

MANAGE India

PROJECT MANAGEMENT NATIONAL CONFERENCE, INDIA

ARCHITECTING PROJECT MANAGEMENT *for Redefining India...*

The Lalit Ashok, Bengaluru, Sept 10-12, 2015



Hosted & Organized by:



BANGALORE INDIA CHAPTER





The venue for the three-day Project Management National Conference this year was the Lalit Ashok, Bengaluru

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Letter from the Managing Director, PMI India



Dear Practitioners,

We drew the curtains on a remarkable conference, our seventh Project Management National Conference in Bengaluru in September. We had over 1,200 delegates across three days, which makes it the largest national conference till date and the largest project management conference in India.

The keynotes, invited speakers, early bird sessions, and paper presentations covered a wide range of industries and topics under the conference theme of “ARCHITECTING PROJECT MANAGEMENT for *Redefining India...*”. The positive feedback I received from delegates shows that they have taken back with them food for thought and practical ideas that will make them better project managers, leaders, and citizens of this country. I thank all our keynote and invited speakers, and presenters of early bird sessions and technical papers for sharing their knowledge, experience, and vision with us.

Every year we introduce new features to enrich the experience of delegates. We had a live Webcast this year for which we had nearly 200 registrations from across the globe. The refreshment breaks during the conference were used to host poster presentations on various current themes of interest in the community. We organized mentoring sessions in which delegates had the opportunity to discuss career and industry related issues with experts. We also introduced the “Wish Tree” in which delegates could pin their suggestions for next year’s conference theme. At the initial screening, I saw some great suggestions which will receive active consideration.

To make it hassle-free for our local attendees, special parking arrangements were made at an alternate location, and a shuttle service was provided between the car park and conference venue.

The credit for the success of the conference goes to the passionate volunteers of PMI Bangalore India Chapter, along with volunteers from other chapters. The team was led by Murali Santhanam, president, PMI Bangalore India Chapter. The live Webcast and mentoring sessions were hosted with guidance and assistance from PMI Pune-Deccan India Chapter. Social media marketing was guided by a volunteer of PMI Chennai Chapter. It was an example of true team work among the host chapter, other chapters in India, and PMI India, which resulted in a conference that ran smoothly and provided immense value to delegates. My sincere thanks to all the volunteers.

This special issue of *Manage India* gives our readers an overview of conference proceedings, including the essence of all the keynotes and special addresses.

The baton has now been passed on to the PMI Mumbai Chapter for next year’s national conference. It will be co-hosted by PMI Pune-Deccan India Chapter. I am sure the passionate volunteers will do whatever it takes to raise the bar and provide an even better delegate experience in 2016.

Warm regards,

Raj Kalady
Managing Director, PMI India

Murali Santhanam, *conference chair*



With the Project Management National Conference 2015, Team India created another milestone of success. It was the largest project management event held by PMI in India, for which registrations had to be closed a week ahead. I want to thank all the project professionals who joined us at the venue or participated through the live Webcast. The delegates demonstrated high interest and passion in soaking up all the learning and in using the networking opportunities.

Another source of inspiration and strength was the support from other chapters, PMI Pune-Deccan India Chapter and PMI Chennai India Chapter in particular, who helped us put together several new features, including mentoring, Web streaming, and live social network integration.

The speakers did an admirable job of connecting the sessions to the conference theme. They demonstrated extreme professionalism in keeping their commitments and engaging the audience till the last session.

The conference was a perfect blend of enthusiasm, commitment, and participation from everyone. On behalf of PMI Bangalore India Chapter, I thank PMI for giving us an opportunity to lead this dream run in the 10th year of our conferences in Bengaluru. We thank the delegates, volunteers, speakers, vendors, and supporters for giving us a memorable time that will linger in our minds for months.

Sumanth Padival, *PMO and conference director*



We started working for the recently concluded Project Management National Conference 2015 way back in March 2015. The conference organizing committee at peak had about 85 people. The credit for hosting this successful and prestigious conference goes to every member of this organizing committee who passionately put in hard work, balancing between conference responsibilities, their day job, and family life.

The PMI Bangalore India Chapter volunteers, led by the Chapter Board and in collaboration with the PMI India staff, demonstrated great strength in delivering one of the largest and most successful conferences. Eminent speakers and delegates appreciated the team for the spirit and commitment they showed.

It gave the team a sense of great achievement and satisfaction when delegates at the fag end of the conference shouted Bengaluru as the next year's venue for the national conference!

Vijay Paul, *conference executive*



Our heartfelt thanks to delegates for their fabulous participation in Project Management National Conference 2015 in Bengaluru. This year's conference had several thought leaders who shared their valuable ideas on how project management can make a difference in redefining India, which was the core theme of the conference.

The conference had some big takeaways like leveraging India's rich heritage and traditions and not just following the trends, grassroots level re-skilling and employment generation for the youth, changing the mindset towards product thinking and innovations, simplified solutions driven by end user experience complemented by big picture thinking in architecting scalable solutions, working with compassion and empathy, making the best of emerging opportunities in Internet of things for the masses, and lastly, being sensitive to Mother Earth in our decision making.

Overall, the conference was an exciting experience for us as organizers and volunteers. We are encouraged by the positive feedback received from different delegates, and that is a long-lasting memento for the job well done.



A section of the engrossed audience on the first day of the Project Management National Conference 2015 in Bengaluru

Hitting the Right Notes

Project Management National Conference 2015 creates record as the largest such conference in India, redefines delegate experience

BY PANCHALEE THAKUR

The announcement of large government programs to revive the economy and alleviate social problems has once again drawn attention to project management capabilities in the country. The project management fraternity came together to listen to thought leaders from the corporate and public sectors, and learn how project leaders have explored ways of “ARCHITECTING PROJECT MANAGEMENT *for Redefining India...*”, the theme for the seventh Project Management National Conference this year.

The conference on 10-12 September at the Lalit Ashok in Bengaluru attracted more than 1,200 delegates from across the country, besides 200 others who logged on to the conference live Webcast from different parts of the world.

As the delegates settled down for the inaugural session, stand-up comedy acts by Praveen Kumar and Sundeep Rao helped warm up the atmosphere and open their minds to receive new thoughts and ideas.

More ice-breaking moments followed as Sumanth Padival, in-charge of the conference project management office, opened his welcome address in Kannada and Murali Santhanam, president, PMI Bangalore India Chapter, urged delegates to follow the Bengaluru example of “by two coffee” (share a coffee) to network and share ideas during the conference.

The conference had a power-packed agenda of 10 keynote speakers, who have been sources of inspiration for their work, passion, and leadership; annual awards presentation to nine projects of varying nature and size for the exemplary use of project management; three in-depth, pre-conference sessions on themes of common interest to project managers; 20 technical paper presentation, and two case studies and sponsors’ speakers each; and several opportunities to meet and interact with fellow practitioners across three days.

The keynote speakers were Nandan Nilekani, former chairman, Unique Identification Authority of India; Dr. Devi Prasad Shetty, chairman and founder, Narayana Health; B.V.R. Mohan Reddy, chairman, Cyient India Ltd. and



The conference started with the lighting of the lamp by (from left) Raj Kalady, Michael DePrisco, Manish Sabharwal, Bala Bharadvaj, and Murali Santhanam

chairman, National Association of Software and Services Companies; Raghavan S.V., professor, Indian Institute of Technology-Madras, and scientific secretary, office of the principal scientific adviser to the Government of India, and chief architect of the National Knowledge Network; Michael DePrisco, vice president, Academic and Educational Programs, PMI, and COO, PMI Educational Foundation; Dr. Bala Bharadvaj, director, Boeing Research and Technology – India Centre; Manish Sabharwal, chairman and co-founder, TeamLease Services; Deepa Malik, paraplegic athlete and Arjuna awardee; Shantharaju B.S., CEO, Indus Towers; Vishnu Sundaram, director, Telematics, Harman International; and Viq A. Pervaaz, principal – Human Capital Practice, Ernst and Young.

The Best Project of the Year in large, medium, and small categories were awarded to O.P. Jindal Power Ltd., Indian



The team of chapter volunteers who managed PM Enlight, the newly introduced mentoring sessions

Oil Corporation Ltd., and UST Global, respectively. The Evangelical Fellowship of India Commission on Relief won the Best Project of the Year – NGO and Rejuvenate India Movement received the Jury Award.

There was a wide diversity of topics covered in the papers presented including defense research, agile project management techniques, India's space program, infrastructure development, automation of government services, and smart cities. Two of the best papers won awards.

The conference this year introduced new features such as the conference live Webcast, poster presentations during refreshment breaks, mentoring sessions, and a "Wish Tree" in which delegates could suggest themes for the next conference in Mumbai.



A delegate pinning his suggestion for the 2016 conference theme on the "Wish Tree"

NANDAN NILEKANI

former chairman,

Unique Identification Authority of India



Nandan Nilekani, who is among the few in the country to have worked at the helm of both corporate and public sector organizations, provided insights on the project management behind one of India's largest program roll-outs – the Unique Identification initiative.

The Unique Identification Authority of India was started in 2009 with the primary objective to provide unique identities to one billion Indians. "This is a rare project in which the goal was met before the target date and in less than the budget allocated. I promised to provide unique IDs to 600 million people within the next five years. And we reached this target in March 2014, six months before the target date," said Mr. Nilekani, amidst cheers from the audience.

The program has had many challenges and critics, but Mr. Nilekani brushed these aside as issues commonly associated with government initiatives of such magnitude.

"In the private sector, success is measured by business performance, whereas in the government, there is no common definition for success. It could be ideology or some undefined attributes. In a company, you are answerable to a small group of people, whereas in the public sector, there are governments, courts, parliament, bureaucrats,

politicians, activists, the media, and the common people. And they pull you in different directions," he remarked.

Mr. Nilekani credited the success of the program to two main attributes – the simplicity of the solution and the decision to create an ecosystem of partners rather than doing it all by itself. "We adopted layered architecture so that the solution can add sophistication at later stages to solve problems other than identification. Also, if there are agencies to do a job, there is no need to reinvent the whole stack," he added.

The 21st century economy will be driven by the health sector and will offer the largest number of jobs, said Dr. Devi Prasad Shetty. Due to exigencies, Dr. Shetty could not make it in person and the volunteers of PMI Bangalore India Chapter arranged the virtual telecast from his hospital smoothly and successfully. A great example of how PMI's volunteers, who are project practitioners, manage scope changes at the last minute efficiently, and thus, managing expectations of the audience superbly.

He handed out data to establish his point: the world's largest industry, food and agriculture, is at US\$7.6 trillion, followed by healthcare at US\$7 trillion.

"Our 3,000-bed Bangalore hospital has infrastructure for 16 major heart surgeries daily. With 32 hospitals, we perform 10-12 percent of all heart surgeries in India. But India requires two million heart surgeries annually. All hospitals together perform only 1.2 lakh surgeries. So, 19 lakh patients experience much suffering. Plus, there are cancer, brain, and kidney operations (required). India needs three million beds," he added.

For such transformation, cash payment by patients must be addressed. "We launched Yeshaswini health insurance through the Karnataka government 11 years ago. Each farmer pays Rs.5 a month and the government acts as the re-insurer. In 10 years, 10 lakh farmers underwent surgeries. Nearly one lakh underwent heart surgeries," he explained.

By exploiting India's 850 million mobile subscribers – who spend Rs.150-200 monthly (on talktime) – and having them pay Rs.20 monthly for insurance, it is possible to provide surgical cover to 800-900 million, he said.

At his hospital, all senior doctors and administrators get an SMS at noon with the previous day's revenue, expenses, and margins. "It's like a diagnostic tool (of our finances). Charity is not scalable; a good business principle is. Using good business principles is the only way to give healthcare to our poor millions. If a solution is unaffordable, it's not a solution," he remarked.

DR. DEVI PRASAD SHETTY

chairman and founder,

Narayana Health

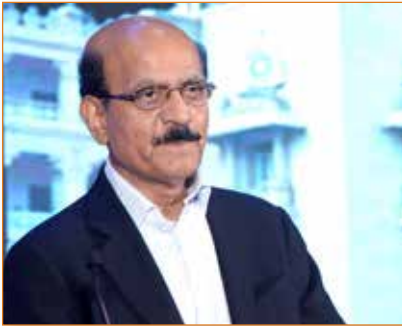


In recent times, change has become a constant; its velocity has increased dramatically; its predictability has decreased considerably. Said B.V.R. Mohan Reddy, "Technology has changed at relentless speed."

The first technological revolution was industrial; the second, assembly line technology; the third, the ICT revolution, integrating computers, telecommunications and engineering; and the fourth is happening now through miniaturization, more speed, and technological connectivity. With fixed line connectivity, approximately 900 million were connected. After smart phones came into existence, it is close to two billion connections. By 2020, there will be 20 billion people/devices connected.

B.V.R. MOHAN REDDY

chairman, Cyient India Ltd., and
chairman, National Association of Software
and Services Companies (NASSCOM)



The revolution is also bringing in disruptions with new technologies like the Internet of Things and SMAC (Social, Mobile, Analytics, Cloud) technologies. The other development is infinite computing, abundant, and affordable.

“All this has created unicorns – people who’ve created start-ups, building billion dollar companies in less than 24 months,” he said.

However, technology is a social leveller. Using applications, technology makes the world a better place, by using technology to improve healthcare and education.

Technology is making the life of a project manager more challenging, as the world of applications is growing big and complex, and reducing the time to market.

“Project managers will experience more collaboration and virtual teams. They must be tech savvy for more efficiency. The definition of project management will change by integrating it with customer relationship management (CRM); it will be CRM + PM (project management),” he said.

He cautioned project managers against higher risks, including cyber security issues.

Technology has the power to reach millions of people in far flung regions with consistent quality in service delivery. The National Knowledge Network (NKN) is a pan-India infrastructure that envisages the use of a high speed IT network to connect educational institutes around the country, and bring scientists, researchers, and students closer together.

Prof. Raghavan, besides teaching at IIT-Madras, is the scientific secretary in the Office of the Principal Scientific Adviser to the Government of India, and chief architect of NKN.

“Education and healthcare are the major consumers of information and communications technology (ICT) today. Then come national security, banking and finance, e-governance, and law and order,” said Prof. Raghavan.

Behind the mega NKN initiative are people, services, applications, platforms, databases, identification technologies, authentication systems, and network infrastructure. “NKN owns the largest and the most advanced ICT infrastructure in the world. Our target is to reach 1,500 institutes, and with five years to go, we already have 1,450 institutes as part of NKN,” he added.

The high population density in India has gone in favor of building this sophisticated network. “Australia has been considering building such a network for the past 5-6 years. Once someone there asked me how we have made such progress in such a short time. My answer was simple: if I run 1 km of fiber optic cable in India, 1,000 will benefit. If you run 1,000 km fiber in Australia, one person will benefit,” said the professor in jest, pointing to the challenge of connecting households in far flung, sparsely populated areas in Australia.

RAGHAVAN S.V.

professor, IIT-Madras, scientific secretary, office
of the principal scientific adviser to the
Government of India, and chief architect, NKN



India has several factors going in its favor such as a strong economic outlook, growing demand for skilled workers, and investments in higher education. To take the country towards its development goals, a strong project culture must supplement these factors.

“India today presents opportunities for rapid change, both economic and social. There is a great need in India for infrastructure development, healthcare, and sanitation. And these needs will be fulfilled through new projects,” said Michael DePrisco.

By 2030, India will have 400 million youngsters in colleges waiting to join the workforce. According to PMI’s 2013 *Project Management Talent Gap Report*, in this decade alone, India will create about four million project management roles.

Mr. DePrisco emphasized the need to train India’s workforce to develop the right skills. “As many as 81 percent of

MICHAEL DePRISCO

vice president, Academic and Educational Programs, PMI and
COO, PMI Educational Foundation



India's employers have reported recruitment difficulties. The country needs investments in quality education, teaching, research, and innovation," he added.

He called upon organizations to develop talent strategies, and align projects and programs to strategy to drive success. PMI's Talent Triangle of Technical Project Management, Leadership, and Strategic and Business Management provides organizations the foundation on which they can build their talent strategy.

Project management education is catching up in India. "There are over 80 academic degree programs being offered here, across 15 premier institutes, 27 universities, and 32 colleges. Amity University will soon be the first in India to get PMI accreditation for its project management program," said Mr. DePrisco.

Dr. Bala Bharadvaj took the audience on a historical journey dating back 2,000 years that was replete with examples of excellence in project management. He believes it is time India redefined its capabilities with an understanding of its strong legacy in engineering, scientific thinking, and spirituality.

"Two thousand years ago India and China were the center of gravity in world economic activity. By 2025, the center of gravity will shift back to the same longitude," he said. While the Brihadeeswarar temple in Thanjavur and the Taj Mahal in Agra are shining examples of engineering excellence in ancient and mediaeval India, the University of Nalanda and the works of mathematician-astronomer Aryabhata place India among the early proponents of scientific discourse and discovery. India has also experienced spiritual awakening like no other country through the teachings of Veda Vyasa, Adi Shankara, Guru Nanak, Gautam Buddha, and Mahavira.

"Can we make better use of this spiritual wealth? To redefine India, there is a need to strike a balance between traditional and western influences," commented Dr. Bharadvaj.

Expanding the traditional meaning of project management, he says a project must be measured on not just time, scope, cost, and quality, but also on service, strategy, and sustainability.

"It calls for a redefinition in the role of project managers, when project managers will expand their horizon beyond themselves and their projects. It will help us work towards Healthy in India and Happy in India, besides Make in India and Skill India," he added.

DR. BALA BHARADVAJ

director, Boeing Research and
Technology - India Centre

**MANISH SABHARWAL**

chairman and co-founder,
TeamLease Services



The low employability of Indian youth has been a matter of growing concern in the country.

Manish Sabharwal, who has experienced it first hand as the head of India's leading staffing company, said TeamLease hired five people every minute the previous last year but it found only five percent of those who came for a job worthy of hiring.

The previous government believed in legislation of rights, passing nine of them - rights to education, food, and the like. But Mr. Sabharwal believes there must be a right to opportunity. "Poverty can be reduced - a job changes the life of a person in a way a subsidy never can," he commented.

To reinvent India, he suggested looking at five geographical sectors of work: the physical, sectoral, educational, legislative, and enterprise geography. However, the details are discouraging. The physical geographical sector makes it obvious that one's wages depend on where one works. The sectoral geography of work has 50 percent of

our labor force working in agriculture, generating a GDP of only 15 percent. The balance of 50 percent is self-employed, because they cannot afford to be unemployed.

From another perspective, the physical geographical sector is about smart cities. Educational geography is about the right to education, the right to learn, Skill India, and reforms in higher education. Sectoral geography is Make in India plus ease of doing business. Enterprise geography is about conducting capital market reforms and also improving the ease of doing business. Legislative geography is about labor reforms.

“English is closely linked with jobs - it could spell 300 percent higher employment. Therefore, politicians must make decisions about language carefully,” he remarked.

Success in business is closely related to the kind of leaders a company nurtures. Shantharaju B.S. is a firm believer of leadership talent that goes beyond technical and business acumen.

SHANTHARAJU B.S.

CEO,

Indus Towers

“As CEO, Delhi Airports, I knew I can build an airport with steel, glass, and cement. But to build it with character, you need people who put their heart and soul into it,” said Mr. Shantharaju, who has risen from poverty, working his way up to the top.

He answered scepticism regarding the quality of work in the new airport by delivering a product that was declared among the world’s best. “It’s belief in the project that matters. Leaders must create belief,” he avered.

He recalled an inspiring incident when a technician walked seven hours to reach a telecom tower that belonged to another operator, spent 20 minutes fixing the problem, and walked back another seven hours. “I asked him what motivated him. He said had he not repaired the tower 2,000 people would have got cut off. That shows purpose and values that are important to build an enduring organization,” said Mr. Shantharaju.



During the Uttarakhand floods, the local staff decided to hire a helicopter to drop a technician at a tower. After completing his work, the technician walked 18 hours back home. “Not only does it demonstrate purpose, but it also shows how organizations must empower staff to take decisions that benefit the customer,” he added.

Mr. Shantharaju’s belief and grit spring from his personal life. He worked as a porter at a vegetable market in Bangalore as a young boy. He owes his achievements to hard work and help from others. “I want to make a difference in people’s lives,” he said.

VISHNU SUNDARAM

director, Telematics, Harman
International (India) Pvt. Ltd.



India has many unique problems that require tailor-made solutions. When it comes to innovations, India cannot transplant ideas from other countries for its own use.

Talking from his own experience of innovating for the Indian market, Vishnu Sundaram said, “India, with its huge population and the largest growth expected, is the tipping point of any consumer adaptability - a market you can’t ignore. We have 60 percent under 30 years, whose needs are different. They need access to information, education, and connectivity.” So, innovation must come from India with the Indian DNA in mind.

At Interchain Solutions, a telematics startup Mr. Sundaram founded, he developed an inexpensive, location-based mobile application that was used during the Katrina Disaster Relief Program to assess the progress of recovery across USA.

Mr. Sundaram has now adapted the app for the Indian police, fire, and ambulance services, changing the early generation telematics solution to suit Indian driving conditions, and the skills of police vehicle and ambulance drivers.

Another solution implemented in many states helps the control room operator capture important information about an accident by asking the victim relevant questions, navigate the ambulance to the accident site, and prepare doctors with the right patient information, thereby optimizing on the ‘golden hour’ to save precious lives.

In 2012, Harman acquired Interchain Solutions, a move that has helped Mr. Sundaram take these innovations to a larger market. Harman is predominantly in the infotainment solutions space in vehicles and is now taking local solutions global.

“We must push ourselves to make India a developed nation – we certainly can’t afford to wait for another 50 years to have that happen,” he said.

VIQ A. PERVAAZ

principal – human capital practice,
Ernst and Young



In an interactive session, Viq A. Pervaz engaged delegates to come up with their own definition of the conference theme, “redefine”. He borrowed a thought from Mahatma Gandhi, “In a gentle way, you can shake the world”, to set the tone for discussion. More food for thought came from this quote by Albert Einstein: “Insanity: Doing the same thing over and over again, and expecting different results.”

A definition of “redefine” offered by a delegate was to “assess and selectively change for the better”. Mr. Pervaz prodded delegates to go deeper and unravel what went unstated in a meaning. He took the example of the Mumbai dabbawallahs, who have not changed their business model, to ask delegates if change or redefining business was always for the better. A delegate responded, “The dabbawallahs are also making changes. A mobile application is now being developed to help them in their business.”

Mr. Pervaz’s short presentation included a chart that showed the various internal and external factors affecting the business environment, some of which push for change and others pull against or hinder change. Responding to a question on how India can stem the “brain drain”, he remarked, “There are several external factors that we cannot influence and hence, we must adapt and be flexible to change.”

He said it was time for organizations to look at issues holistically and develop the right approaches. “But before we decide on redefinition, we must know why we want to make the change and how we are going to do it,” he concluded.

A conqueror of fears and a winner of hearts – that is Deepa Malik, a woman who lost motor and sensory abilities chest down after a spinal tumor, who is breaking stereotypes and redefining perceptions around disability in the country.

Ms. Malik recounted her story of courage, conviction, and positivism in the face of a debilitating ailment, her daughter’s fight against paralysis after an accident, and pessimism from people around her. What has helped her in this journey is her upbringing in the defense forces environment and the support she got from her parents and husband, who is also in the Indian Army.

“As a young girl, I would borrow motorcycles from men I knew in the army campus and ride them. Later, my husband and I would go on biking holidays. I love wheels, and god has put me on a wheelchair. I think it’s a case of a clerical mistake up there (in granting a wrong wish),” she joked.

From winning a beauty contest at a time when she was struggling to walk, adjusting to life on a wheelchair after her surgery when her husband was away in the Kargil battlefield, to entering competitive sports in her late 30s, Ms. Malik has discovered new strengths along the way.

“We don’t call someone who wears spectacles blind; they have weak eyesight. Why do we call someone on a wheelchair a patient? I’m merely weak in the legs,” said Ms. Malik.

Besides winning medals in sports, including the Arjuna Award, she has entered the Limca Book of Records for swimming in the Yamuna and cross-country riding on a special bike. She also took part in the Himalayan Car Rally on a vehicle specially designed for her. All these go to support her mission “Ability Beyond Disability” to change perceptions about disability in the country.

DEEPA MALIK

paraplegic athlete and
Arjuna awardee



Congratulations!



PROJECT OF THE YEAR – LARGE

Winner: Jindal Power Limited

Project: O.P. Jindal Super Thermal Power Plant

The O.P. Jindal Super Thermal Power Plant Phase 2, Unit 3 of 600MW was completed in a record time of 16.5 months. The project team completed the Herculean task of achieving oil-synchronization of the coal-based unit within 16.5 months from the boiler erection start, much ahead of the industry standard of 24 months. The plant, which has set a new industry benchmark for rapid commissioning by using only indigenous equipment, has given a boost to the country's power generation capacity.

PROJECT OF THE YEAR – LARGE

Runner-up: Larsen and Toubro Limited

Project: 2X700 MW Rajpura supercritical thermal power plant

Larsen and Toubro (L&T) completed the first unit of the power plant for Nabha Power Limited in a record time of 48 months with indigenous supplies. This project has set many records for L&T and the Indian power sector such as 2x700 MW supercritical power plants constructed with indigenous supplies, the first unit installed within 48 months, 91.2 million loss time incident free man-hours clocked, and 91 per cent of the project completed with L&T's in-house capabilities.



PROJECT OF THE YEAR – MEDIUM

Winner: Indian Oil Corporation Limited (IOCL)

Project: Butene – 1 project at Panipat Naphtha Cracker plant

The project was completed in less than the budgeted amount, with an approximate saving of 13.2 per cent of the approved project cost, and two days ahead of the project deadline of 24 months. This was possible due to meticulous planning and execution across all project phases.

PROJECT OF THE YEAR – MEDIUM

Runner-up: Angelique International Limited

Project: Nyabarongo Hydroelectric Project of 28 MW

It was the biggest hydro project in Rwanda and the first by an Indian company in Africa. In spite of the challenge of the availability of construction material and skilled manpower, the project was completed within the budget, with minimal variation. Today, because of this project, there is better flood control and more opportunities for agriculture at the river banks.





PROJECT OF THE YEAR – SMALL

Winner: UST Global

Project: Shopping Portal

UST Global developed an online portal for a client as part of Obama Care to enable consumers in the US to shop and apply for healthcare products online. It's known for its user experience with four new patents filed for the client.

PROJECT OF THE YEAR – SMALL

Runner-up: Cognizant Technology Solutions

Project: Global Project for Complaint Management and Field Service

An application development project that developed a single, global, scalable platform which supported over 19 operating companies, 5,000 users, in over 60 countries, and in seven languages.



PROJECT OF THE YEAR – NGO

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

Project: Disaster Risk Reduction Project, Lakhnaur, Madhubani District, Bihar

The project was implemented in 50 flood prone villages in Madhubani district, Bihar by mobilizing the local community in flood prevention measures, thereby building a resilient community.

PROJECT OF THE YEAR - NGO

Runner-up: Rural Reconstruction Organization

Project: Engagement of male health activists to facilitate health service delivery to mothers, newborns, and children of Keonjhar, Odisha

Through this project, Rural Reconstruction Organisation impacted the delivery of health services to mothers, newborns, and children in 205 inaccessible villages, impacting close to 21,000 people.



PROJECT OF THE YEAR - NGO

Jury Award: Rejuvenate India Movement

Project: Mera Terah Rrrun

The project was a fund-raising endurance event that combined half-marathons of 13 miles each in 13 cities across 13 different states in India over 13 consecutive days with overnight train journeys to travel between cities. The run helped raise funds of Rs. 1.57 million, as against the target of Rs. 0.78 million.



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Challenges in Projects Environment and Opportunities for Make in India – Theory of Constraints Perspective



Nikhil Shah (left) and Ravindra Udagatti, senior viable vision experts, Goldratt Consulting

It was a full house for a pre-conference session on the Theory of Constraints (TOC), which goes to show wide interest in this subject. In a three-hour seminar, Nikhil Shah and Ravindra Udagatti provided an overview of TOC that was propounded by Dr. Eliyahu M. Goldratt, founder of Goldratt Consulting.

TOC is based on the assumption that any system, no matter how complex it may seem, is governed by a few underlying elements. TOC provides the know-how and the tools to simplify the system, identify these underlying elements, and improve the system by focussing on these variables. The maxim to remember: “manage your constraints or your constraints will manage you.”

This management thinking rests on the belief that every conflict can be removed; people are essentially good but they behave differently when in a conflict; and it’s not good to assume ‘I know’. “Before starting any improvement initiative, remember to ask why change, what to change, and how to change. Every improvement is a change but not every change is an improvement,” cautioned Mr. Shah.

The speakers played audio-visuals of Dr. Goldratt in which he elaborated on the thinking behind TOC and its applications. “It is believed that for every project to complete on time, every task must be completed on time. However, projects have a high level of unknowns and task managers go by estimation when they propose a time. The project manager then converts this estimation into commitments. This is where the problem starts,” Dr. Goldratt explained.

Mr. Udagatti spoke about the need to change the conventional way of managing projects. “Some problems in conventional project management are rigid project schedules in which teams chase local priorities, without paying attention to common goals and dependencies; the student syndrome in which every task manager is focused on delivering the task only on the day the deadline expires; and Parkinson’s Law by which we expand work to fill time till the deadline rather than deliver before time by adding new features and conducting more testing,” he elaborated.

The speakers recommended adequate preparation before starting a task, the establishment of a “Full Kit” or all the resources needed to complete the task before beginning it, abolishing of local efficiencies that hinder flow of work, and establishing a balance of flow so that no task has a saturation or starvation of resources.

Lead the Way: Excel as a Woman Project Manager



*Puja Kohli
people and change catalyst,
Unfold Consulting*



*Nemichandra Malhotra
head of department, Unmanned Aerial
Vehicles, Hindustan Aeronautics Limited*



*Lakshmi Char
founder,
Devi*



Vaishali Pandey
head, corporate project management office,
Total Environment Building Systems



Aruna Schwarz
CEO and founder,
Stelae Technologies



Pradeep Chankarachan
director, IT,
Harman International India

Two essential thoughts that emerged from the session were that a career in the project management area is not a male bastion and that most people are already applying the general principles of the profession in daily life.

People build their project management skills in their everyday tasks like driving through traffic, moving homes, managing household finance, and finding schools and colleges for children. “Women hone this capability and make it a leadership trait when they become professional project managers,” said Puja Kohli.

This set the context for the session, and the discussion focussed on listing the essential skills for a project manager. There were references to how women project managers have brought several positives to the profession like resilience, compassion, motivation, and simplifying processes.

One of the most important traits for a good project manager of either gender is good people skills. Lakshmi Char stressed the point, “Leadership is not about flexing one’s muscle but about getting along with people.”

Project managers should infuse positive thoughts, enthusiasm, and energy in the team so that members are ready for any unexpected event, something that happens often while managing projects. Nemichandra Malhotra stressed this further when she said that projects have to be managed and teams have to be led, stressing on the difference between manage and lead.

A concern aired was that ‘concern for others’ may be mistaken for weakness. Speakers however contended that managers should strike the right balance between providing flexibility to team members and being strict about work schedules.

Apart from team building skills, effective project managers develop good communication skills and are assertive instead of being aggressive. Speakers believed women have a natural tendency to be compassionate, yet resilient. “Don’t follow the macho style of a man, develop your own,” said Ms. Malhotra.

Multitasking is another advantage that women project managers bring to the table. From a young age, girls are taught to do various jobs at the same time. “This helps in making complex tasks simple, which is the essence of a project manager’s job,” said Vaishali Pandey. Women’s strengths come from their experience of going through a lot of change in life and help build adaptability at a young age, said Pradeep Chankarachan.

Although the industry has seen many achievers, many women have certain self-limiting beliefs that become hurdles in their career paths. Aruna Schwarz pointed out that women should use networking to their advantage. In addition, they must

Inside Out, Outside In - Redefining Project Leadership

Project management in India is a global activity; it’s about working with other countries, being an Indian within India working with others, and about others in other countries working with Indians. A project manager must bridge gaps and work together.

Valerie Gray contended that to work in such an environment expertise is not enough; a project manager needs behavioral skills. “These soft skills are directly wired with hard skills for effective project success. Many projects fail because of poor elicitation, poor ability to ask for information. Skill sets are a result of cultural norms, not only due to language capability,” she commented.



Valerie Gray
founder director,
Talent Makers

Elaborating on leadership, Ms. Gray referred to Geert Hofstede, social psychologist, who conducted research in 1984 on “Power Distance (PD)”, which is the attitude that people in different countries have towards how power is regarded by those in authority. Mr. Hofstede’s PD index measures the extent to which less powerful members accept and expect that power is distributed unequally.

“In a high PD culture, leaders hold on closely to power. People tolerate unequal distribution of power, respect scrupulously the chair of command, as in India (PD = 77). In a lower PD culture, there is intolerance to unequal distribution of power,” she explained.

Another aspect is individuality versus collectivism, which affects communication style. A country that is high on this index represents higher individuality and low represents collectivism.

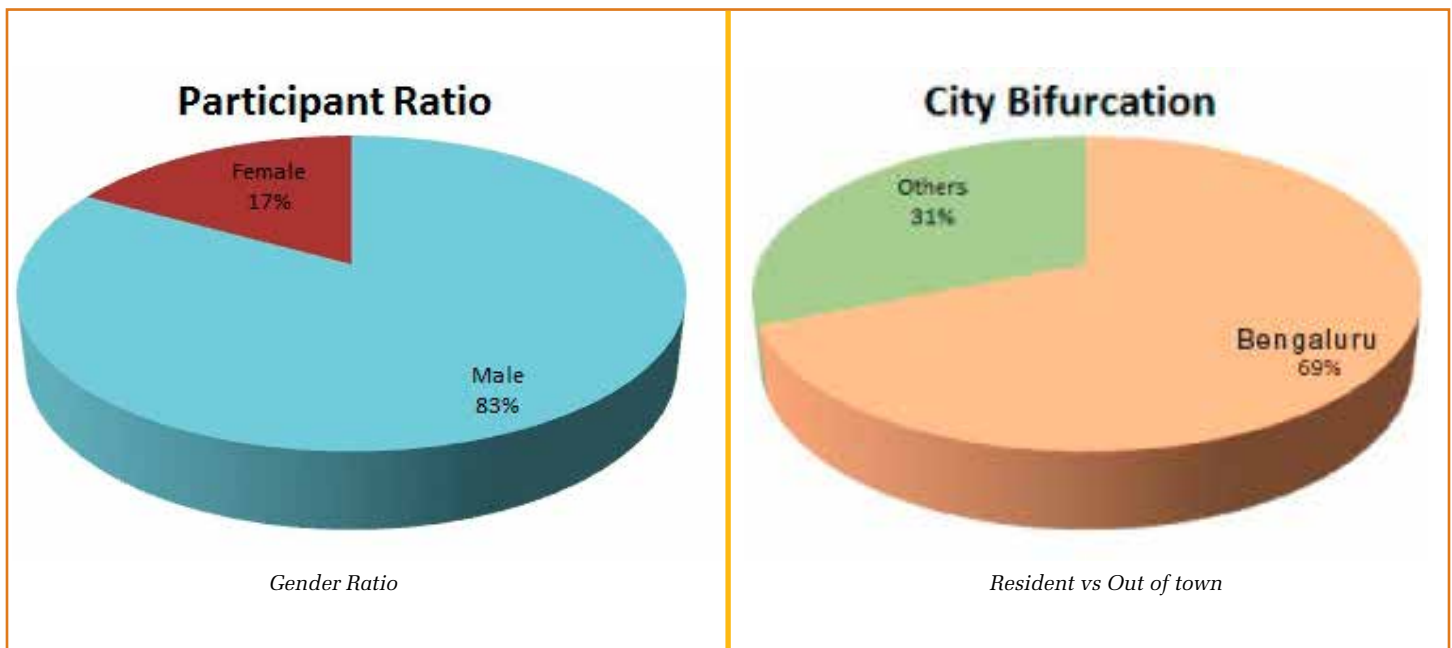
The highest is USA (91), and the lowest is Guatemala (6). India is at 48. “People in the US use information for communication – its overriding goal is exchange of information. In India, the style is to preserve and strengthen personal relationships, which points to collectivism,” she added.

Ms. Gray also referred to the GLOBE (Global Leadership and Organizational Behavioral Effectiveness) study on how the effectiveness of a leader is embedded in societal and organizational norms, values, and beliefs of the people being led. “The Indian culture is group or family driven, it respects seniority, it’s compliant, and its accountability is to the social group. Western culture is about the self, individualistic, respects merit and equality, is questioning, and the accountability is to the state,” she elaborated.

It shows how Americans and Indians work differently, without passing a judgment on who is right or wrong.

She drove the point that while working with different cultures, team members must understand the cultural differences and find ways to work together.

Conference Delegate Profiles



Nuggets of Q & A Sessions with Speakers



**Nandan
Nilekani**

Q: What kept you motivated when there was so much opposition to Aadhar?

A: It was very important to succeed. In some sense I realized that if we fail, nobody will try it for the next 30 years. I looked at it from a larger perspective.

**Prof. Raghavan
S.V.**

Q: How much time do you spend between IIT–Madras and National Knowledge Network?

A: I learned the subject matter in IIT and how to communicate in Delhi.

**Manish
Sabharwal**

Q: How can we contribute to Make in India and Skill India?

A: Make in India is a direction of travel, it is a vision. Don't view it as a bulb that goes on, but as a gentle sunrise. You can contribute by putting your shoulder to the wheel and participating in the projects that have been neglected for so long.

For Skill India, we have listed 10 things that employers can do. The most important one is take more apprentices and participate in the Sector Skill Councils.

**Dr. Bala
Bharadvaj**

Q: Is the environmental impact of technology considered before its implementation?

A: We have discontinued manufacturing processes that were considered OK to use earlier but have now been found to be bad for the environment. We are replacing those processes; we are also developing processes for biofuel.

**Vishnu
Sundaram**

Q: When do you think we will catch up with the other markets?

A: In the safety space, we will catch up with the developed world. Harman has a division for connected safety on the roads. Soon, you will have cars talking to each other and make for safety on the road.



The board members and volunteers of PMI Bangalore India chapter



Volunteers of the papers governance team, who worked on setting the governance and executing the papers track for the national conference, with Raj Kalady (extreme left). The team members are (from left) Ajay Rao, Harish Vasista, Rajesh Rupani, Komal Mathur, Shikha Vaidh, Muktesh Murthy, and Naval Gupta (chair)



Volunteers of the leadership team for awards (LTA), who worked silently and diligently behind the scenes in putting together a successful PMI India Awards Program 2015, with Murali Santhanam (second from left). The team members are (from left) Tapan Bose, Subimal Chakraborty, and Naveen Indusekhar (in the picture) and Mitra Wani, Anil Kumar, and Ujjwala Murthy (not in the picture)



The live Webcast team members who worked meticulously to ensure that the Webcast was smooth without any technical glitches

CONFERENCE DIRECTOR

Murali Santhanam

CONFERENCE EXECUTIVE

Vijay Paul

PMO

Sumanth Padival

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Volunteers :

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- Subramanian K.
- Tekuri Narasimhulu
- Srivathsa E.S.
- Meenakshisundaram N.
- Hardik Desai
- Sunilraj Mallesh

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Track Lead : Shilpa Gnaneshwar

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- Sathya Prasad
- Manjunath A.K.
- Tekuri Narasimhulu

Social Media Marketing guided by Syed Nazir Razik (PMI Chennai Chapter)

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Volunteers :

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- Sachin Sood

TECH SUPPORT AND WEBCAST

Track Lead : Nimish Mehta

Volunteers :

- Praveen Jangira
- Balmukund Vasani
- Arvind Arora
- Boopathi Palnivel
- Jhansi Vijayarajan
- Sekar Parasuraman
- Sujatha Sahu

The Web live cast was guided by Ramesh Pattnaik (PMI Pune Deccan Chapter)

MC, RUN CHARTS

Track Leads : Amar Bhaskar, V.S. Subramanian

Volunteers :

- Rakesh Jain
- Krishna Mohan
- Venkat
- Anand Lokhande
- Sujatha Sahu

CAR PARKING MANAGEMENT

Track Lead : T.V. Sessa Sai

The background of the advertisement is a photograph of a modern city skyline. Several tall skyscrapers with glass facades are visible, reflecting the sky. In the foreground, there are lower-rise buildings, some with greenery on their roofs, and a multi-lane highway with a bridge. The sky is overcast with soft clouds.

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PMI Bangalore India Chapter's long-standing members with paraplegic athlete and motivational speaker Deepa Malik (in the center), Murali Santhanam (fifth from left) and Raj Kalady (extreme right)

Manage India congratulates these 13 committed practitioners who have been members with PMI Bangalore India Chapter for 10 years and more.

- ♦ Suresh R. Prabhu
- ♦ Ravi S. Kanniganti
- ♦ Rupa Rao
- ♦ Prakasha M. Shanbog
- ♦ Kurian Abraham
- ♦ Naresh Tanwani
- ♦ Binod M. Maliel
- ♦ Joby P. Thampy
- ♦ Kuldeep Singh
- ♦ M. S. Hiremath
- ♦ Ravi B. Krishnaswamy
- ♦ Vidya Shankar M.
- ♦ Sriprasad M. Rama Moorthy

WINNER**Risk Management of Smart City Projects**

*Venkata Jogarao Vallabhajyosula
associate director, Rolta India Limited*

Smart cities is a budding concept, but we have the skills and capabilities to create them in our lifetime, said Venkata Jogarao Vallabhajyosula. He added that Moscow is one smart city in which during a disaster, citizens can survive underground in the basement for years.

In general, smart cities must possess excellent technology, transportation systems, access to information, be self-sustained, and not damage the environment.

For implementation, people must be skilled, intelligent and have an open mindset. Project managers with leadership qualities who can talk to government institutions, understand technology and government procedures, and share ideas convincingly, are required.

The process involves rewriting certain government regulations and revamping existing processes for seamless integration, as also the application of state-of-the-art technology like cloud computing and analytics.

Security will be paramount: police vehicles will have security monitors with satellite information; if they suspect a person, they can procure his finger prints and check his details.



Murali Santhanam, along with Raj Kalady, presenting the award to Venkata Jogarao Vallabhajyosula

RUNNER-UP**Enhancing Effectiveness of Watershed Development**

Dr. Ranganath B.K., director, corporate social responsibility (CSR), Antrix Corporation Ltd., Indian Space Research Organization (ISRO)

Poverty and food security are two main rural Indian challenges with 60 percent of arable land in arid conditions. "Developing these on a watershed basis will help alleviate poverty. Previous watershed development efforts were unsatisfactory, lacking a strong monitoring and evaluation (M&E) mechanism," said Dr. B.K. Ranganath.

ISRO developed a new approach to M&E for Sujala, a Karnataka watershed project across 738 watersheds, 3.5 lakh households, 38 taluks, at Rs. 6,708 crore. It involved a satellite-based M&E, using remote sensing with GIS and GPS, capturing satellite images and monitoring changes over time; also, an IT tool, web-enabled MIS package called Sujala Mahithi for physical and financial progress monitoring. Stakeholders and the community were involved. Decision makers held monthly video conference reviews.

Sujala positively impacted 1,270 villages: Crop yield increased by 24 percent, household incomes by 30 percent, milk yield by 20 percent, migration came down by 70 percent, and below poverty line families by 42 percent.



Raj Kalady and Murali Santhanam with Dr. Ranganath B.K.

PROJECTS IN RURAL AND SEMI URBAN INDIA – CUSTOMIZING BASIC PROJECT MANAGEMENT

- Mangesh Inamdar, chief operating officer, Sarvantra Technologies

The recently announced RuPay cards, being launched by the National Payments Corporation of India, is expected to be India's alternative to Master Cards and Visa payment systems. Sarvantra Technologies works with banks across India to help them integrate with the national financial switch that will make this payment system possible.

Mangesh Inamdar spoke about infrastructure challenges and the approaches being adopted by banks to make these cards available across India. With RuPay, customers can withdraw cash at ATMs, and transact at merchant sites and online like any other payment card, thereby reducing cash transactions.

"The switching infrastructure for these systems is expensive to create and maintain. Some of the smaller banks, such as cooperative banks, are partnering with larger banks on a shared infrastructure," he explained.

Working in rural areas has its own challenges that requires new, innovative solutions. "In remote and forested areas, our installations were being damaged by monkeys. We have now built cages in which we put these installations," said Mr. Inamdar.

MEASURING ROI OF AGILE TRANSFORMATION

- Rahul Sudame, account manager, Persistent System Ltd.

Going by the number of delegates who attended this presentation, it was clear that the buzz around agile techniques in project management continues. Rahul Sudame's presentation focused on the pitfalls in implementing this methodology and how practitioners can ensure that the organization receives returns on the investments (ROI) it makes in agile project management methodology.

"Agile transformation is a big exercise that involves investments in infrastructure, physical space, and licenses. Hence, the important questions to ask are whether you're following agile practices correctly, and whether these practices are delivering according to expectations," said Mr. Sudame.

To avoid being "a victim of agile", practitioners must follow a few steps before they embark on this journey. "Build a business case that specifies why you want to do it and your goals; build a transformation roadmap with defined milestones and measurements; start with sprints; and conduct an assessment of the current state," he explained.

ROLE OF SUPPLY CHAIN MANAGEMENT IN INFRASTRUCTURE PROJECTS

- Tapash Kumar Ganguli, senior professor and dean, National Institute of Construction Management & Research (NICMAR)

The construction industry in India, which is project focused and contributes six percent to the gross domestic product, is highly fragmented, and comes with a high incidence of cost and time overruns, litigation, conflicts and disputes, and poor record of health and safety, and quality. "To remove inefficiencies, the construction industry needs reapplication of the supply chain model. It calls for integration of engineering, procurement, and construction, and of material, information, and cash flow," said Prof. Ganguli.

The industry today has Rs. 52,000 crore stuck in litigation and other disputes. "There needs to be focus on supply chain management (SCM) at the site level so that project cost and execution time be reduced; a reliable flow of materials, information, and resources established; and integration management practised at the site level," he added. He recommended an SCM maturity level of "extended" that includes all stakeholders in the integration plan.

LAST LINK PROJECT MANAGEMENT IN AUTOMOTIVE WORLD

- Yogesh Kulkarni, program manager, and Vivek Sonar, head, program management, Mahindra Trucks and Bus Division

The Mahindra Trucks and Bus Division has expanded the traditional definition of human resources management to include drivers and mechanics of its vehicles, in an endeavour to bring about social and cultural transformation in this section of society.

“We take their inputs in product development, teach them how to best use our innovative technology, and provide them management training to run their business well, in a scheme called ‘Chalak se Malak’ (from driver to owner),” revealed Mr. Kulkarni. So far, 4,000 truck drivers have benefited from this structured training. There are also programs to improve the health and wellness of drivers. Another scheme is “Mahindra Sarathi Abhiyaan”, in which daughters of truck drivers are entitled to Rs. 10,000 after they complete their higher secondary examination.

Added Mr. Sonar, “We launched a program called “MPower” through which bright drivers are given a 15-day training at the Indian Institute of Management, Ahmedabad, on how they can run their business well. On their feedback, this year we also included their parents in the program so that the older generation is convinced of new business ideas. These are some ways in which we are redefining the life of this section of society.”

AUTOMATION OF PUBLIC DISTRIBUTION SYSTEMS

- Vijay Mohangandhi, Rekha Prabhu, Priya Samuel, and Senthil Kumar, Ericsson India Global Services

The public distribution system (PDS) in India through which the government disburses subsidized materials such as rice, wheat, oil, sugar etc. to the economically backward faces several challenges. The manual system of stock-taking and inventory management has led to shortages, rampant corruption, poor housekeeping, stocks going to the wrong hands, poor distribution, and inconsistency in records.

Plans are now afoot to automate records in the PDS network of warehouses and ration shops, and enable automatic notification for supply, demand, and stock clearance.

“A new automated system with built-in analytics and cloud capabilities will help in the authentication of ration recipients, inventory management, demand forecasting based on buying pattern, automated placement of orders, load sharing between warehouses, reduction in the involvement of middle men, business monitoring, and higher vigilance,” said Mr. Mohangandhi.

DEDICATED FREIGHT CORRIDORS FOR INDIAN RAILWAYS

- Ajit Kumar Mishra, assistant general manager, Indian Railways Service of Engineers

“A silent revolution is taking place in the Indian Railways – the construction of the Dedicated Freight Corridor (DFC),” believed Ajit Kumar Mishra. Work has already begun on the Eastern and Western corridors.

What made the authorities moot the idea of DFC was the falling market share of Indian Railways (89% in 1951 to 30% in 2007), capacity constraints on high density networks, differential speeds of trains (speed of 80% of goods trains is 20 kmph, Rajdhani's is 130 kmph) killing line capacity, inadequate ports/mines connectivity, inability to carry longer trains, and longer turnarounds. Also, increase in freight demand, and the road sector gaining popularity.

The expected impact of DFC are goods trains running to a timetable, faster movement, increase in transport capacity, decongesting major highways, reducing unit cost of transport, greener railways, and developing industry/ancillary hubs.

DISRUPTIVE APPROACH TO SKILL BUILDING

- Pradeep K. Jaswani, general manager, head, PMU, National Institute for Smart Governance

By 2025, India will be the net supplier of skilled Indians to countries with aged populations. The National Skill Development Corporation (NSDC) established in 2009 will produce 10 lakh skilled people every year. With 126 trades ranging from fitters and plumbers to electricians, technicians, and diesel mechanics, 85 million will be trained and skilled by 2020-2025, said Pradeep K. Jaswani. However, training, equipment, relevance of syllabus, lack of a clear career path, and equipment becoming irrelevant over time are challenges. Implementation is poor in many cases, said Mr. Jaswani. There is, of course, brilliance in pockets, especially with ITIs adopted by industries; and the amendment of the Apprentice Act, 1961.

Mr. Jaswani suggested some shifts and disruptions: mandatory industry collaboration; co-locating training institutes in industrial areas; engaging armed forces' facilities; using public sector training facilities; and using technology for training.

IT'S THE TIME FOR PRODUCT LEADERSHIP

- Ravi Kanniganti, pre-sales technical director, Tyco Fire and Security

Methodologies are changing, start-ups buzzing. India's moving from services economy to one of services plus product economy, and project managers must switch mindsets, redefine themselves, and redefine India, said Ravi Kanniganti.

Today, collaborative tools do many jobs project managers do: move away from co-ordination, add business acumen, and domain knowledge, he advises. People need project management, not project managers. Therefore, go beyond the triple constraint into strategic development, product, portfolio and benefit management.

He spoke about PMI's Talent Triangle of strategic and business management, technical product management, and leadership. Product leaders handle technical product management, take strategic and not just tactical decisions, and connect projects to business and strategy. Follow Kerzel's postulates. Which project yields the best business? Does it bring the company benefits? Interact with sales teams. "In Hinduism, Brahma's the innovation guy; Vishnu, execution; and Shiva the creative destroyer. Shiva creatively kills an overloaded Vishnu's work so Vishnu works better. Wear Shiva's hat, allocate budgets and resources for good projects," said Mr. Kanniganti.

CASE STUDIES

REDEFINING INDIA'S AIR DEFENCE

- Natraj Krishnappa, general manager, Missile System Strategic Business Unit, BEL

With the Akash Missile project, BEL moved from product manufacturing to system integration, handling a huge project while maintaining quality. The late former President of India, Dr. A.P.J. Abdul Kalam, was the guiding force, says Natraj Krishnappa.

Akash, an all-weather medium range surface to air missile, is an Air Force missile system guarding vital installations like oil stations, nuclear systems, the Rashtrapathi Bhavan, among others.

BEL used its quality institute (BEQI) for quality training, with PMI Bangalore India Chapter conducting project management training. BEL now has 180 Project Management Professional (PMP)[®] credential holders. Stakeholders adhered strictly to quality. Review meetings were held at frequent intervals.

Project management made the difference, says Mr. Krishnappa, with all project managers empowered to take decisions. PMP credential holders headed cross-functional teams. Women formed 20 percent of the engineers and 96 percent of the content was indigenous.

MARKETING HEALTH AWARENESS

- Dinesh Madhavan, director, Healthcare Global

When it comes to cancer, Hindi films, whether it's *Anand* in 1971 or *Dasvidaniya* in 2008, have chosen drama, despair and pity to pull at the audience's heartstrings over facts to bust myths and fears about the disease.

Dinesh Madhavan used clips from *Dasvidaniya* to show how Hindi films continue to be factually inaccurate and spread negativity when they portray cancer. "To change perceptions, we decided to start a campaign in 2014 called SelfV in which we asked cancer survivors to record short clips about themselves. Our objective was to show that one can deal with cancer and lead a normal life," he said.

The campaign made it to the Limca Book of Records as the only one of its kind. In its second edition this year, SelfV has roped in film director Mahesh Bhatt.

"It's a zero cost campaign as it is user-generated. It has spread the message on survival, hope, and triumph on social media, and tells society that someone who is fighting cancer does not need your pity, but your positivity," remarked Mr. Madhavan.



Krishna Vasudeva Sharma Mallavajhala, associate director, Novartis Healthcare Pvt. Ltd., spoke about the challenges and benefits of applying agile techniques in project management in the pharmaceutical industry. They highlighted the challenges that traditional project management techniques presented and how Novartis has successfully used agile techniques.



Souvagya Choudhury, senior consultant, TCS, along with Arunava Chandra and Swati Lamge, presented on effective governance of an improvement program in a large organization. The paper explored areas that program governance must cover such as organization structure, planning and monitoring, measurements and reporting, reviews and connects, and communication and collaboration.



Debabrata Pruseth, management consultant, TCS, presented on creative thinking for effective project management. The paper, jointly presented by Mr. Pruseth along with Pooja Subramanian and Ramanand Garembella, recommended new innovative practices such as lateral thinking and design thinking in project management.



Speaking on the transformation management office as an enabler, Gaurav Sapra, program manager, TCS, cited a real-life example on how the role of a project management office can be extended to become a facilitator for an organization's transformation agenda to achieve sustainable business results.



Rose Antony, fellow scholar, NITIE, Mumbai, spoke about ways to improve the performance of the agricultural supply chain. The paper, which was co-authored by Prof. V.B. Khanapuri and Dr. Karuna Jain, highlighted inefficiencies in the agricultural supply chain and opportunities for improvement through the application of project management principles.



Vimal Wakhlu, PMP, chairman & managing director, Telecommunications Consultants India Ltd., spoke about leveraging ICT technologies to redefine India. Some of the areas that technology can serve well are education, healthcare, environment, water management, disaster control, and financial inclusion.



Sreejith N.T., PMP, chief officer, software development and program delivery, Netscitus India Pvt. Ltd., presenting on integrated portfolio management for federal and state projects. He spoke about improving project execution by using the latest technologies such as the Internet of Things and analytics, and applying global best practices.



Raju Rao, founder, Xtraplus Solutions, presented on applying organizational project management for scaling up financial inclusion projects. He identified issues and challenges in implementing and suggested an organizational project management framework for scaling up the Pradhan Mantri Dhan Jan Yojana project.



Tony Appleby, PMP, principal, The Project Strategy Consulting Group, presenting on "Leveling Up: Five Real-World Examples of Incremental Maturity." He presented five examples of how maturity models have been effectively employed in different industries across the globe.



Pamela Kundu, architect, Mindtree Ltd., outlined a framework for the tangible and rapid adoption of Cloud technologies by organizations to enable smooth transition into next generation technologies. She offered basic components of a 'edie cast framework' to enable this transformation.

SPONSORS' SPEAKERS



Frank Galahad, director, partner sales, Microsoft Corporation, making a presentation on the second day of the conference



Siraj Sirajuddin of Temenos speaking on Enterprise Agility and Leadership Transformation Stories

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◀ Delegates attend a PM Poster session during a refreshment break

Queues move swiftly at registration desks with many volunteers around to help delegates ▶



◀ There were more than 10 registration counters to reduce the time taken to complete the formalities



◀ Sumptuous meals were served across several counters in the sprawling lawns of the Lalit Ashok

PMI Bangalore India Chapter hands over the baton to PMI Mumbai Chapter and PMI Pune-Deccan India Chapter for the next national conference ▶



◀ Sponsors' stalls receive a steady flow of delegates during session breaks



◀ Comedians Praveen Kumar (left) and Sundeeep Rao create some light moments at the inaugural session



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