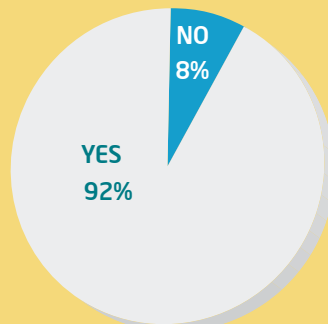# Project Management for Resurgent India

Project Management National Conference 2015 keynote speakers expound on redefining India with project management — yesterday, today, and tomorrow

CONTENTS

RESULTS OF OUR LAST POLL

Q. Are managerial skills more important to succeed as a project manager than technical skills?

NO 8%

YES 92%

Voice your Opinion - Last poll results

Letter from the Managing Director, PMI India

Dear Practitioners,

We are only a few weeks away from PMI India National Conference scheduled to be held in Bangalore on 10-12 September, and the excitement in the project management community is building up. Since we opened registration on 1 July, there has been a steady number of new registrations every day. If you have not yet secured your place at this much awaited annual event, click here to register for the 7th National Conference to be hosted and organized by PMI Bangalore India Chapter.

We have an impressive line-up of keynote speakers – Dr. Devi Prasad Shetty, chairman and founder, Narayana Health; B.V.R. Mohan Reddy, chairman, NASSCOM, and founder executive & chairman, Cyient India Ltd.; Manish Sabharwal, chairman and co-founder, Teamlease Services; and Professor S.V. Raghavan, professor, Department of Computer Science and Engineering, Indian Institute of Technology. Check the conference website for more updates about speakers and the agenda.

In this issue of *Manage India*, we are carrying thoughts and ideas from some of our keynote speakers on the conference theme, ARCHITECTING PROJECT MANAGEMENT for *Redefining India….* Also featured here are snapshots of a few projects that have redefined India.

PMI India collaborated with the Federation of Indian Chamber of Commerce and Industry (FICCI) on a report on "*Leveraging the Art and Science of Project Management to Realize Make in India*". The report has identified top three priorities to reduce the gap between the 'as-is' and the 'to-be' state in India for the success of 'Make in India'. The report will be launched soon. Watch this space for updates.

We are making some changes in the PMI Agile Certified Practitioner (PMI-ACP)® exam. The last day to take the current PMP® exam will now be 11 January 2016. After this date, the PMP exam will reflect the new exam content outline. Click here for more details.

The Continuing Certification Requirements (CCR) program has undergone some changes. Effective 1 December 2015 the CCR program will be aligned with the employer-identified skills depicted in the PMI Talent Triangle to ensure you are equipped to remain relevant in a continually changing business environment.

All the best to certificate and credential aspirants. I also hope to see you at the Project Management National Conference.

Warm regards,

Raj Kalady
Managing Director, PMI India

Project Management National Conference, India
The Lalit Ashok, Bengaluru, Sept 10-12, 2015
Registrations Close On 31 August
www.pmi.org.in/conference

Project Management for Resurgent India

Project Management National Conference 2015 keynote speakers expound on redefining India with project management — yesterday, today, and tomorrow

Project Management in IT: Scope and Application Redefined

B.V.R. Mohan Reddy, chairman, National Association of Software and Services Companies (NASSCOM) & *founder and executive chairman, Cyient India Limited*

Project management is essential for India to achieve its overall growth targets.

Today, India needs to create infrastructure like never before. By 2030, India will have more than 1.5 billion people and to provide necessary infrastructure for all of them is a top challenge.

Ambitious government plans like Make in India, Digital India, and Smart Cities have high dependency on infrastructure to make them successful. Multiple mega projects will need to be executed at a high speed to cope with the demand. And project management is critical for the successful execution of such large projects. We have seen time and again how infrastructure projects worth several billion dollars have gone into time and cost overrun. Effective project management is critical to complete projects that deliver value against the investment made within the stipulated cost and time framework.

Unlike processes or operations, projects have a finite characteristic. Projects have set beginnings and ends, and clearly defined outcomes. For this, we need specialized skills which are not taught in-depth in business schools. PMI is doing a great job by up-skilling this talent pool to fuel the India growth story.

Integral to industry's growth, recognition

Managing an IT project is not an easy job and is quite slippery because of the constantly changing business environment. Generally all projects are constrained by time, cost, and scope, and for any project to be successful, these three constraints must be in symmetry. If any constraint is out of equilibrium, the project has a higher chance of heading towards disaster. In the IT industry, all projects move through the five phases in the project management lifecycle, i.e. initiating, planning, executing, monitoring and controlling, and closing. Each phase consists of processes that move the project from idea to implementation. This calls for the adoption of project management to manage the project and resources efficiently, in a time-bound manner.

It is difficult to imagine the industry without the contribution from project management which has helped many IT companies execute multi-billion dollar projects for global companies with operations in multiple locations. Quality, on-time delivery, and affordable costs are critical for a customer. The IT industry recognized these imperatives early on in its journey and has since been meeting these customer expectations by adopting project management. The value in adopting project management has led IT companies over the years to enlarge its scope and refine its application.

The IT industry works almost entirely on project basis. From planning and scheduling to managing critical interfaces with users and vendors, project management is increasingly being recognized as a critical area in the Indian IT industry.

Thomas Alva Edison, who invented the light bulb, said invention is one percent inspiration and 99 percent perspiration. He emphasized the importance of the creative element in achieving success. Today, IT companies employ people who are creative and are capable of producing a product or service that is unique and special. But what will make that product competitive is the company's ability to market and deliver it on time and within budget. And this can only be achieved with project management to meet the global standards that their customers follow for products and processes.

Trends that are affecting project delivery

Project management has evolved during the past decade and now there are various tools and new trends that are shaping the future of project management.

Agile project management techniques will continue to gain popularity in IT projects. They are cost-effective, rely on self-organizing teams, and appeal to human needs like autonomy, mastery, and purpose. And in order for them to be successful, they rely on constant feedback. Their ability to cut costs will continue to appeal to businesses as they struggle through the recession.

Mobile collaboration will be the king. For project managers, it means that they will have to deal with a workforce that is constantly on the move, telecommuting, and maybe even working irregular hours.

Risk management will continue to be the buzzword. Risk management is already an incredibly popular topic for project managers. But with the growth of agile project management techniques, risk management will become a necessity for project professionals. While there is software available to help identify risks, they will still have to hone their ability to identify potential budget or scope overreach and maintain organization over their projects.

Cyber security will be at the front and centre of organizations. We have seen how companies and government organizations suffered malicious attacks this past year. With cyber attacks anticipated to increase, security will become an important area for project managers. It may not necessarily be the technology that goes into a project, but project managers and their team will be responsible for ensuring that the deliverable is secure.

Exploit Innate Indian Qualities to Excel in the Global Market

Manish Sabharwal, co-founder and chairman, Teamlease Services, and member, Niti Aayog Committee on Entrepreneurship and Skills

Three factors that can bring big change in the lives of people in India are education, employment, and employability – the 3Es. Today, we need the right policies, strategies, and execution to make substantial improvement in the 3Es.

There is a big gap in the quality of talent being produced in the country today. Higher education curriculum needs to match what the job market requires. Whether they are graduates from engineering colleges or vocational institutes, a lot needs to be done to plug the gap between the skills needed and the skills being supplied. However, change is slowly taking place. For the first time this year, the top 20 percent of ITI (vocational training centers) graduates will get higher salaries than the bottom 20 percent of engineers. It is a reflection of being able to live up to the expectations of industry.

How we manage the 3Es will decide India's future as the "Human Resources Capital" of the world.

Qualities for project managers

The world around us is changing fast and project managers need to have a good grasp of the business and technology landscape to take projects to fruition. The top three qualities for a project manager to be effective in this scenario are:

1. Technical knowledge – to understand the customer's business in great detail and advise a solution that exactly meets the customer's needs.

2. Adaptability – ability to adapt and course-correct to stay in tune with market changes. This requires a good understanding of project tools.

3. Can-do spirit – going all out to get the job done. This is where managerial skills come in that help project managers to get multiple teams to work collaboratively and manage cultural diversity within teams.

India as an exporter of project managers

India has the potential to be an exporter of qualified project managers to the world. I say this because while most Indian project managers struggle currently with limited technical knowledge and exposure on a global scale, some of the greatest strengths rooted in the Indian DNA will take them a long way. The innate qualities in the Indian DNA, i.e. the ability to tolerate and work with diversity, intellectual flexibility, and a great sense of humanness, are all very useful in a global project management context.

We need to make sure younger project managers have skills on all the above aspects to turn them into global professionals. We need to imbibe in them the right attitude, for example, they do not need to jump to solutions unless they have understood the customer's business. Besides, young project managers must develop people competencies, use tools to keep project timelines and costs under control, and know how to nudge/push people wherever required to get the job done.

Projects that Define India

Some mega projects in India have stood out through the years as landmark initiatives with a lasting impact on our nation. We recall the challenges and achievements of a few such projects

Bhakra Nangal:
Impounding Sutlej

At 226 meters – three times taller than the Qutab Minar in Delhi – the Bhakra Dam is among the highest gravity dams in the world. It used up 100,000 tonnes of steel and enough concrete to lay a 2.4-meter-wide path around the Earth's Equator. The dam's 168 sq. km Gobind Sagar reservoir can store 9,621 million cubic meters of water, which is 10 times the capacity of Srinagar's Dal Lake.

Temple of Resurgent India
The 'temple of resurgent India', as Nehru termed Bhakra Nangal project, turned the Punjab-Haryana region into the "Food Bowl" of India. It helped irrigate 26,304 sq. km of new land and improved irrigation in another 3,642 sq. km. In all, it irrigates 40,000 sq. km of farm land. The much acclaimed Green Revolution of the 1960s would have been impossible without the staggering amount of water it supplies. In addition, it has an installed capacity to generate 1,479 MW of electricity.

Massive Engineering Feat
It took 13,000 workers and 300 engineers to build this concrete straight gravity dam – a massive 'wall' that resists the thrust of water by its weight. The dam is designed to hold back water in the reservoir and send it through the narrow, rocky gorge below at a managed rate. To control the release, it has four huge spillway gates, each weighing 102 tonnes. Water flooding from the Bhakra Dam is controlled and maintained by the Nangal Dam downstream. The project stands tall as a testament to how risks were managed.

Transformation of an Economy
Thanks to the project, Punjab and Haryana produce 24 million tonnes of grains, 1.8 million tonnes of cotton, 3.3 million tonnes of pulses and oilseeds, and 2.5 million tonnes of sugarcane per year. It supplies drinking water to people in five states: Punjab, Haryana, Himachal Pradesh, Rajasthan, and Delhi. It generates and supplies up to 15 million units of power annually. With Bhakra Nangal, India's Public Works Department took an important step in developing capacity to build big projects involving complex integration management.

Chandrayaan-1:
March to the Moon

There are water molecules on the surface of the Moon. This was confirmed by Indian Space Research Organisation's (ISRO's) first-ever moon orbiter. Chandrayaan-1 was ISRO's first foray beyond the influence of Earth, propelled into space by a 44-meter high indigenous rocket. The spacecraft also captured rare photographs of the far-side of the Moon, which is always hidden from Earth. With this lunar probe project, India joined an elite league comprising the United States, Russia, the European Space Agency, China, and Japan.

The Moon Mission

During its journey to Earth's only natural satellite, Chandrayaan-1 traveled 380,000 km – 30 times the distance between Kolkata and Toronto – carrying payloads or scientific instruments from six countries, including Germany, Bulgaria, and Sweden. The project scope included 3D imaging of the lunar surface and preparation of an atlas of the Moon. In 312 days, the spacecraft made over 3,400 orbits around the Moon and was able to carry out 95% of the planned experiments. Its spectacular success was a demonstration of ISRO's technology and project management abilities to the world.

Strong & Light

For the scientists, it was a humongous challenge to get the spacecraft up there, with both the launch platform (Earth) and the target (Moon) moving in space and spinning around. The endeavor was also a test of ISRO's project integration capabilities, with different components being made in facilities spread across the country. Made of special alloys, the spacecraft's body was strong, yet lightweight. Half of its initial weight was that of the propellants stored in its tanks, used by it to enter the lunar orbit. Its structure enabled its scientific instruments to work without flaw amid hostile surroundings; the thermal subsystem, for instance, had multi-layer insulation and optical solar reflectors to ensure optimum temperature. Different sensors helped track the precise orientation of the spacecraft; meanwhile, on the ground, two gigantic dish antennas detected the extremely weak microwaves transmitted by it.

Journey & Landing

The voyage commenced at 6.22 a.m. India Standard Time (GMT +5) on 22 October 2008. Surmounting all obstacles, 17 days later, the spacecraft had approached its farthest point from Earth. To slow it down, the liquid engine was fired when it passed at a distance of about 500 km from the Moon; this enabled the 'weak' lunar gravity to capture it into the Moon's orbit. On 14 November, a box-shaped Moon Impact Probe was sent sailing down to the lunar surface. An electronic terrain mapping camera took 3D pictures of objects on the lunar surface on a scale as small as five meters. In May 2009, Chandrayaan-1, along with NASA's Lunar Reconnaissance Orbiter, successfully participated in an experiment to search for water ice on the Moon.

The project's success became an inspiration to a nation that prides itself in scientific self-reliance, and paved the way for the subsequent launch of Mangalyaan or Mars Orbiter Mission. When Mangalyaan reached the red planet's orbit in 2014, at a cost less than what it took to produce Hollywood movie *Gravity*, the world hailed it as an astounding scientific feat. Thanks to Chandrayaan-1, ISRO is now a major contender for global space exploits.

National Highways Development Project: Highway to Development

I n 2001, India embarked upon building a 13,368 km highway network – if laid across the continents, the path would be long enough to take one from Bengaluru to New York. As economic reforms swept India in the nineties, the road grid crucial to commerce started showing severe strains. At 45 km per hour, the average speed of vehicles on Indian highways was half that of the Interstate Highway System in the United States. Between 1951 and 1998, though the road-length grew from 400,255 km to 3,015,845 km, only 5% of the National Highways had four lanes. This led the central government to initiate the National Highways Development Project (NHDP), with a mandate to develop multi-lane highways crisscrossing the country.

India National Highway Network Map

Navigating through Rough Terrain

During the first two phases of the seven-phase program, NHDP oversaw the building of the North South–East West (NS–EW) corridors; the Golden Quadrilateral (GQ) linking Delhi, Mumbai, Chennai, and Kolkata; besides 380 km of port connectivity. The project managers encountered a variety of obstacles, ranging from delay in acquisition of land and obtaining environment clearances to shifting of utilities and approval for road flyovers. To overcome these roadblocks, the National Highways Authority of India (NHAI), the agency entrusted with the project, adopted an innovative approach. It set up a fast-track panel to resolve disputes ranging from

land, supplies, and work contracts. Approval was granted at a program level and no project-specific approvals were required. Higher payouts for the land acquired for the project made the procurement process smoother.

A Public-Private Partnership

Contemporary signage and efficient traffic management were part of the scope. Provision was made for divided carriageways and service roads, underpasses and flyovers, bypasses and wayside amenities, along with ambulances and cranes. NHDP used various models, including Engineering, Procurement, and Construction (EPC) & Public Private Partnership (PPP); under build-operate-transfer mode, the investor was permitted to collect tolls for a specified period. A majority of contracts were bagged by Indian firms. Incentives were announced for those able to reach milestones as per schedule. To ensure quality, a five-year guarantee was sought from the builder.

How it Measures

NHDP's major components are the GQ network of 5,846 km, and the NS–EW corridors, with an aggregate span of 7,142 km connecting Srinagar in the north to Kanyakumari in the south, and Silchar in the east to Porbandar in the west. The outcome: About 80 billion (1999 prices) annual savings from GQ alone, according to a World Bank study, from reduced fuel costs to faster freight delivery. This project made the Indian road length second in the world, ahead of China and behind the United States. It dramatically improved the quality of roads, decreased pollution, and enhanced safety. It opened the doors for world-class expressways, changing the way India travels. Along the way, it gave a fillip to the economy of areas in its vicinity, made Tier-2 and Tier-3 cities more attractive for investments, and put socio-economic development on the fast lane.

Operation Flood:
A Star on the Milky Way

Over a span of three decades, Operation Flood, the world's biggest dairy development program, helped transform a milk-deficit nation into the global leader – in 1998, India surpassed the United States, which then produced 71 million tonnes. Along the way, it also radically changed the animal husbandry sector. The White Revolution, as the movement is now called, is pumping in 400 billion per year into the rural economy.

A National Template

After a visit to Anand town of Gujarat in 1964, Prime Minister Lal Bahadur Shastri announced that India would create hundreds of clones of Amul (an acronym for Anand Milk Union Limited). By then, the movement – to eliminate the involvement of middlemen – that began with just two village dairy cooperative societies and 247 liters of milk in 1946 had come to be referred as Amul Dairy. Farmers had embraced the model with gusto. Mr. Shastri saw Amul as the catalyst that would result in rapidly transforming the socio-economic conditions of the rural areas. The National Dairy Development Board (NDDB) was created in 1965; Verghese Kurien, then the general manager of Amul, was handpicked to head this body.

Link to Cities

In 1970, NDDB spearheaded Operation Flood. In Phase-1, it sought to establish 18 'Anands' linked to the four urban markets: Mumbai, Delhi, Kolkata, and Chennai. Successful implementation of procurement management resulted in connecting milk-deficit locations with milk-surplus regions, and linking 3.23 million producers with consumers in 700 cities and towns across the country. This network, termed the National Milk Grid, became crucial to the success of Operation Flood. The journey was not without obstacles, such as short shelf-life of milk and dairy products. NDDB assisted farmers in procuring nutritious fodder for cattle and helped them with technical knowhow. In 1979, the Institute of Rural Management was set up in Anand to professionalize management of rural producers' organizations and create a body of knowledge in the field of rural management.

The Secret of Success

Operation Flood became a winner because individual farmers were forged into a collective force, hailed globally as a triumph of democratic model and individuals' free-will to act. Farmers were made stakeholders and owned the dairy they worked in, while their elected representatives managed the village societies and district unions. Today, Amul-type dairies produce more than just milk, churning out products like butter, paneer, cheese, milk-bread, curd, sweets, chocolates and ice cream. Operation Flood is counted among the world's largest rural development programs. It not only revolutionized the rural economy of India but provided the global market with a viable, low-cost producer of dairy products.

Source: PMI India's Coffee Table Book, Projects that Define India.

Bangalore Calling. Will You be There?

Here's what registered delegates have to say

Project Management National Conference brings experts & professionals under one roof for better knowledge sharing, interactive learning, and provides knowledge of global trends. It gives an opportunity to meet professionals who not only perform the backend job but has potential and knowledge to take up project responsibilities in time of crisis with conviction.

Arup Kumar Das
Joint General Manager (Mining Project)
Essar Power (Jharkhand) Limited

Project Management National Conference helps us in getting the perspective on the latest trends in project management world. This year's theme, "ARCHITECTING PROJECT MANAGEMENT for *Redefining India...*", sounds interesting and encourages me to attend the conference. Additionally, the papers that might be presented at the conference seem different from the standard presentations.

Bala Sekhar Kadiyala
Vice President – Project Management
Wells Fargo India Solutions

Here's what some of the key conference volunteers have to say

This year's conference will focus on "Redefining India". Vast changes are happening right now through various programs of Indian Government and corporate. We do not want the project management community to be left behind. This year's conference will focus on "Redefining India". Vast changes are taking place in the country through various programs of the Government of India and corporate India. We do not want the project management community to be left behind. Our speakers bring vast experience in these areas to provide credible learning for delegates. Delegates will have a larger choice of paper presentations to listen to. This year there are three special programs to choose from that focus on project management technique, leadership, and diversity. The venue is right in the center of the city and offers best-in-class facilities. Join us, gain knowledge, learn current trends, discover services available, form ideas, earn professional units to retain credentials, and above all, network with your contemporaries all in three packed and eventful days at the conference.

Murali Santhanam
Conference chair

After a gap of four years, PMI Bangalore India Chapter is privileged to host the national conference. It is also the 10th year of the chapter hosting its Project Management Conference in Bengaluru. The conference website has up-to-date information of all the speakers who have confirmed and will share their experiences with us on topics related to some of the great projects that they have handled on "Redefining India". The volunteers in the technical paper committee are working hard and have already published on the conference website a list of 50 technical papers that they have shortlisted for publication. We are thrilled to see the tremendous response from practitioners who want to attend the conference.

Sumanth Padival
Conference director

India is on the cusp of making a great impact globally and on the lives of common man. With a favorable environment and the unique position that our country enjoys in terms of a demographic dividend, India has got a window of opportunity at a strategic level. Project management translates strategy to execution, which in turn, generates outcomes in the form products, services, infrastructure, new innovations, and discoveries that produce benefits aligned with objectives. To manage programs, portfolio, and projects effectively and efficiently, the need of the hour is to scale up skills and competency building for project managers. Project Management National Conference 2015 is one such opportunity wherein participants can learn best practices from practitioners, listen to thought leaders, and network with fellow project managers. The theme of the conference is going to contribute immensely towards our country's quest for achieving success in massive programs like Make In India, Digital India, Swachh Bharat, education and employability initiatives, and innovation-led growth.

Vijay Paul
Conference executive

Given the renewed fervor of energizing the nation to achieve its fullest potential as a global power and harness the enormous latent talent at its disposal, the conference is setting itself nicely by inviting speakers of great eminence from diverse fields to share their thoughts and wisdom in what should definitely be an invigorating experience for one and all attending the conference. To further enhance the delegate experience, the team entrusted with responsibilities of conference kit has laid special emphasis on adopting methods that are environment friendly whilst at the same time promoting the rich heritage of the host city.

Basu Dutta
Track lead for Delegate Kits and Collaterals
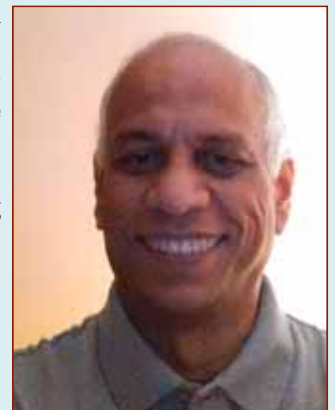
Learning is enhanced by experience sharing and this year, we have multi-disciplinary experiences packaged for delegates who are attending the seventh Project Management National Conference. The wide spectrum of topics will not only spice up your experience but also give you a different perspective on the subject. We have experts from manufacturing, IT, healthcare, and education sectors, who are the "movers and shakers" in their respective fields. They will share insights on the latest developments and what to expect in the years to come. Practitioners from the government, who are tasked with delivering the vision of policy makers, will speak on Digital India and the Akash Missile Systems, and the challenges they faced in the government environment. The conference team has gone that extra mile to identify keynote speakers to create a "wow" experience for delegates. And as usual, we have some limited seats for extra learning opportunities in the form of special sessions on first come, first served basis. World leaders on training will guide you on your journey to higher levels of professional excellence with their words of wisdom.

Col. L Shri Harsha
Track lead for Speakers and Conference Content

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Project Management National Conference, India 2015
ARCHITECTING PROJECT MANAGEMENT *for Redefining India…*
Venue: The Lalit Ashok, Bengaluru, 10-12 September 2015

The 7th Project Management National Conference, seeks to answer how project management methodologies can be used to architect change and redefine our nation. It presents a fantastic opportunity to network and share ideas with thought leaders, industry experts, project professionals and top notch achievers in the field.

SOME OF THE STALWARTS AT THE CONFERENCE

Michael DePrisco
COO PMI Educational Foundation & Vice President, Academic and Educational Programs, PMI

B. V. R. Mohan Reddy
Founder Executive & Chairman Cyient India Ltd & Chairman of NASSCOM

Manish Sabharwal
Chairman and Co-Founder Teamlease Services

B. S. Shantharaju
CEO, Indus Towers

Dr. Devi Prasad Shetty
Chairman and Founder Narayana Health (Formerly Narayana Hrudayalaya)

HURRY! Registrations close on **31 Aug.**

Don't miss this opportunity! Click here to register now! For registration enquiries, please mail us at registration@pmi-india.org For more details please visit www.pmi.org.in/conference

Project Management National Conference, India
ARCHITECTING PROJECT MANAGEMENT *for Redefining India…*
The Lalit Ashok, Bengaluru   September 10-12, 2015   A PMI Team India Event

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PMI BANGALORE INDIA CHAPTER

10 YEARS OF PM CONFERENCES IN BANGALORE

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The Nuts and Bolts of Change Initiatives

BY GAURAV SAPRA

The good old saying, "Change is the only constant in life", is very true in contemporary business situations. Business has to adopt and adapt to keep pace with a dynamic and demanding market. Change could range from a small developmental adjustment to transformational change, which calls for huge shifts in mindsets and behaviors. Well-structured transformation that is rooted around its people and their beliefs are more likely to produce the intended results. It is estimated that more than 70 percent of change initiatives fail to deliver their intended targets.

In spite of program and project management methodologies and techniques, the uncertainties involved make the actual transformation process emergent and untraceable against a fixed plan. The following precursor activities, if embedded in a program's framework, can be effective preparation work for transformational change, thereby improving the chances of success.

1. Architect your Communication – Structured and well-designed communication can provide the inspiration and mobilize people into desired actions. Communication must answer a fundamental question: "Why are we doing this?" It could come in the form of a simple anecdote that clarifies doubts and establishes the need for change. Communication that talks of a better future can stimulate and connect people to work towards the change. It would create a coherent message across the enterprise from the logical reason for making the change to a clear picture of the intended state of transformation. The framework for such communication must be built on a set of high-level questions such as these:

a. Where is the enterprise today?

b. What future does the enterprise aspire for?

c. What will be the journey to achieve the future state?

d. What behavior changes may be required during the journey to the future state?

2. Assign Values to Behavior – The transformation that is triggered by the organization's strategic vision needs to be in perfect harmony with its culture and set of underpinning values. Only then can the change manifest and sustain. A set of critical behaviors must be identified and designed, which can enable, propel, and sustain the change. Different interactive and programmatic methods like role-modeling, peer-multiplying,

and training could be deployed to drive behavior change during the preparation/early execution stage of the program. The most effective and time proven method is "leadership by example". A leader should reinforce and propagate the values of the enterprise through certain behaviors.

3. What Comes First? – Large scale transformational programs could be daunting and misaligned if priorities are not defined, and the program not managed or executed accordingly. It may be necessary to identify focus areas to be able to consistently, incrementally, and cohesively achieve the intended change objectives. Consider a framework such as "OGSM" (explained below) to help identify the key strategic actions, which an organization must take in alignment with its strategic vision and objectives. OGSM stands for strategic Objectives, quantified by measurable Goals that could be easily translated into Strategic initiatives, which, in turn, could be Measured and reconciled using a defined metric.

4. Sustainability – A change can be successful only if it sustains and fetches consistent and incremental benefits for the business. Our experience with failed and successful transformation efforts over the past several years reaffirms the importance of planning for sustainability from day one and weaving in sustenance actions in the execution plan. Embedding sustainability actions like capability development (through class work and field application), governance mechanisms, compliance verification, audits, relevant systems and tools, and performance measurement and tracking in the execution plan could make substantial difference between what gets completed and what achieves the objectives.

5. Strong PMO – The involvement of a focused project management office (PMO) has been proved to be a key reason for success in any major program or project by many mature organizations. The PMO of such an initiative may need to achieve greater executive involvement, be more adaptive with the changing environment, and implement the right practices for organizational maturity, culture, and appetite for processes. The PMO could play a vital role in driving cross-functional as well as strategic alignment of a transformation program.

(Gaurav Sapra, PMP, PMI-ACP, is a program manager with Tata Consultancy Services with 12 years of consulting experience. He is an active PMI India Champion volunteer.)

PMI KERALA CHAPTER

Waves2015 at Trivandrum

PMI Kerala Chapter organized its annual Kerala Project Management Conference, Waves2015, in Trivandrum on 13 June.

The conference organized by volunteers along with chapter board members had eight speakers and around 200 delegates.

Chapter president Vikram Kumar B.T. welcomed the audience. Padma Shri M.C. Dathan, ex-director, Vikram Sarabhai Space Centre, gave the inaugural address. Raj Kalady, managing director, PMI India, provided updates from PMI India. It was also an occasion to honor long-standing members of the chapter and release the chapter's first newsletter. Padma Shri G. Shankar, head and chief architect of Habitat Technology Group, gave a talk on "brown architecture" and described how he overcomes challenges faced in the construction industry. Bhadran V.K., associate director of the Centre for Development of Advanced Computing, spoke about the application of project management techniques in cyber crime investigations.

There was a case study presentation on the Thiruvanantha-puram City Road Improvement Project by Anilkumar Pandala, managing director of Thiruvananthapuram Road Development Co. Ltd. and associate vice president at IL&FS Transportation Networks Ltd. Rishiraj Singh, IPS, chief vigilance officer, Kerala State Electricity Board, could not attend the conference due to official engagements and instead sent a video message that was played at the conference. Karthik Ramamurthy, founder and principal consultant of KeyResultz, shared some useful tips on how he overcame challenges in project management.

M. C. Dathan lighting the lamp during the inauguration along with (from left) Vikram Kumar B. T., Jayakrishnan P. S.,and Raj Kalady

This was followed by a magic show by Gopinath Muthukad, Merlin Award winner and owner of Magic Planet. He explained the concept of CASH – Confidence, Attention, Sincerity, and Hardwork, factors that play important roles in project execution and our daily life.

There was an interview session with Ramam Atmakuri on his project management experiences of moving from the corporate world to the social sector. The interview was conducted by B.G. Jayaram and Brajesh C. Kaimal. Mr. Atmakuri, who is currently the executive vice chairman of L.V. Prasad Eye Institute, was previously vice president at Cognizant Technology Solutions.

The chapter conducted a volunteer development program for the first time on 12 June in Trivandrum. Leaders from the community, Mr. Atmakuri, Mr. Ramamurthy, Mr. Jayaram, Mr. Kalady, and Mr. Kaimal supported the event. Mr. Jayaram is region mentor – Region 11 – Western Asia at PMI GOC and past associate vice president & head, Project Management Center of Excellence at Infosys. Mr. Kaimal is past president of PMI Kerala Chapter and COO of Experion Technologies.

B.G. Jayaram (extreme left) and Raj Kalady (extreme right) with long-standing members of Kerala chapter

Jayakrishnan P.S., vice president, volunteer development for PMI Kerala Chapter, gave the welcome address. Mr. Kalady spoke on sustaining chapter growth and PMI institutional knowledge. Mr. Ramamurthy highlighted the importance of using social media to connect, engage, and get involved. Mr. Atmakuri spoke about the value of volunteering. This was followed by a discussion on volunteer growth opportunities by an expert panel consisting of Mr. Jayaram and Mr. Kaimal.

PMI PUNE-DECCAN CHAPTER

Seminar on Corporate Law

The PMI Pune-Deccan Chapter initiative has been developing relationships with institutes through a variety of engagements. Some of these are knowledge awareness initiatives, student projects, and curriculum development that are tuned to current industry needs and collaborative research. The goal is to make project management a habit, culture, and self-sustainable activity in academia.

On 18 April, the chapter conducted a seminar on "Corporate Law – Contracting, Mergers and Acquisitions – A Primer for Managers", by Manoj Wad. This was followed by a session on "Pathway to Corporate Sustainability - A Practitioner's View", by Vishweswara Rao Mantrala. Members showed strong response with a full house for both the sessions.

PMI WEST BENGAL CHAPTER

PMP Preparation Program, Learn & Earn

PMI West Bengal Chapter conducted a four-day preparation program for those aspiring for PMI's Project Management Professional (PMP)® examination. The sessions organized in Kolkata on 9 and 10 May and then again on 15 and 16 May provided PMP® aspirants the knowledge they need in form of handbooks, practical examples, personal experiences of preparation, and tips and tricks before and during the exam. Candidates from different companies participated in the program that ended with a mock test.

Rekha Unni felicitating Saikat Dutt after his session

The chapter held a Learn & Earn Session on "Digital Strategy for Business Leaders" on 16 May. Rimjhim Ray, co-founder and director of Unmarketeer, which works with brands such as Videocon and Marriott across the globe, conducted an interactive session with chapter volunteers. The session focused on the practical steps to create and implement a digital strategy that delivers business results. There were discussions on how changes in consumer behavior and trends are impacting companies across sectors like retail, manufacturing, and pharmaceutical. Ms. Ray also presented case studies on digital implementation.

The next Learn & Earn was on agile project management techniques on 27 June. It was the fifth such session that mainly focused on tracking projects that follow agile techniques in project management and information on PMI Agile Certified Practitioner (PMI-ACP)® examination.

The speaker was Saikat Dutt, who has over 16 years of IT industry experience and has expertise in managing large-scale, multi-location, and mission critical projects. After a recap of the first four sessions, he deep dived into agile tracking methods like burn down charts, burn up charts, cumulative flow diagram, Kanban board, and sprint retrospectives.

Rajiv Roy won appreciation as volunteer of the quarter for his continuous contribution to chapter communication initiatives.

PMI BANGALORE CHAPTER

PM Footprints, Corporate Connect

PMI Bangalore Chapter organized two sessions of PM Footprints in May. On 14 May, Hiremath M.S., project management consultant, spoke on "Project Libre", an open source project management scheduling tool. In this informative and interactive session, participants received some practical know-how about the tool. The talk covered all the 13 major functions available in the tool. On 28 May, Chetan Anand, project manager at Accenture, presented

Hiremath M.S. delivering his talk at PM Footprints

an "Overview of Risk Management". The talk was aimed at familiarizing project managers about the complexity of risk management and ways to manage risks.

On 30 May, there was a program on agile techniques in

project management. Nearly 20 participants from various organizations took part in it.

The chapter took part in the third quarterly meet of project management professionals at Bharat Electronics Ltd (BEL) on 9 May. Lt. Col. L. Shri Harsha, PgMP, spoke about program management in this in-house initiative for networking and learning amongst BEL's project management community members. As many as 26 PMP® certified practitioners, including two general managers, took part. This public sector defense company has around 150 PMP® credential holders, and a strong and active practitioner community.

The chapter also joined hands with the project management community members at Robert Bosch Engineering and Business Solutions Pvt. Ltd. (RBEI) for the "CoP PM Lecture Series 2015"on 25 May. Vijayraghavan Seshadri spoke on "Escalation Management". Besides around 40 participants at the venue, over 150 others from the company's other offices joined in through a live Webcast.

PMI PEARL CITY CHAPTER

GyanLahari 2015

The chapter held its annual project management conference, GyanLahari 2015, on 11 July. The theme for the conference was "Defining Next Generation Project Management". Keynote speakers for the conference included Dr. Gullapalli N. Rao, founder director, L.V. Prasad Eye Institute, Hyderabad, and

Anil Kumar Saini, head - rail systems, L&T. As always, this conference was planned and executed with the help of volunteers from the project management community.

The chapter organized a network meeting on 22 May. Besides the chapter updates, participants listened to Ramnadh K.J., associate director, CBRE India, on "Construction Industry: Why are Projects Behind Schedule?" The chapter also felicitated new credential holders.

PMI CHENNAI CHAPTER

Bringing Industry Academia Closer

PMI Chennai Chapter partnered with the Industry Institute Interface (III) to reach out to educational institutions at a seminar on 11 July at SRM University Auditorium in Chennai.

The III Forum is a joint initiative of executives from large multinational companies and technical institutions/ engineering colleges in India. Through this non-profit initiative, the forum aims to increase collaboration between industry and academia.

The seminar was the inaugural event for the III Tamil Nadu chapter and was limited to engineering colleges. About 1000 students from 15 institutions participated.

V. Subbiah, president, PMI Chennai Chapter, addressed the

students and teachers. He introduced PMI and spoke about the PMI's Certified Associate in Project Management (CAPM)®. He explained how the CAPM® certification provides young graduates an edge in a projectized world.

Rajasekhar Ravichandran, vice president - governance, PMI Chennai Chapter, and CEO of Virrantech, presented on overview of the IT industry in India and the various opportunities available to students.

Mr. Subbiah and V. Sivakumar, vice president – outreach and advocacy, are part of the Industry Advisory Committee of III. PMI Chennai Chapter is planning a series of activities along with III in the months ahead.

(Chapter news was contributed by Ravi Vurakaranam, PMP; Capt. L.N. Prasad; Soumen De, PMP; Nilanjan Chanda, PMP; Rajiv Roy; Nitu Tandon Kapoor; Supratim Sen; V. Sivakumar, PMP; Akhila Gouri Shankar, PMP; Arun Ravi; and Nikhil Arni.)

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PMI India Champions Advocacy & Collaboration

The PMI Champion booth at PM Day in Intel.

South Region Updates

On 28 May, PMI India Champion Rajakumar K.R., PMP, coordinated a Webex session on "Advanced features of Microsoft Project 2013" for Wipro employees. The session was delivered by Champion Advisory Committee (CAC) member B. Sai Prasad, PMP, and was attended by around 90 members. The session was well received by the participants.

On 6 May, a Project Management Professional (PMP)® preparation program for aspiring project managers was organized by PMI India Champion Ramesh M., PMP, at Polaris Consulting & Services Ltd., Chennai. It was ably supported by internal PMP® credential holders & colleagues from the learning and development team. Over 50 aspiring project managers attended the session. The entire program had been broken down into modules of 10 half-day sessions with each session designed to maintain focus and momentum of the aspirants in achieving the PMP credential. The sessions were conducted via video conferencing with participants from Chennai, Mumbai, Hyderabad, Gurgaon, and Pune. The participants gained practical understanding of project management processes prescribed in *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*.

On 5 June, PMI India Champion Shweta Katre conducted a PMP overview session at Society of Defense Technologists (SODET), BEL Campus, Bangalore. SODET is a non-profit organization and is maintained by 13 defense establishments. One of the objectives of SODET is to promote sharing of knowledge among the 13 defense establishments which are member organizations of SODET. The session was attended by around 50 participants and was focused on helping the participants understand the roadmap to clear PMP examination.

On 18 June, Intel India organized a Project Management (PM) Day at their Bangalore campus. More than 100 of their project managers attended the event and benefited in the form of learning and networking. The day started with a welcome address from PMI India Champion Designate Samuel Dorairaj, project manager and India business operations. The keynote address was given by Rahul Biswari, director-HRGS Centers, Hewlett-Packard. Jacob Varghese, head – IT, Defense and Aerospace Markets, PMI Organization Centre Private Ltd., talked about PMI best practices. Mr. Varghese called out the need for more collaboration. B. Krishnamurthy from IIL spoke about the need to be mindful as we discharge our duties every day. Udayakrishnan M.B., manager, Project Controls and Solutions Office (PCSO), APAC region and Intel India PMWG lead, talked about the PCSO team's integrated project management solutions can support business transformation. Giving a demo of an all-in-one desktop computer, John George, program manager, Reference Validation Platform team, CCG, Intel India, shared the story of business transformation in a start-up environment. Shidlingeshwar Khatakalle, senior staff engineer, ICDG, Intel India, spoke about attaining stability in a virtualized platform.

The event venue also had a PMI Champion booth, where all PMI offerings were discussed and enrollment was taken for upcoming PMP credential training. PMI India Champions Hariprasad K.V., PMP; Abhijeet Palnitkar, PMP; Gowrishankar Chandrasekaran; and Mr. Dorairaj were active volunteers for the entire event and played a significant role in making it a memorable one.

Ramesh M. speaking at the PMP® exam preparation program at Polaris

L&T senior managers with PMI India staff in Faridabad

On 20 June, CAC member Visukumar Gopal, PMP, presented a session on "Applying Lean in Projects – Best Fit or Force Fit?" at the Engineering and Construction Forum, Chennai. It was a knowledge sharing and networking session organized by PMI Chennai Chapter and held at the Indian Institute of Technology Madras campus.

North Region Updates

On 20 May, PMI India Champion Gaurav Jain, PMP, coordinated a session on project management at L&T MHPS Boiler Ltd., Faridabad campus. The session was organized

in association with PMI India. Raj Kalady, MD, PMI India, and Dilip Chaudhuri, chief executive – EPC, L&T-MHPS, inaugurated the event, which saw a participation of 80 top management members. The aim of the session was to make the participants aware of the importance of project management in the infrastructure industry.

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

SHORT TAKES | Share your ideas with the community. Take part in the contest and win PMI goodies!

SHORT TAKES - JULY CONTEST

Q. What has been your most rewarding volunteering experience at PMI?

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. Click here to go to contest page.

Announcing the two winners of our last Short Takes contest. Below are the winning responses:

Q. As a practitioner, please mention a project in India that makes you proud and why?

Congrats Mr. Pragatheeswaran Rathinasamy

A. The Indian General Elections of 2014 was historically important for the nation as a project. It is a matter of huge pride that it was a project that required the management of the highest number of stakeholders ever in the history of the world.

It was also the largest democratic exercise in the world so far in which 554 million citizens tendered their vote!

The Election Commission of India had to conduct the elections in phases through nearly a million polling stations across the nation. With the successful use of Electronic Voting Machines (EVMs), information technology, security arrangements, and resource planning strategies, the general elections of 2014 demonstrate the country's capabilities in public administration and event management. Interestingly, only 0.0263% of the total 546879221 votes cast through EVMs were rejected, which is close to 5 level! (Error % of 5 = 0.023% and 6 =0.00034%)

Congrats Mr. Kanwaljit Singh Kochar

A. As a practitioner, the project that makes me proud is the Delhi Metro Rail Project by Delhi Metro Rail Corporation (DMRC). It has been very well managed, is of international quality, the project completed within the timeframe, and in some phases, it completed much before the target date. During the execution of the project, there was very little inconvenience to the general public as diversions and flow of traffic were well organized. Most of the stations are built on very busy parts of the city. The project has received appreciation for its safety records not only in India but also internationally.

The operations of Delhi Metro Rail is also one of the most successfully managed public transport systems in India with a near perfect record of on-time and trouble-free transportation.

The DMRC project has raised the bar and set new standards for all projects in India.

Terms & Conditions

- The contest is open to PMI members and PMI credential holders in India only.
- Each contestant can send only one entry for each contest.
- The closing date to send your entry is 20 September 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.

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