Going Agile

Iterative development, adaptability, flexibility, and rapid deployment are some terms you commonly hear in agile project management. *Manage India* picks practitioner stories that illustrate how agile techniques can be applied in different industries and scenarios to solve some unique challenges

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Going Agile

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Pulse of the Profession is a trademark of Project Management Institute, Inc.

Letter from the Managing Director, PMI India

Dear Practitioners,

PMI India rolled out 2015 with high profile events to take our advocacy efforts further, and industry reports that capture important aspects of the project management profession.

Our 3rd edition of Research and Academic Conference (RAC) concluded in Mumbai recently with overwhelming response from the academic community. During the three-day event at the National Institute of Industrial Engineering (NITIE), we unveiled a white paper on "The urgent need to establish project management programs" that clearly establishes the demand-supply gap for project professionals in the country. Please click here to download the White Paper.

To provide guidance to faculty and institutions that wish to offer project management coursework, we have launched a new project management curriculum and academic resources. This makes it easier for academia to introduce project management foundation courses to meet the global demand of project managers. You can access the new resources here.

RAC provided us an occasion to recognize the contributions of distinguished teachers of project management. My heartiest congratulations go to Professor Anil Sawhney of Amity University, Professor K. Chandrashekhar Iyer of the Indian Institute of Technology (IIT), Delhi, Professor Ganesh A. Devkar of CEPT University, Ahmedabad, Professor J. Uma Maheswari of IIT Delhi, and Professor Vijaya Dixit of NITIE, Mumbai.

The first PMI India Regional Conference on 28 February in Pune was a great success. The one-day conference was followed by a half-day workshop on Neuro-Linguistic Programming (NLP) in which three speakers provided participants a hands-on feel of NLP. I'd like to thank Pune and Mumbai chapter volunteers for their dedication and contribution. Look out for our special issue on the RAC and Regional Conference later this month.

On 10 March, we will be co-hosting the 2nd edition of the Federation of Indian Chambers of Commerce and Industry-PMI Conference on the theme 'Project Management - The impetus for *Make in India'* to be held in New Delhi will focus on the application of project management practices and highlight exemplary cases.

The PMI India Awards program is the best platform to showcase projects that are executed successfully. Click here to put in your nominations on or before 2 April.

PMI's *Pulse of Profession*® 2015 report is now available for download. This issue of Manage India is carrying a report on it.

For those of you who are aspiring for Project Management Professional (PMP)® certification and want to take the Group Paper Based Testing (Group PBT), click here to find out the city closest to you for the PBT scheduled on 25 July.

Manage India has entered its seventh year. The newsletter has grown substantially in terms of subscription and the depth and variety of reports that we carry. Now, we are launching two new features, a contest called Short Takes and Poll Booth, through which you can express your opinion on issues that matter to your profession. Also look out for the Project Podcast, a new column in the next issue of *Manage India* in which we will feature industry experts. Take part, gather insights and enjoy reading.

As always, please send us your feedback at editor.manageindia@pmi-india.org.

Warm regards,

Raj Kalady
Managing Director, PMI India

A perspective on PMI's *Pulse of the Profession*® 2015

BY PERRY KEENAN AND JENNIFER TANKERSLEY

Six years after the start of the financial crisis, we're seeing widespread recovery across multiple geographies and industries. Around the globe, most companies have become more efficient, and many have also become more effective - challenging and modifying their operating models, redefining their priorities, and restructuring accordingly.

In many instances, these changes are setting the stage for transformation on a greater scale, in which a company's adeptness at change itself bespeaks competitive advantage and becomes an integral part of its strategy. Change is more complex and more critical. Organizations have become increasingly global; technology has accelerated the rate and impact of change; the need is greater; and competition has clearly increased. The nature of the change demanded now will often be wrought by large-scale, strategic initiatives that have impact across the organization and beyond it.

To that end, having executive sponsorship for these initiatives - some of which, by their nature, are literally "bet the business" plays - has taken on increasing importance. PMI research shows that 76 percent of respondents agree that the role of the executive sponsor has grown in importance over the past five years (Figure 1).
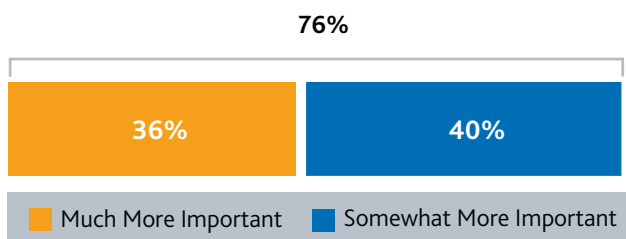
76%

Much More Important	Somewhat More Important
36%	40%

Figure 1: The role of the executive sponsor has grown in importance over the past five years

But top-quality sponsorship is frequently a painfully finite resource. Demand for executive sponsors is increasing, but the supply of capable executive sponsors is limited - and seemingly not sufficiently expanding to meet demand. Many organizations report that their sponsors are highly overextended in their portfolios, which logically leads to sub-optimal engagement, in turn negatively impacting project outcomes.

Whether sponsors are coming from the C-suite or further down in the organization, it is our experience that, all too often, there are too few of them and they are being asked to do too much (Figure 2).

Another issue with supply is that an increasing mix of the initiatives being undertaken involve horizontal rather than vertical value, i.e. they are cross-business or functional

Always	Frequently	Occasionally	Rarely	Never
6%	30%	48%	14%	2%

Figure 2: Executive sponsors are in short supply and are frequently overextended across many projects

initiatives rather than silo-based. With this increasing complexity and higher stakes come stronger requirements for visibility internally, and more recently, externally as well. The rising level of external scrutiny is a matter of increasing importance for some highly regulated industries, raising the already - great pressure around delivering project success.

Research undertaken by PMI shows the difference that highly engaged executive sponsors can make on project and program success. Sponsors know and understand their need to be engaged, but the growing need to understand, monitor and, as appropriate, intervene on critical aspects of complex implementation efforts runs up against the limits of their ability to do so - a source of frustration for all involved.

In working with clients, the Boston Consulting Group (BCG) has found that project or program management offices (PMOs) can play a critical role by implementing smart and simple processes focused on critical operational insight and by helping both project managers and sponsors develop the appropriate skills for their roles. For project managers, this would include learning how to rigorously define their initiative in terms of critical milestones that will have operational or economic impact, forward-looking lead indicators, and metrics on critical risks and interdependencies, as well as when and how to most effectively engage sponsors. For sponsors, the focus would be on effective leadership of change, engaging and influencing key stakeholders, and proactive issue resolution - specifically, forward-looking course correction.

These relatively simple but effective changes help enable sponsors to focus on those areas where they have the greatest impact on project and program success: removing roadblocks, resolving issues, aligning with strategy, championing projects, working with key stakeholders, and course correcting where needed.

With higher stakes on the table internally and externally, organizations can benefit enormously from the research undertaken by the PMI around engaged, effective executive sponsorship. Click here to read the report.

(Perry Keenan is a senior partner and managing director at BCG, and the global topic leader for change management and program management. Jennifer Tankersley is a topic expert in change management at BCG.)

PMI Project Management Institute

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Please click here for the FAQs

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Going Agile

Iterative development, adaptability, flexibility, and rapid deployment are some terms you commonly hear in agile project management methodology. Manage India picks practitioner stories that illustrate how agile techniques can be applied in different industries and scenarios to solve some unique challenges

Agile Techniques in Emergency Medicine Management

Regeena Pereira, Sujith N. Rai and Suchitra Joyce Bontha have combined their passion for agile project management techniques with their experience and interest in hospital management to recommend ways to improve the everyday management of the emergency department of hospitals using agile techniques

A smooth operational flow is critical to maintain high service quality in the complex yet often chaotic Emergency Department (ED) in hospitals.

Common obstacles to smooth operations in ED include delay or lack of adequate patient information, errors in patient details, inefficiency or lapse in information transmission, and faulty flow of material which may compromise patient safety, cause financial losses, and result in regulatory issues. Hospitals need to manage these challenges well to achieve patient and employee satisfaction, patient safety, risk reduction, evidence based outcomes, and profitability.

Hospitals have adopted new technology to enable automation, quick response, improved clinical decision-making, efficient healthcare delivery and administration, and adherence to compliance.

Agile techniques in project management, practiced widely in the IT industry, offer solutions to a number of ED workflow challenges by identifying limitations in existing systems, use of generic development tools, increased transparency, and enhanced collaboration between working teams, product owners, and end-users. The impetus is on quick delivery turnaround time without compromise on quality and consistency in the end result.

**Emergency Medicine:** When an emergency occurs, the ability to respond to the uncontrolled event with maximum speed and coordination of resources can save billions of dollars in damages and prevent the unnecessary loss of life. Emergency medical service dates back to the 1860s French Revolution when speeding carriages of the French flying artillery transported the wounded from battlefields to centralized field hospitals. However, emergency medicine as a medical specialization is only about 70 years now. Over time, strategies to address and improve patient flow in emergency care developed with increased support from the hospital.

Hospitals invest in the training of ED workforces to help them manage critical care patients. ED comprises of multidisciplinary teams who follow set protocols. They are trained to identify problems that impede an ED flow. A few commonly employed ED strategies include engaging "intensivists" or intensive care specialists to manage patients, increased nursing and physician staffing at various levels, creation of admissions or triage units adjacent to ED, and the use of technology to optimize workflows.
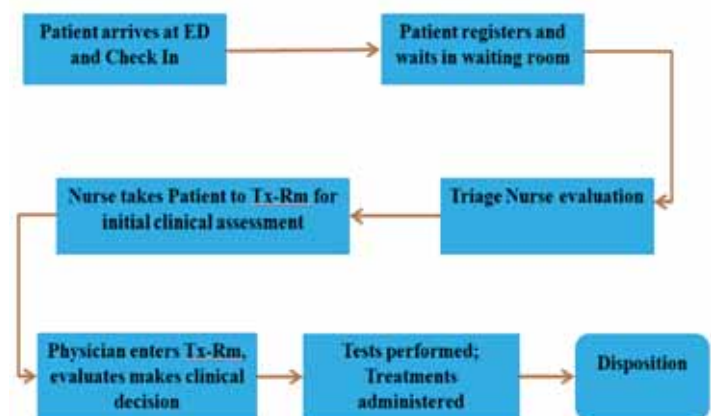
Emergency Department Flow

Agile Emergency Management: Emergency agile management in many ways incorporates the flow and process of ED - triage in order to prioritize, no queue, minimal wait time, clear lanes and seamless movement, backup and short turnaround time. The primary goal of this approach is the ability to reasonably absorb uncertainty, thereby striking a balance between robustness and speed that aligns with the agile approach.
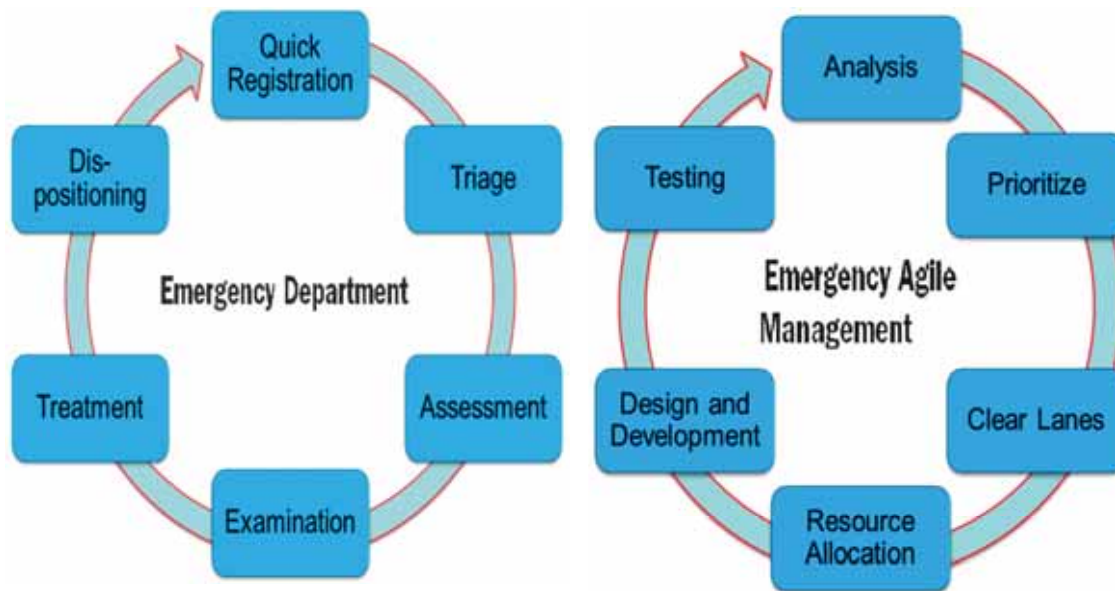
Triage – Pick, Perform and Reject: Triage in EM refers to sorting of the injured or sick according to their need for emergency medical attention. The conventional EM classification of triage is immediate, immediate but not urgent, and not urgent. A similar approach of categorization is employed in agile techniques in project management to prioritize a list of tasks. However, the fundamental problem in agile units rises in prioritization primarily due to constantly changing client requirements, varied nature of tasks, and the magnitude of sheer numbers.

Triage plays a critical role in sorting, prioritizing, picking, and rejecting issues to be fixed by the team. Customarily triage efforts revolve around factors that influence priority rather than the task of prioritizing itself. Judicious triage allows for shorter, yet comfortable iterations to absorb in-line tasks as quickly as possible. Triaging holds the key to streamlined flow in emergency situations. Yet another factor that contributes to emergency management are emergency swim lanes in agile units that may be restricted to a minimum number, thus preventing overload and revisiting of precision prioritization and prioritization criteria, much like the bed strength in hospital emergency units which are limited, allowing for concentrated medical efforts and smooth flow through the various facilities in the healthcare setting.

Clear Lanes for Uninterrupted Movement: An emergency case from the ED gets a thoroughfare across all the services in the hospital. Clear lanes may simply imply standing back to make way and avoiding being a hindrance, and in a few cases, it may mean lending a hand to remove an impending hurdle or even probable foreseen obstacles, essentially allotting additional resources, reducing

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Mr. Sujith N. Rai

Ms. Suchitra Joyce Bontha

wait time, and prioritizing. Agile teams should be primed for preparedness to take up an emergency with a principal focus of creating a freeway and directing effective resources should an emergency occur. Factors such as severity, dependence, and the number of patients decide whether lanes must be switched from emergency to regular or vice versa. A specified emergency protocol permits such transition efficiently.

Buffer for Emergencies: Hospitals with an ED need backups for diagnostics, including laboratory and radiology service resources, who can take up unexpected emergency testing or equipment maintenance in case of breakdown in order to stay committed to the turnaround time (TAT) from sample registration to result reporting.

To account for emergencies, agile teams advocate pair programming that provides scope for on-time delivery. Buffers that are used in software development planning approaches help manage the risk of estimation overruns. Feature buffer places mandatory items on priority so that iteration planning accommodates those items. Schedule buffer is used to reflect and accommodate uncertainty at the project level.

Analysis - Trends and Root Cause: Crowding poses a strain on ED, often resulting in a breakdown in services. EDs work around diverse methods to avoid disruption including input-throughput-output models, efficient triaging, and root cause and trend analysis that agile practitioners advocate. A thorough analysis of the defect root cause or trends pertaining to the team's delivery and efforts is critical for successful triage and prioritization that impacts the delivery of the rest of ED services.

Agile project management methodology emphasizes flexibility, informal cooperation, and time driven deliveries. Various industries have adapted and found success in these methodologies. Agile emergency methodologies employ project management principles on a highly advanced platform in order to overcome the challenges that come with the unpredictable. Agile emergency teams must adopt practices that allow appropriate resolutions, commitment to timelines, resource management, preservation of quality, and process compliance.

An emergency cannot be accommodated by overlooking or delaying regular tasks, and therefore, an emergency necessitates an independent process and flow. Emergency medicine management on agile techniques should ensure teams have the right capabilities and capacity, and possess clear direction and focus. Preparedness is the way forward in agile management of emergency medicine. Factors that significantly contribute to managing emergencies include triage and prioritization, short iterations to absorb in line defects, speedy movement through clear lanes by reduction in wait time and unnecessary processes, pair programming in order to shift resources in time of need, and root cause analysis.

(Ms. Regeena Harsha Pereira, PMP, is a subject matter expert who works with various teams to help them adopt agile project management methodology. Mr. Sujith N. Rai has been working in the fields of avionics and healthcare with a strong passion for implementing agile techniques in software development. Ms. Suchitra Joyce Bontha, PhD, has been a part of the hospital/healthcare industry for almost 15 years.)

Rapid Deployment in ERP Environment

Pallavi Kelapure and Vikas Gupta recommend the right approach to speed up Enterprise Resource Planning (ERP) implementation, a business necessity in today's world

Organizations are today aiming at rapid deployment to reduce time-to-market. Concepts like agile project management methodology, iterative Conference Room Pilots (CRP) and developments, and automated release management are being adopted based on the organization's size, business characteristics, and readiness to adopt.

Complexities around ERP Implementation: ERP has been prevalent for more than two decades. Many players, starting from product vendors to system integration partners, have joined the fray.

Business models and dynamics are changing rapidly, leading to the evolution of redefined technology paradigms. Traditional business models are getting a rejig due to new ways of doing business such as e-commerce and the increased focus on customer experience. Moreover, organizations are under pressure to expand globally, reduce time-to-market, and reduce total cost of ownership. To keep pace with these changes, organizations find multi-year implementation programs less feasible and are looking towards rapid deployment.

ERP product vendors and system integration partners are recommending methodologies like Oracle Unified Method (OUM) and agile project management techniques to support rapid deployment to stay in line with business goals.

Key parameters which impact rapid deployment in ERP:

• Dependency on legacy data: Complete data conversion cycles cannot run as frequently as it may lead to business disruption.

• Complex IT landscape: End-to-end business process integration has complex interfaces with in-house and trading partner's applications. Testing activities are planned keeping in view trading partner's readiness and release schedule.

• End-to-end solution: Deployment success is linked to the end-to-end business process functionality getting delivered and associated integration touch points.

• Instance strategy: In tradition Software Development Life Cycle (SDLC) waterfall model, instance strategy is focused on reusing instances by staggering test cycles. Testing cycles are also planned based on business user availability.

• OCM and training: As ERP implementation leads to business transformation, thorough planning is required for OCM and business user's enablement.

Keeping above considerations in view, the agile or waterfall model can be used in business situations mentioned in a table on next page (Figure 1) in an effective way (with green indicating higher suitability than red).

Traditionally, the SDLC waterfall method has been prevalent in ERP implementation. In recent times, to meet the business requirement of reduced time-to-market and lower total cost of ownership, rapid deployment techniques are being embraced.

Business Situation	Agile	Waterfall
Scope is unclear upfront	🟢	🔴
Time to market with key features is primary	🟢	🔴
Lower Flexibility on **Budget and Effort**	🔴	🟢
Commitment to work as one dedicated team is lower	🔴	🟢
Business can not commit to extensive involvement	🔴	🟢
Level of external **system integration** is complex	🟡	🟢
Project is user focused	🟢	🔴
Team is **co-located** or have tools available for virtual presence	🟢	🔴
Executive commitment to go Agile way is existing	🟢	🔴
Low **Agile Maturity** or no plan exists to build competency	🔴	🟢

Figure 1

With increased maturity, organizations are seen implementing hybrid models which are a combination of techniques from these two project management methodologies.

Based on our experience, the rapid deployment approach applies to the below business scenarios.

Scenario 1: Vanilla implementation with lower customization level (< 20%)

With increased maturity in off-the-shelf ERP products, organizations prefer standard product implementation, also called "vanilla implementation", that saves them the cost of customization and allows them to leverage industry standard processes. Key activities in vanilla implementation are configurations and data conversion.

We can use the agile project management methodology for requirements elicitation, solution design, validation, and development activities, and conduct rapid deployment. Iterative conversion runs are executed in parallel to sprints. The number of conversion cycles depends on parameters such as data quality and functional scope. Testing cycles like System Integration Testing (SIT), User Acceptance Testing (UAT), and cutover can be executed in the waterfall way after the solution is built completely through agile techniques.

This hybrid approach helps in reducing the overall duration of implementation, besides reducing the risk by building and implementing business critical requirements in earlier sprints.
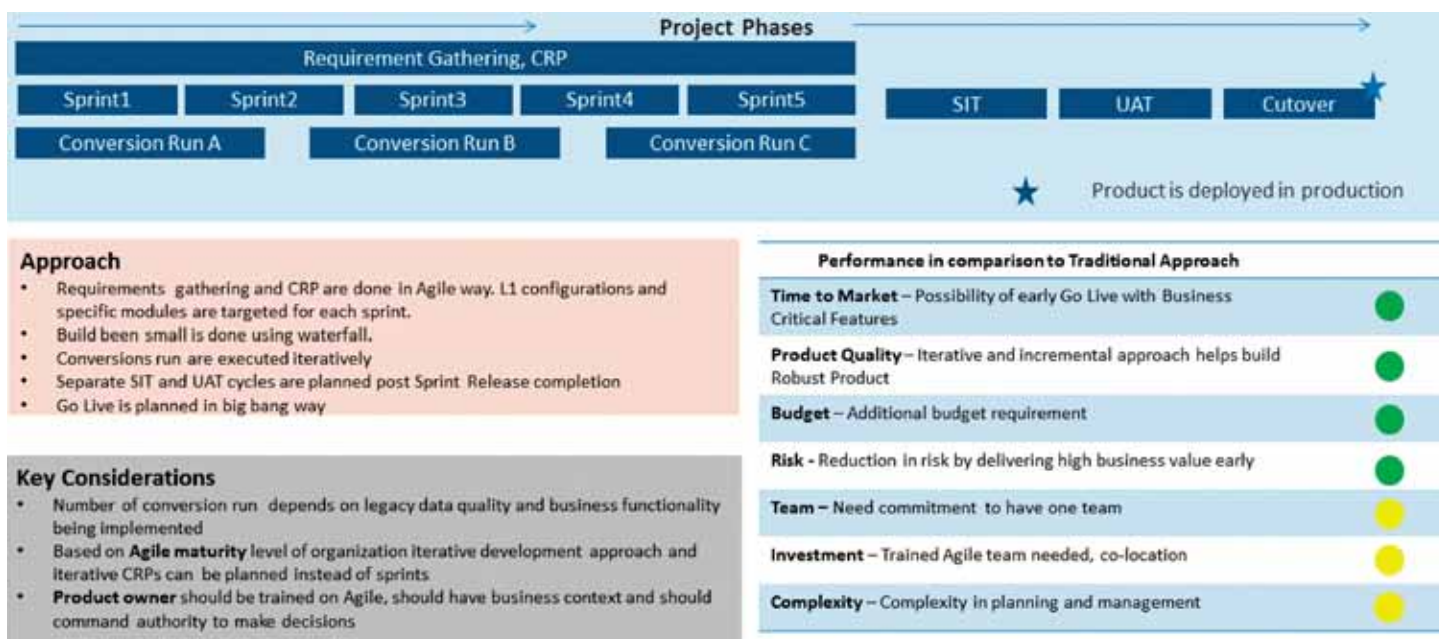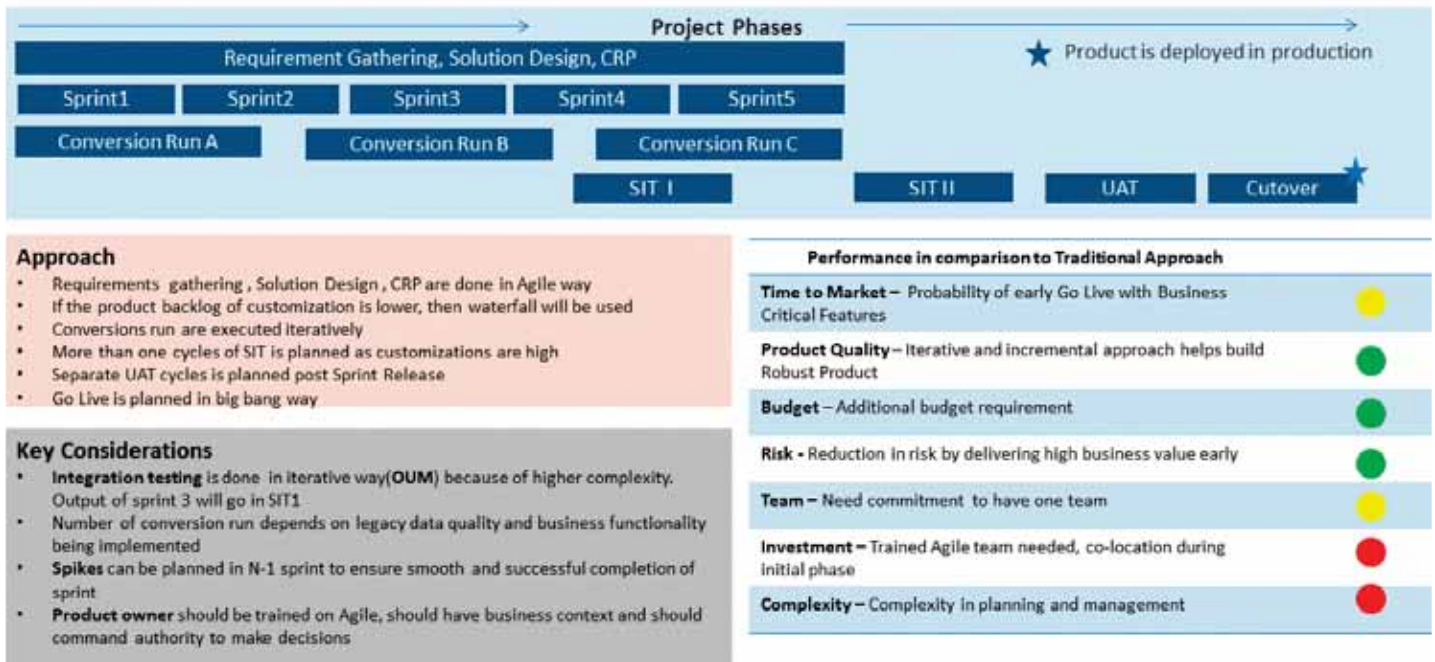

Figure 2

Figure 3

Scenario 2: Implementation with higher customization level (>20%)

Global organizations and organizations that operate in niche business areas struggle to find an ERP product that fits their entire business requirements. Multiple parameters like trading partner's integration, regional processes, and complex IT landscape are the primary challenges. It leads to higher customization and testing needs.

In this scenario, agile techniques are useful for requirements elicitation, solution design, validation, and development activities, with development of customizations being a key activity. Iterative conversion runs are executed in parallel to sprints. The number of conversion cycles depends on parameters such as data quality and functional scope. SIT is done in an iterative way, with the number of SIT cycles depending on the customization level, complexity, and planned logical grouping of customizations for testing. Post that, UAT and cutover can be executed in the waterfall way.

This approach helps to a great extent in reducing risks by building and testing business critical requirements early in the implementation.
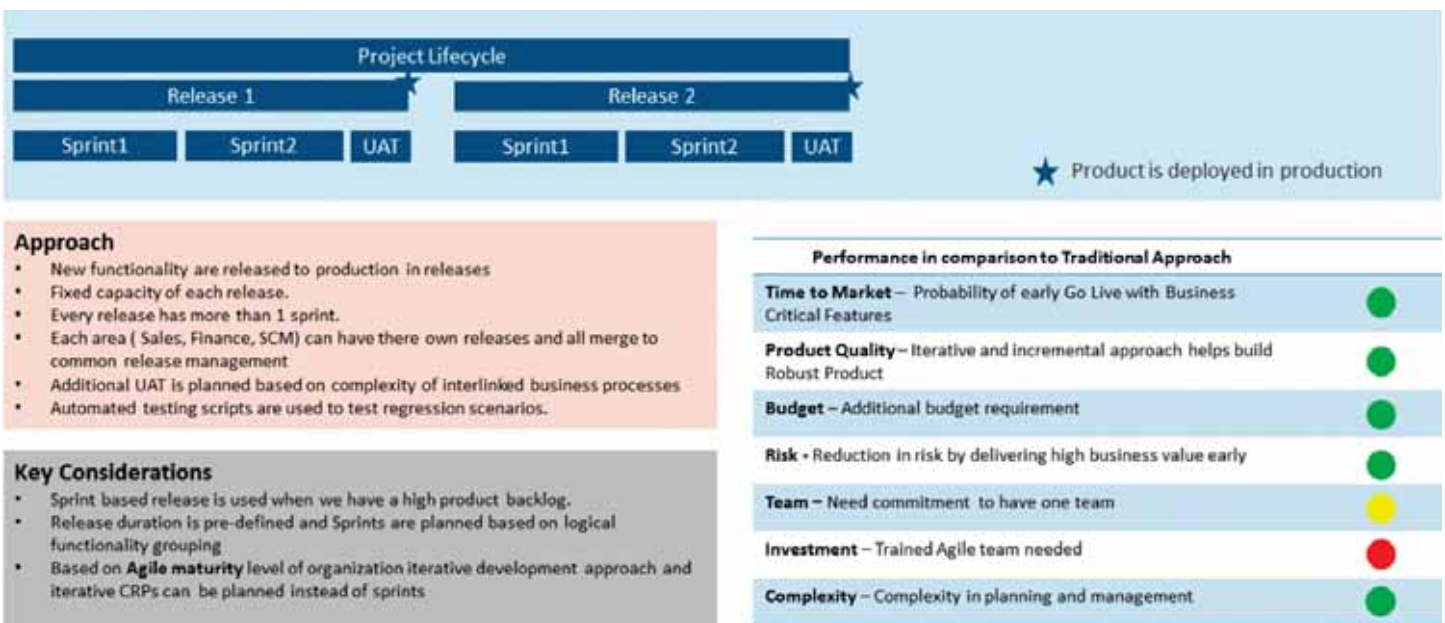

Figure 4

Scenario 3: Production maintenance and functionality upgrades

Organizations need to implement new functionalities and expose them to end users in a short span of time without disrupting day-to-day business. They try to develop and deploy the functionalities in releases at a pre-defined frequency. If there is inadequate focus on activities such as regression testing, training on new functionalities, and support, business gets disrupted after the release.

Agile techniques can be used as the development methodology in releases to ensure rapid releases with quality outputs. An additional UAT cycle can be planned depending on the release size and availability of end users.

Based on our experience, it becomes clear that the

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(Ms. Pallavi Kelapure has 17+ years of experience in manufacturing and finance domain, and has managed large business transformation and sustenance programs based on Oracle products. Mr. Vikas Gupta has 15+ years of experience in manufacturing, engineering & procurement, defense & aerospace domain, and has managed large business transformation and sustenance programs based on ERP products.)

cycle time of ERP implementations and support projects can be shortened, unless popular belief. The adoption of either agile or hybrid approach can be used in most ERP scenarios for rapid deployment. The hybrid approach includes usage of techniques such as agile, iterative development, and iterative testing. For continued success, organizations must invest to build these skills in their resources.

Hybrid Approach for Automobile Industry

M. Parvez Alam talks about the advantages of a hybrid agile project management approach in projects around new product development in the automotive industry

Project management in the conventional sense requires relatively complete initial definition of outcomes and scope. However, Research and Development (R&D) projects around new product development in the automotive industry are characterized by complex, interrelated activities and large uncertainties about the solution path. Though conventional project management methodologies can be applied to many automotive R&D projects, some projects, especially those involving knowledge workers, involve uncertain scope and time-constrained environments. These projects call for an agile project management approach.

Many automotive organizations follow Advanced Product Quality Planning (APQP), which is a framework of procedures and techniques used to develop products. A few automotive companies

have, however, customized and developed their own project management system. Of late, we have seen the emergence of a hybrid agile project management approach that combines traditional project management methods with newer methods.

Paradigm Shifts in Automobile Projects

An automobile is powered and controlled by a complicated system that is composed of several sub-systems that are intricately interconnected. Figure 1 shows the parts of a car with various systems. Today, there has been a shift in approach from product development to system development. In system based projects, the need for software is growing. Software development projects are often troubled by time and budget overruns, resulting in a system that does not fulfil
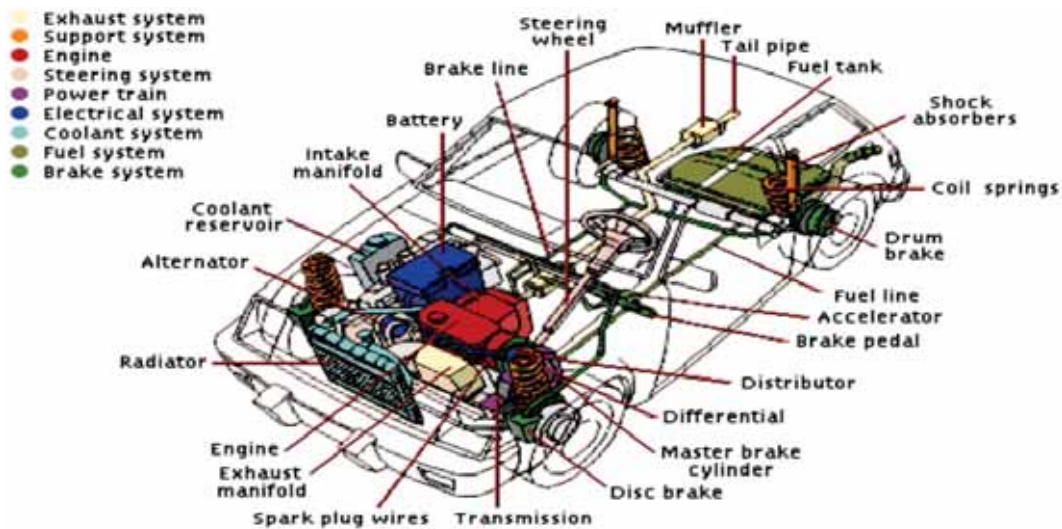

Figure 1. Various systems of a car

customer requirements. In system based R&D, both tangible product development and intangible software development takes place simultaneously.

Traditional Project Management in Automobile Industry

APQP, the traditional project management methodology followed in the automobile industry, has been developed by a supplier quality requirements task force set up by automobile giants Chrysler, Ford Motor, and General Motors. The task force's charter was to standardize project management procedures and reporting formats to be followed by their suppliers.

Some of the expected benefits in using these guidelines are:
1.   A reduction in the complexity of product quality planning for customers and suppliers
2.   A means for suppliers to easily communicate product quality planning requirements to subcontractors

Figure 2 depicts a typical program. The various phases are sequenced to represent planned timing to execute the functions described.

The product quality planning cycle illustrates the never-ending pursuit of continual improvement that can only be achieved by taking the experience in one program and applying that acquired knowledge to the next program.

Challenges in Traditional Project Management
The traditional project management method, with its structured task definition and software tools, is useful for managing system based projects. But, as discussed earlier, in some areas, system based projects are characterized by complex, interrelated activities and large uncertainties about precisely which solution path will be taken, with the result that the project cannot be fully scoped out. Also the development of the system software needs to be integrated with tangible products.

The development team that follows traditional project management for products finds it difficult to develop the software in the same approach. There is a growing need to follow the agile project management method for software development. The challenge then is project delay due to developing a system with two different approaches.

Figure 2 Product Quality Planning Cycle

Hybrid Agile Approach

A hybrid approach that combines elements of traditional and agile project management technique is increasingly being utilized, particularly for a system based environment where both tangible product and intangible software development takes place in parallel.

This is an innovative approach that can be deployed in any automobile company. This approach is being implemented effectively in UCAL Fuel Systems Limited that is into system development for major automobile vehicle manufacturers.

Case Study – Fuel Injection System
UCAL Fuel Systems Limited applies the hybrid agile project management approach for the development of a fuel injection system for two-wheelers. This R&D project consists of system development for both tangible products and intangible algorithms, and control strategies to be embedded in the electronic control unit. The system consists of four major components.

1.   Throttle body assembly
2.   Fuel delivery module
3.   Fuel injector
4.   Electronic control unit

The traditional project management approach is suitable for the development of the first three components, whereas the agile project management approach is suitable for the development of the electronic control unit. By applying the hybrid approach, UCAL Fuel Systems Limited completed the project on time, within budget and according to client's expectations.
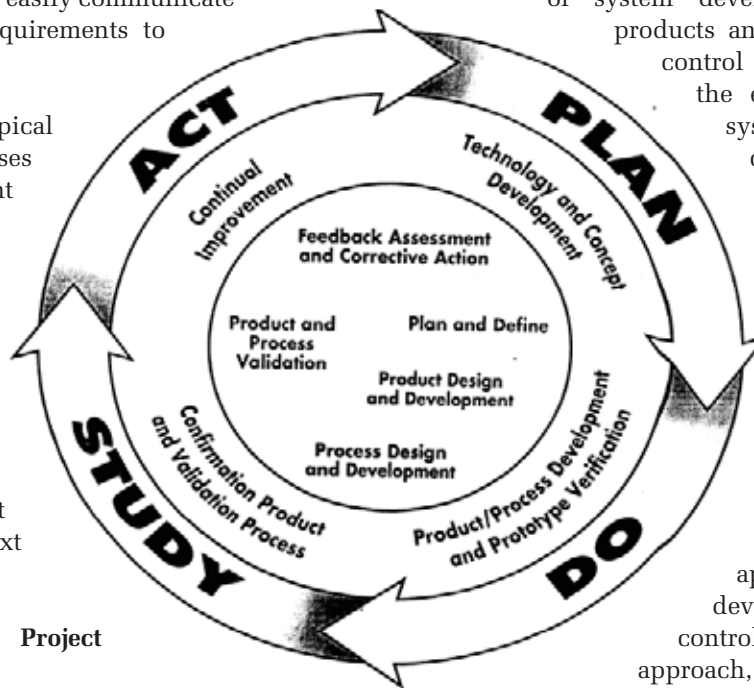
Advantages in the Hybrid Agile Approach
•   **Extreme Programming:** With this approach, the teams found it easy to implement extreme programming. The approach allowed customer collaboration, work processes for handling defects, learning in pair programming, thinking ahead for management, focusing on current work for engineers, and estimation.

The teams balanced a high level of individual autonomy with a high level of team autonomy and corporate responsibility. They preserved the quality of their working life, displayed strong interpersonal skills, and developed trust among team members.

• **Kanban Pull System:** The teams found the Kanban Pull System to be highly productive. The work items were pulled into the queue as they completed tasks in order of priority, enabling the delivery of work as it becomes available and as part of a minimum viable product. It helped the teams to understand how their time was being spent. The productivity data helped the team to identify problem areas and act upon them.

After having applied the methodology in a few projects, we now want to make a few adjustments for a second version with all the lessons learned. We have reduced the total project execution time but the biggest benefits have been observed in the redesign cycles where we have saved both

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Mr. M. Parvez Alam

time and money since the team could quickly test the usability of the functions.

It has been found that the hybrid agile project management approach benefits projects as changes can be incorporated easily and business value is demonstrated more efficiently.

(Mr. M. Parvez Alam, PMP, PMI-ACP, is an agile practitioner with nine years of experience in the automotive industry. He is a hybrid agile evangelist and expert in Lean and Kanban. Currently, he is head - business development at UCAL-JAP Systems Limited, a company into unmanned aerial vehicles.)

SHORT TAKES

Introducing a column that gives you an opportunity to share your ideas with the community

Put your thoughts down in **less than 150 words** and we will publish the best answer in the next issue of Manage India. The winner will also get goodies from PMI.

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- Each contestant can send only one entry for each contest.

- The closing date to send your entry is March 15, 2015.

- No responsibilities will be taken for entries not received.

- The *Manage India* editorial team reserves the exclusive right to make the final decision on the winner.

- The winner agrees to the use of his/her name and photograph by PMI India in PMI publication material.

- The winner will be notified through the email address provided at the time of entry submission.

Q. PMI's *Pulse of the Profession*® 2014 identifies people as one of the three strategic drivers for organizational success. What can companies in India do to sharpen their talent proposition in the globalized market?

Common Mistakes in Risk Management

BY CHETAN SATOSKAR, PMP

From driving cars to handling emails asking for password details, we are more risk aware today than we were 10 years ago.

Project risk management is often misunderstood as a function that adds more documentation and less action. We expect the project manager to be in the midst of action with significant time spent on communication and status meetings. The time he/she spends on risk management activities gets the client's and other stakeholders' support only when any issue arises.

The key is to be risk aware and not merely risk averse. The below pointers explain how a project manager can become more risk aware:

- **My project cannot/does not have risks; the project is "green" on the account dashboard**
  Has there been a risk identification session with all your stakeholders, project team members and third party vendors? Do not come to any conclusion before such a session; you may be in for a surprise. Risks are uncertainties that exist even in the most stable project that meets all the parameters.

- **My client/account doesn't have risk management as a function set up, so I need not focus on it**
  The project manager is the project owner who is accountable if anything goes wrong with the project. In case a risk manifests, the stakeholder's first question to the project manager will be on risk identification and assessment.

- **My project gets over in two weeks, so why spend time on risks**
  That's great but what about extraneous factors such as holidays when resources are hard to find, a network change, or a freeze period or period when client systems cannot give you approvals to perform your decommission project? Risk assessment takes care of such factors even if the probability of them impacting the project is minimal.

- **I'm waiting for the planning to complete and the proposal to be finalized to start identifying risks within each area**
  There is no best time to start risk management. Risks come with the first proposal of the project charter.

- **Software feature as a magic bullet for risk**
  It is perceived that one only needs a software dashboard or a software feature to complete risk management. Many software providers will say their products show project risk. But remember, that is no magic bullet in the form of software that can bypass risk management.

- **Let me go one step at a time; I'll first identify the risks and then tackle each when it comes**
  Project managers must realize that there must be an action plan in place before any risk takes place. You can forecast uncertainties but you can never guarantee that it will take place only after you are ready for it.

- **Forgetting risk monitoring and control activities**
  Revisit low ranking risks to see if risk responses need to be determined. Look for any unexpected effects or consequences of risk events. Make changes to the project plan when new risk responses are developed.

- **Communicating about risks due to changes**
  Be clear with the stakeholder about the consequences of a risk. The customer is not sure of the functionality of a particular system and that changes are expected. If a project delay or rise in cost is expected due to a change in the system, communicate it to the customer.

- **All issues have to come out of risks only and must be recorded at the start of the project**
  Heard about known-unknown and unknown-unknown risks? If a resource resigns during the course of your project, it will impact the project; it's a risk you are aware of but don't know when it will appear. This is a known-unknown risk. If the shipment of some hardware components gets stuck due to a hurricane or the resources need to evacuate the premises due to a fire while performing a critical task, it will impact implementation. These are unknown-unknown risks.

A proactive approach will help project managers to improve risk awareness and thereby manage risks more effectively.

(Mr. Chetan Satoskar, BE, ITIL, PMP, is an experienced risk manager with 14 years of diverse experience in IT enabled services and IT outsourcing. He currently works with Accenture as service delivery manager.)

PMI WEST BENGAL CHAPTER

New Year Volunteer Meet

Volunteers of PMI West Bengal Chapter met on 3 January at Flurys, Park Street to kick-start the New Year. On the agenda were discussions on the chapter's roadmap for this year and common platforms where volunteers can regularly meet, share ideas, discuss issues/challenges, and network with peers. The meet started with an energetic welcome speech and chapter updates by chapter president Mr. Nilanjan Chanda. The team had a "break the ice" session with new chapter volunteers. Over breakfast, the team also discussed the short-term and the long-term goals to sustain and grow the chapter to newer heights in the coming year.

There was a knowledge sharing session on 17 January in which speakers from Microsoft Corporation presented a case study called "Project Nightingale". The speakers were Mr. Ashutosh Chatterji, PMP, principal program manager; Mr. Yang Zheng, senior consultant; and Mr. Reid Simon, consultant – all from the Public Sector Solutions Center, Microsoft Corporation.

In this project, a small team of Microsoft consultants combined a set of project management and technical delivery techniques to automate a 100-year-old paper-based system for a visiting nurses program. The project that took 11

Chapter members with Microsoft Corporation speakers during the Learn & Earn session on the case study "Project Nightingale"

weeks from concept to full field deployment helped increase individual productivity 12 times and team productivity by over 100 times. The speakers discussed techniques they used to elicit requirements in a rapid, time-boxed fashion, substituted scope management with risk management and launched a working solution that provided instant business value. It was embraced by users at a significantly faster pace than envisioned by the organization.

PMI BANGALORE INDIA CHAPTER

ISO Certification for the Chapter

PMI Bangalore India Chapter has become the first chapter in India to be awarded the ISO 9001: 2008 certification for "conducting training and organizing events in project management domain". It is a significant achievement for the chapter as it recognizes the high standards the chapter maintains in rolling out activities for the project management community. The chapter board and a number of volunteers have been working relentlessly for the past six months to achieve this feat.

The chapter organized the Project Management Practitioners' Conference (PMPC 2014) on 22 November at the Nimhans Convention Centre, Bangalore. Over 700 delegates attended the event that demonstrated the chapter's commitment to serve the professional community with a structured knowledge sharing platform. The theme for this year conference was "Architecting Project

Management for Transforming Lives". The conference showcased how advancements in technology, manufacturing, health care, education, and the social sector have touched our lives and made permanent impact in the way we live, study, collaborate, or do business.

On 11 December, Mr. Shankar Ramaswamy, project manager, SAP India, spoke at a Footprints event on the importance of informal communications, including humor, in project execution. The topic for the session was "Informal Communication Management - Impact of Humor in Project Management". Around 40 members attended the session.

The chapter also conducted a workshop on agile techniques in project management, titled the "Agile Foundation Program" on 6 December.

PMI MUMBAI CHAPTER

PM Conclave 2015

Every year PMI Mumbai Chapter organizes PM Conclave to provide the community a forum to connect, share, and enrich themselves. The theme for PM Conclave 2015, held on 8-9 January, was "Stakeholder Management – Key to Project Success".

Stakeholder management has been introduced as a new knowledge area in *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* – Fifth Edition. The chapter through its PMO, Mr. Sreegith Nair, vice president, professional development, PMI Mumbai Chapter, took the lead to spread best practices around stakeholder management through this two-day event.

There were three keynote sessions each on both the days. The speakers were Ms. Nidhi Chaitanya, Chinmaya Mission; Mr. Deepak Chhibba, Mahindra Institute of Quality; Mr. L. Subramanian, project consultant on cloud computing; Mr. Radhakrishna Pillai, writer, Corporate Chanakya; Mr. A. Ravi, ONGC; and Mr. Ramanand Garimella, Tata Consultancy Services.

Dr. Mahaiskar lighting the lamp in presence of (L to R) Dr. Gandhi, Mr. Raj Kalady, Mr. Saurabh Parikh & Mr. R. V. Joshi

Eighteen experts spoke on various aspects of stakeholder management across three separate tracks. These were followed by a panel discussion comprising Mr. Rakesh Gupta, advisor, PMI Mumbai Chapter; Mr. Partha Ghosh, Kalyani Group of Industries; Professor V. Seshadri, Mukesh Patel School of Technology Management and Engineering, Mumbai; and Professor Vilas Chaudhary, head – Operations, SIES College of Management Studies; and moderated by Mr. D. Y. Pathak, vice president – governance, PMI Mumbai Chapter.

Finalists of Ideate 5.0, a student managed national level competition on project management, also got an opportunity to showcase their presentations.

Mr. Tejas Sura, former regional mentor, was felicitated jointly by PMI Pune Chapter, PMI North India Chapter, and PMI Mumbai Chapter for his contributions to the community.

In all, over 250 delegates participated in the event. The master of ceremony was Mr. Jacob Zachariah.

The chapter conducted its 14th Annual General Body Meeting on 20 December.

The chapter recognizes the contributions of the following chapter volunteers:

Volunteer Name	Award Name
Mr. Bhavesh Thakkar	Volunteer of the Year 2014
Mr. Manoj Sarasappan	Volunteer Excellence for Outreach Program 2014
Mr. Oscar D'Souza	Volunteer Excellence for Branch Program 2014
Mr. Akshay Jain	Student Volunteer of the Year 2014
Mr. Abhi Desai	Student Volunteer Excellence of the Year 2014

PMI PEARL CITY CHAPTER

Continuing Education Program

PMI Pearl City Chapter (PMIPCC) conducted a network meeting on 19 December. The meeting started with chapter updates, followed by a talk on change management by Mr. Sumit Goyal from Oracle. He spoke about the way organizations are accepting change and the need to form teams that are good in building innovative products and services. This was followed by a presentation from Mr. Sriram Santhana Gopalan, director

– membership, PMIPCC, on "PM Day celebrations in CSC". The chapter also felicitated new credential holders.

The National Institute of Construction Management and Research (NICMAR) and PMIPCC jointly hosted a seminar on "Project Tracking for Increased Predictability". The seminar, hosted in the NICMAR campus, had speakers from

industry - Mr. Pankaj Agarwal, president, engineering projects consultancy, GVK, and Mr. Kuldeep Singh, director, ARKA Integrated Project Management Consultancy. The seminar was directed to generate interest in the student community ahead of the chapter's plans to start a cluster in NICMAR. Mr. Tony Jacob, director outreach, PMIPCC, spearheaded the initiative.

Mr. Srinivas Kopparapu, president, PMIPCC, kick-started the Student Leadership Competency

Students taking pledge on 26 January for SLCB program

Building (SLCB) program at the Zilla Parishad High School, Katuru (near Vuyyuru close to Vijayawada) in Andhra Pradesh on 26 January along with Republic Day celebrations. More than 350 students attended the session. They took the International Student Leadership Day oath to practice leadership qualities. The SLCB monthly sessions at the school will train students in the age group of 12 to 17 years on leadership qualities.

(Chapter news contributors are Mr. Rajiv Roy, Ms. Rekha Unni, PMP, Mr. Nilanjan Chanda, PMP, Mr. Soumen De, PMP, Capt. L. N. Prasad, Mr. Srinivas Kopparapu, PMP, Mr. Ravi Vurakaranam, PMP, and Mr. Bhavesh Thakkar)

PMI EVENTS

IBM India PM ShareNet 2014

"The only way you will ever permanently take control of your financial life is to dig deep and fix the root problem" – Financial guru Suze Orman said. Thus, while laying a strong project management foundation is important to ensure smooth delivery, it is equally important to have a solid financial framework to ensure profitability for the client and IBM. With this theme in mind, the PM ShareNet was conducted across the seven IBM locations in India – Bangalore, Pune, Kolkata, Chennai, Hyderabad, Gurgaon, Mumbai and in Philippines, in a combination of face-to-face and virtual modes. This was truly an event for the project managers, by the project managers, and of the project management community!

The key highlight of this session was the opportunity for interaction with the senior IBM leaders across all locations on project management topics. After the traditional lamp-lighting ceremony, the participants were energized & invigorated by an address by Mr. Suhas Bhide, GM, India GDC. Mr. Bhide focused on the key nuances & importance of project management in the current challenging environments.

The participants also had the privilege of hearing from keynote speakers from reputed organizations and educational institutions like PMI, IIM, Tyco, Persistent Systems etc. Mr. Shine Sahadevan & Mr. Jacob Varghese from PMI encouraged

the IBM project managers to be active members of the PMI and participate in various academic and government projects. Mr. Sundar Varadaraj, head-India Technology Center, Tyco (Bangalore), Mr. Harish Honwad, CTM & COE head, Business Sustenance & Quality Engineering Practice at Persistent Systems Limited & Professor Bodhibrata Nag, associate professor, Indian Institute of Management (IIM), Kolkata were the keynote guest speakers, who enthused the audience with their anecdotal experiences & industry knowledge. A video recording of the IBM World-wide PMCOE Leader was also presented to all the participants.

As part of the run-up to the event, we received 60+ paper abstracts & poster submissions and these were evaluated by a panel of experts. The tagline for the project management community was also voted by the participants from the 150+ nominations. To tickle the brain cells and engage the audience, a unique quiz competition was conducted on the lines of the "Jeopardy" American television game show. Considering the importance of social media in all forms of team communication & interaction, we also had a session on the "social way of interaction for project managers".

The PM ShareNet event was concluded with a vote of thanks and key takeaways & pragmatic tips for the project managers to implement in their day-to-day project activities.

Champion Designate Graduation Ceremony

PMI India Champions, CAC members and PMI India staff with newly designated Champions in Chennai

It was an eventful November last year with the PMI India Champion Program organizing the Champion annual awards for 2014, along with the second Champion Designate Graduation Ceremony, on 29 and 30 November at Fisherman's Cove, Vivanta by Taj, Chennai.

As many as 51 Champions, Champion Advisory Council (CAC) members, and Champion designates travelled from across India to attend the ceremony. It started with a keynote address by Mr. Raj Kalady, managing director, PMI India, in which he welcomed the attendees to the event. Mr. Vivek Sonar, chair, PMI India Champion Program, spoke on the theme of the PMI India Champion Program and emphasized on the program objectives that provided new members better clarity on the program. During the graduation ceremony, Mr. Kalady, along with CAC members, pinned "Champion badges" on Champion designates as a token of their graduation into PMI India Champions.

Later in the evening, titles for quarter three of 2014 were handed out to the following members for their contributions:
Mr. Jaimin Jani, PMP
Mr. Ajay Kumar, PMP
Mr. Manikandan M, PMP

New Champions, Ms. Shweta Katre, Ms. Richa Gupta, Ms. Ritu Mehta, Mr. Vipin Shrotriya, and Mr. Sathish C. shared their experiences of being a part of the program as Champion designate.

This was followed by the most awaited annual awards. The following members were felicitated for their contributions:

• **Champion of the Year "Arjuna Award"**– Mr. Prasann Patil, PMP, PgMP, and Mr. Deepak Chauhan, PMP
• **Best Mentor of the Year "Dronacharya Award"** – Mr. Shyamprakash Agarwal, PMP, PgMP
• **Execution Excellence Award "Eklavya Award"** – Mr. Roopesh K. P., PMP, and Mr. Vinay Kumar Agarwal, PMP
• **Special Recognition Award** – Mr. Siva Kumar, PMP, Mr. Sai Prasad, PMP, Mr. Sricharan Narayanan, PMP, Mr. Visukumar Gopal, PMP, and Mr. Sunil Telkar, PMP
• **Rising Star Award** – Mr. Jaimin Jani, PMP

Distinguished guests for the occasion were Chennai Chapter board members. Chapter president, Mr. Subbiah V., along with Mr. P. Ramasubramaniam, Mr. Siva Kumar, Mr. Koushik Srinivasan, and Mr. Sriram R. attended the ceremony. Mr. Subbiah spoke about chapter activities and the avenues for collaboration between the chapter and Champion Program.

The day ended with a vote of thanks by Ms. Susweta Mukherjee, member, CAC, Mr. Visukumar Gopal, member, CAC, and Ms. Suvarna Naikdesai, administrator, Champion Program.

During the next day, there were interactions and networking between Champions and CAC members, and assigning of mentors to the new Champions.

Champion Advocacy Efforts

West Region Updates

Participants at the Forbes Marshall project management workshop in Pune

On 6 December, PMI India Champion, Ms. Dipti Trivedi, PMP, conducted a global project management training at Forbes Marshall, Pune. The workshop was designed with the objective of helping participants to gain in-depth knowledge of project management concepts and their real-life application. The content included contemporary and real-life project management issues and approaches. Around 12 members of varied work experience attended the workshop.

PMI India Champion, Mr. Kiran Rajeshirke, PMP, closely worked with the National Institute of Industrial Engineering (NITIE) in Mumbai in understanding the expectations of students from PMI India Champions in terms of guidance and knowledge-sharing in the field of project management. He organized multiple Webex sessions to speak to NITIE students. These efforts resulted in 11 of the participants earning Project Management Professional (PMP)® and four earning Certified Associate in Project Management (CAPM)® certifications. The program will continue to provide guidance to 40 students who have expressed interest in taking up the PMP® certification in June 2015.

South Region Updates

PMI India Champion, Mr. M. Manikandan, PMP, organized a session on the value of project management at Nokia, Chennai, on 3 December. The session was delivered by Mr. Visukumar Gopal, CAC member, and was attended by 27 Nokia employees.

Mr. Manikandan, with the help of PMI Chennai Chapter, also organized a 35-hour "PMP® & Beyond" contact session at Nokia, Chennai. The workshop was organized over four days in December in which 12 Nokia employees participated. Seven of them have expressed interest in taking up the PMP® certification exam shortly.

On 3 December, PMI India Champion, Mr. Sathish Chandrasekaran, PMP, conducted PMP® and PMI awareness

Participants at a session on "value of project management" in Chennai

sessions over Webinars across multiple locations of Cognizant. The sessions were attended by over 150 project leaders and project managers of Cognizant. As part of "PMI Curtain Raiser" sessions, he spoke about different certifications, including CAPM® and PMP®, and career growth.

Mr. Chandrasekaran also conducted "Project Management and Beyond" awareness sessions through Techgig. The sessions were attended by over 200 participants from various industries. He spoke about project management as a discipline, PMI certifications, and case studies of good, better, and bad projects. He also touched upon certain myths and facts about project management.

PMI India Champions, Mr. Sonik Chopra, PMP, and Mr. Prasann Patil, PMP, conducted a session as part of the "Agile Webinar Series - Managing Projects" on "What is takes to succeed at PMI-Agile Certified Practitioner (PMI-ACP)® certification" in Cognizant on 17 December. They discussed the examination content online and the relevance of the PMI-ACP® certification in the current business environment. Around 200 participants from across India attended the session.

Mr. Patil also conducted a Program Management Professional Certification (PgMP)® introductory session for CSC India on 28 January 2015. The session was attended by 10 CSC project and program managers with over 15 years of experience. Mr. Patil focused on the relevance of the PgMP® certification, ways to optimize one's time to attain the certification, areas of focus, and study methodology. He advised the team to form study groups. CSC is interested to have follow-up sessions to get all 10 project managers certified as PgMP®.

Mr. Ananth V. kickstarted a risk management instructor led training session at IMS Health India Private Limited. He has now been asked to lead an end-to-end project management training program with around 35 PMP® certification aspirants. The program will complete in six months, during which time there will be e-learning and instructor led sessions.

North Region Updates

Mr. Pushpender Jindal, along with his colleague, conducted a workshop for 50 PMP® certification aspirants on project management on 18-19 December at HCL Technologies Limited. Participants have provided excellent feedback on the session and are now charged up to prepare for the exam.

PMP® aspirants taking part in a workshop in Noida

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

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City	Group Testing No.	Date
Cochin	1118072515	Exam date **25 July**
Jaipur	1117072515	
Pune	0077072515	Last date to register **21 June**
Vishakapatnam	1115112115	Exam date **21 Nov**
Pune	007711215	
Baroda	1119112115	Last date to register **17 Oct**

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