role. When it comes to hierarchy, they have no inhibitions. If a millennial has no access to seniors in office, he/she will seek them out in social media; everybody is equal in social media," said Mr. Ratnayke.

Virtusa has introduced gamification as part of project management through which each employee can create a unique social identity at the workplace, join online discussions, share and learn, collaborate, track his/her performance against others in the team, seek out

help for specific problems, and enjoy recognition for achievement. "Gamification in project management creates engaged employees and engaged customers," he said. Virtusa uses a variety of social media, mobility, cloud, and collaboration tools to create this unique and fun millennial user experience at the workplace.

ROLLING OUT IT MODERNIZATION PROJECTS IN DEPARTMENT OF POSTS

— Ganesh Sawaleshwarkar, nodal officer, Department of Posts, Government of India

As the man in khaki delivering mail on bicycles starts fading from our memories, the department of posts is looking for new ways to re-enter our lives. The 160-year-old organization that has the world's largest network with 155,000 post offices across the country is modernizing itself and introducing new services to bring in more customers.

At the core of the transformation of the postal network are IT modernization projects. The program which began in 1992 has so far fully modernized 25,000 post offices. It all started with the computerization of standalone counters in post offices. In 1997, modernization of the savings wing began. In 2002, the department introduced end-to-end tracking of speed posts. By 2008, all post offices were computerized.

The department has seen decline in mail but has seen growth in its parcel business, postal life insurance schemes, and savings schemes, and e-commerce is taking off.

"We are doing a solution re-architecture to integrate all our business verticals, re-engineering our business processes, digitizing the records of over 70 lakh employees, training over five lakh employees, and conducting knowledge transfer on a large scale," elaborated Mr. Ganesh Sawaleshwarkar. The department is employing

project management to plan, deploy, monitor, and review progress of this on-going initiative.

MAKING OF TERMINAL 2, MUMBAI AIRPORT

— Pradeep Sangal, general manager, Mumbai International Airport Ltd.

The new terminal at the Mumbai international airport is the first project in the country where a new and enhanced facility was built around an existing, operational airport.

"This was the most constrained airport construction in India. It pushed us to look for innovative solutions at every stage," said Mr. Pradeep Sangal. GVK, along with other partners, built the new terminal under a public private partnership and continues to manage it.

At the time GVK started construction, only two-third of the land was available and the rest was encroached by slums. It took the consortium one year to develop the master plan.

"We overcame the space constraint with innovative designs such as vertical gardens, a vertical car park, and elevated roads. We couldn't disrupt services during the construction phase," he added. For runway extension work, the authorities allowed the runway to be shut down for six hours a week. Around 1,000 workers would stand by so that work could begin immediately and the runway handed over a little after five hours for test runs.

"Team work, stakeholder management, innovative techniques, collaborative planning and progressive elaboration, interface management, fast decision-making, and change management were some important project management features of this project," added Mr. Sangal.

These helped GVK to conduct the final transition of the old facilities to the new terminal in five hours.

Setting up a Project Management Office
(for Project, Program, and Portfolio Management)

P. SEENIVASAN

It was a four-hour workshop to initiate early bird conference registrants into the basics behind setting up a project management office (PMO).

Mr. P. Seenivasan, who conducted the workshop, provided participants an overview of different types of PMOs, the need for an integrated, enterprise-wide PMO (EMPO), the various elements of an EPMO, and approaches to setting it up. Through a knowledge session and hands-on activities, delegates got a flavor of the challenges that an organization faces while setting up an EPMO and the strategic drivers that the organization must anchor the EPMO in.

Mr. Seenivasan explained an EPMO as an entity that standardizes portfolio, program, and project governance processes, facilitates the sharing of resources, methodologies, tools and techniques, and builds and sustains business value by strengthening delivery capabilities across the enterprise. Whether it is project, program, or portfolio management, the EPMO provides the necessary framework to work closely with the organization's operations to drive strategic alignment, stakeholder engagement, governance, and business value.

Participants did a group exercise in which they prioritized and recommended initiatives that a fictitious electronics company needed to undertake to drive growth within a fixed budget and timeline. Groups of delegates made presentations on the right mix of projects that the company must initiate, aligned to its strategic objectives, current capabilities, and budget and time constraints.

Following this, Mr. Seenivasan invited a team to use Oracle Primavera to map their recommendations to set goals, create 'what if' scenarios to come up with the best available options, and make the final recommendations.

In the second activity, delegates developed the vision for a program for the same fictitious company, identified its strategic objectives, and listed out a set of measurable benefits of the program. Complete with a list of metrics and assigned value for each benefit, ways to measure and report such benefits, and project and operations enablers to realize those benefits, participants got a hands-on experience of program management in the workshop.

(Mr. P. Seenivasan is director, Proventures)

Mr. Seenivasan interacting with workshop participants during a group activity

Inculcating Entrepreneurial Skills within the Team

Mr. Srinivas Kopparapu, president, PMI Pearl City Chapter, in conversation with Hyderabad's serial entrepreneurs and co-founders of Intergraph India, D. E. Shaw, and ADP India on their journey together.

Mr. Ganesh Sellakannu, director, ADP Pvt. Ltd.

Mr. Thiagarajan Arunachalam, former director, ADP Pvt. Ltd.

Mr. Shakti Sagar, managing director, ADP Pvt. Ltd.

Mr. Kopparapu: Your journey began in the 1980s when the software industry was not in focus. What triggered your move to software?

Mr. Sagar: In 1984, we worked on an automatic ledger posting machine (ALPM) for the banking industry. That's when the idea to come up with independent software products took root. In 1986, we started developing software products. But it was very difficult those days. To get the cash flow going, we also undertook data entry type of jobs.

Mr. Arunachalam: We believed even in those early days that Hyderabad had the potential and we stuck to it. We also believed that software was the 'in' thing. Though I have moved on to social work now, at heart I'm still a programmer. We looked for opportunities all the time.

Mr. Sellakannu: At the time, the market was hardware and capital intense, and the quality of manpower was also good.

Mr. Kopparapu: How did you incorporate project management in your work?

Mr. Arunachalam: Project management became an integral part of our work when we started working with banks. We started to improvise on solutions as we went. We were doing a mix of agile and waterfall techniques in project management, but we didn't know it as that at the time. Later Intergraph introduced us to project management.

Mr. Sagar: Getting the contract from Intergraph, a US company, to set up a center in Hyderabad was our first initiation into project management. That lit the fire in our belly, and we started from ground zero. We got the opportunity, we had to deliver.

Mr. Kopparapu: Give us some examples of how you planned for something and something else turned out.

Mr. Arunachalam: Plans don't fail; people fail to plan. Yes, we did go by the opportunity (even if the plan was something else). To deliver, we had to keep adapting to new scenarios.

Mr. Sagar: Once things are stabilized and you have a buoy, your planning process is different. Nine years after setting up Intergraph, we were approached by D. E. Shaw, another US organization, to set up their India subsidiary in Bangalore. We debated whether we could do it all over again. We took the opportunity and convinced D. E. Shaw to set up operations in Hyderabad.

Mr. Kopparapu: How was project management instrumental in sustaining growth in the organizations that you worked with?

Mr. Sellakannu: The running theme for us was to continue planning and make it happen.

Mr. Arunachalam: New ventures require a lot of planning. One cannot take anything off the ground without project management. Every time I had a new idea, I made a PERT (program evaluation and review technique) chart.

Mr. Srinivas Kopparapu (extreme left) with Mr. Shakti Sagar, Mr. Thiagarajan Arunachalam, and Mr. Ganesh Sellakannu

Mr. Sellakannu: Back then, status reporting was not practiced. Nevertheless, Mr. Arunachalam would ask us for weekly reports on projects whether the client had asked for it or not. This provided structure and others could infer easily from this framework.

Mr. Sagar: Undoubtedly, framework is great but flexibility is the key. You have to be flexible and adapt to every situation and be able to modify a dynamic plan.

Mr. Arunachalam: I would send consolidated reports to the client every week. Once a client told me that he would never read my reports but the fact that I sent the report assured him that work was progressing.

Mr. Kopparapu: During your journey, how did you take your employees and colleagues along?

Mr. Arunachalam: Just like our children, our colleagues don't do what we say but do what we do. Colleagues need to develop trust. Our values have been our big thing.

Mr. Sellakannu: We don't need to manage resources. We just need to lead them. This is where the fundamental shift occurred.

Mr. Sagar: When we moved from Intergraph to D. E. Shaw, the primary challenge was competing for the same human capital. Often, leaders make the grave mistake of game playing politics. Be open and transparent. Trust is the key to being truly successful.

Institutionalizing Project Management in the Government Realm

Mr. Jayesh Rajan, IAS, commissioner, industries, commerce and export promotion, Government of Telangana

Mr. Hariranjan Rao, IAS, secretary, information technology and public service management, Government of Madhya Pradesh

Dr. Sanjeevan Bajaj, CEO, Federation of Indian Chambers of Commerce and Industry (FICCI) Quality Forum

Moderator: Mr. Sanjib Das, senior director and head - service delivery, Ericsson India

Mr. Sanjib Das (extreme left) moderating the discussions between Mr. Jayesh Rajan, Mr. Hariranjan Rao, and Dr. Sanjeevan Bajaj

Mr. Das: Data shows that in India, 50-60 percent of projects have budget or time overrun. According to McKinsey, India could suffer a GDP loss of $200 billion by 2017 if trends continue. What immediate steps are needed to correct this scenario?

Mr. Rajan: There is no arm in the government today that doesn't think project management is not needed. There are a lot of gaps in execution. We need to put greater reliance on public private partnerships (PPP). There are two important features in PPP projects. Sometimes we are so anxious to get projects off the ground that half-baked proposals get passed. Lack of coordination is the second problem. Sometimes a project gets stuck because there is no agreement on clauses that need to be amended later. We need the right business acumen to relook at clause changes.

Dr. Bajaj: Projects are sometimes planned, stopped, and executed. In the private sector, there is widespread realization that you need project management credentials, and clients insist on PMP® certifications for project managers, whereas there is no such emphasis in government undertakings. It is assumed that a good administrator will also make a good project manager.

Mr. Rao: Government projects are badly structured, and designed to get delayed. There is a lack of dedicated project management teams, less flexibility to hire manpower, and inadequate use of IT and tools. Typically, government contracts are straitjacketed; there is a need to look at international best practices and standardize documents. The entire decision-making process needs to be re-engineered and processes have to be streamlined.

Nobody is held accountable in the government; this has to change.

Mr. Das: Mission mode projects for e-governance are well-structured and linked to public service management. How can that approach be extended to other projects?

Mr. Rao: The implementation of mission mode projects is unique in Madhya Pradesh where a complete institutional overhauling is being carried out. We are hiring IT professionals from the market, many of which are PMP® certified, and offering compensation on par with that of the private sector. Government employees are being sent for the PMP® certification. Even the lowest level government functionary should be able to appreciate the nuances of project management.

Mr. Das: What do we need to stop, change, and continue?

Mr. Rajan: Project delays are causing us a national loss. We must replicate the good work that another department has done, for example, what Mr. Rao has done in Madhya Pradesh. We must institutionalize a mechanism to learn and adopt.

Dr. Sanjeevan: The principles in international best practices, rather than the practice itself, must be replicated. For instance, the Delhi Metro is an exemplary project, and the goal should be how to replicate it in a different context.

Mr. Rao: We have to start thinking differently, stop procrastinating, and continue with the efforts... the results will accrue.

WINNER	Adopting Latest Advances in the Field of Psychology for Effective Project Management

Adopting Latest Advances in the Field of Psychology for Effective Project Management was awarded the best technical paper at the conference. Mr. Ramanand Garimella, Mr. Lakshmi Varagan D., and Mr. Debabrata Pruseth from Tata Consulting Services (TCS) Limited authored the paper. The team identified the human challenges in project management and used recommendations from psychological concepts to draw a solution framework for the four phases of initiate, plan, execute, and close.

Mr. Garimella said, "The workplace is still an emotional setting, it need not be ruthless. We are not robots, at least not yet. The manipulation inevitable in human negotiations should benefit both the parties. For instance, build a cascaded project vision and align it to personal goals, work on associates' strengths and not weaknesses, and use positive provocations to evoke better ideas."

Mr. Raj Kalady with the winning team

The team cautioned against the 'planning fallacy' syndrome where one tends to incorrectly estimate outcomes. When a subordinate performs well, the team recommended "praising the talent and not the individual and applying the same correlation in case of a negative outcome." When Mr. Varagan asked the audience if they wanted a perfectionist in their team, the answer was an emphatic 'no', for it can be a roadblock to creativity.

Often, project managers may not have the requisite authority or power, yet are expected to influence people. "This is where the science of persuasion comes into play and you can apply the principles of influence to accomplish the task," stated Mr. Garimella, again underscoring the importance of applied psychology for successful project management.

RUNNER UP	Leveraging the Deployment Excellence Framework for Effective Adoption of High Maturity Processes

Leveraging the Deployment Excellence Framework for Effective Adoption of High Maturity Processes was adjudged the second best technical paper to be presented at the conference. It was authored by Mr. Parag Saha, Mr. Pranabendu Bhattacharyya, and Mr. Rajib Banerjee from TCS Ltd.

"Every time you try to deploy a process in an organization, what does it take to ensure that people wilfully adapt it?" asked Mr. Saha, pointing to an archetypal challenge at the workplace. Based on their work at TCS and through consulting engagements in this area, the team came up with a list of techniques, best practices, and lessons learned metrics on how to ensure a winning deployment. They elucidated their paper with real-life examples and case studies, and provided a solution framework.

"Once you come up with an idea, you have to get people to like it. Different strokes work for different

Mr. Raj Kalady presenting the runner-up certificate to a team member

folks. The greatest challenge is to consistently innovate and this comes at a price. If your overheads don't earn you the expected return on investment, then you are left with a disgruntled workforce. For successful deployment, bring in some psychology, some math, and some statistics," he added.

Below is a table of the rest of the technical papers presented:

TECHNICAL PAPERS	AUTHORS
• Effective CMMi Implementation in Agile environment with fresh team	Anjali Mogre and Sujata Salunkhe, Atos
• Social Networking to promote Ethical Leadership	Alankar Karpe, Advisory Group
• Becoming the preferred partner	Mangesh Sardesai, Siemens Technology and Services Private Limited
• Project Management in Collaboration Age	Ashish Sadekar, ProThoughts
• Decision Analysis for successful Project Investment in midcourse of BOT Infra Projects	Bhavesh Thakkar, Gammon India Limited
• Effective Talent Management – Predictive model for skill based forecasting	Piyush Jain, Infosys
• Concept Prototyping on PMAAS Suite (CPOPS)	Subhajit Bhattacharya, Accenture
• Innovations within Project Management and its Innovative Applications	Vikas Dubey, CSC India
• Incubating Emerging Technologies – A Lever for Service Excellence	Shreyas Bhargava and Prasad Ramanathan, IGATE Global Solutions Ltd.
• Process - Way of Life	Dakshinamoorthi G., Cognizant Technology Solutions
• Efficiency Enhancement for Distributed Agile Teams	Pavan Adipuram and Purnachandra Moparthi, Tata Consultancy Services Ltd.
• PM 3.0: What should the Gen-Next Project Manager focus on?	Rahul Ghodke, Microland Ltd.
• Next Generation Project/Program Manager	Namit Agarwal, Adobe Systems
• Never Too Big to Fail: How a Fusion Approach can Improve Chances of Project Success	Gaurav Sapra, Namrata Ahuja, and Kamal Kaher, Tata Consultancy Services Ltd.
• Software Project Management: Distributed Agile Approach	Somdatta Banerjee and Ananda Chakraborty, Cognizant Technology Solutions
• Process Excellence for New Age Project Management	Sathish Nataraj, Prabal Ralhan, and Chandramohan, Daimler India
• 10 Commandments of Project Success	J. V. Rao, Essar Projects India Ltd.
• Start it Right – a Focused Approach on Project Launch	Beebejan Valiyakath, IBM
• Using Social Networks in Project Management	Dattatraya Pathak, Aspect Management Services Pvt. Ltd.

Project

www.microsoft.com/project

Anticipate.

Microsoft

"While I am a regular at the PMI Bangalore Chapter, this was my first time at a Project Management National Conference. The biggest takeaways for me have been the sharing of best practices and learning how to excel in the project manager's role. I am impressed with the unique ID tags given to delegates; the conference mobile app was an exciting innovation."

— **Mr. K. Gopal, Praxair, Bangalore**

"The sessions were engaging and relevant. The speakers were definitely in alignment with the audience and it was easy to connect their views with our own organizational experiences. Innumerable networking opportunities under one roof was another huge advantage."

— **Mr. Neti Kiran Kumar, Tata Consultancy Services, Hyderabad**

"Every year, ONGC sends 150-odd employees for the PMP qualification. The conference has driven home the fact that project management has become part of our DNA, and that as we embed project management in our lives, we must also work towards achieving sustainable growth."

— **Dr. Supriyo Guha, Deputy Manager (Chemical), Oil & Natural Gas Corporation (ONGC), Delhi**

"The conference introduced us to best practices followed by other organizations, real-life case studies, expert insights, and networking opportunities. It was interesting to learn how other companies leverage tools and techniques to get the best out of their projects."

— **Ms. Malabika Das, Microsoft, Hyderabad**

"This is my first time at the national conference. My expectations were to gain information, upgrade my technical knowhow, and take lessons from the experiences of other project managers – I have met all these and more. Being an introvert by nature, this event helped me set aside my reserve and interact with peers and seniors from varied backgrounds."

— **Ms. Gayatridevi Maslekar, CSC, Hyderabad**

"The accumulated learning from the conference has been immense – be it the keynote addresses by industry experts, the breakout sessions, and the case studies. This was my first time at a PMI national conference. My colleague, Mr. Purnachandra Moparthi, and I presented a technical paper on 'efficacy enhancement in a distributed agile team'."

— **Mr. Pavan Adipuram, Tata Consultancy Services, Hyderabad**

"Overall, attending the conference was a fantastic experience. The choice of speakers was excellent. The event addressed the 'delta' of topics that are common to the entire gamut of projects and across verticals. The format of the sessions enabled us to get the most out of the event."

— **Ms. Monica Mittal, United Health Group, Delhi**

"As a student, getting to see hundreds of corporate head honchos and industry leaders in person was awe-inspiring and greatly motivating."

— **Mr. Sourav Bhunia, BTech Student, Camellia Institute, Kolkata**

◄ *The PMI India stall receives a steady stream of visitors throughout the three days.*

Delegates interacting with representatives at Microsoft stall - Platinum sponsor. ►

◄ *Mr. Ricardo Triana, director, Chair 2014 PMI Board of Directors, at the photo op stall at PMI India National Conference, 2014*

The quiz master and his team with winners of the quiz contest. ►

◀ *It's time for the PMI leaders to come together for the camera.*

Conference sees high participation from the audience. ▶

◀ *Delegates get an opportunity to interact with speakers after each session.*

Raj Kalady presenting memento to the PMI-ACP Quiz winner Honey Gupta working for Kantar. ▶

◀ *PMI PCC volunteers at the National conference*

Project Management Institute

PMI Organization Centre Pvt. Ltd.
302-305, III Floor, Balarama, Plot No. C-3, E Block, Bandra Kurla Complex, Bandra East, Mumbai – 400051, India
Tel No. +91 22 2659 8659 |Fax No. +91 22 2659 2235. www.pmi.org

For Private Circulation Only