

MANAGE India

May 2017, Volume 7 Issue 1



REACHING FOR THE SKIES

L&T adopts creative methods to reduce construction time, avoid disruptions, and deliver a green, new airport terminal in Mumbai

PMI POLL BOOTH

Voice your Opinion

Q. Project managers in India are well prepared to manage change.

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Cast your vote today. Learn if your fellow practitioners feel the same way as you when the results come out in the next issue of Manage India.

COVER STORY

Reaching for the Skies

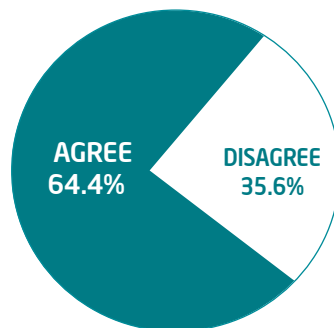
L&T adopts creative methods to reduce construction time, avoid disruptions, and deliver a green, new airport terminal in Mumbai



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RESULTS OF FEBRUARY POLL

Q. High salary equals to high job satisfaction.



Voice your Opinion - Last poll results

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Letter from the Managing Director, PMI India



Dear Practitioners,

PMI India has been working tirelessly to ensure we have enough project management talent to deliver the ambitious growth plans drawn by the government. One of the approaches is to make project management a part of college-level course curriculum and provide teachers and scholars the right resources to advance project management education in the country.

As a part of this endeavour, to highlight the importance of project management, and recognize and encourage its adoption, PMI India has been holding the PMI India Research and Academic conference over the years. The fourth and the latest edition of the conference that was held in the Indian Institute of Technology (IIT), Delhi showed the growing interest in the subject. The conference held from 2-4 March and hosted by IIT Delhi and the Indian Institute of Information Technology and Management, Gwalior, had over 250 delegates from academia, students, and industry. The conference theme was 'Accelerating Development: Harnessing the Power of Project Management.'

We presented the PMI India Academic Awards during the conference to honor and recognize academicians for their outstanding contributions in project management education, research, training, consultancy, and advocacy. My heartiest congratulations go to the five award winners. In the years to come, I'm hoping to see more contributions from academia in this field.

To bring industry and academia closer, we organized a workshop on managing mega projects in New Delhi on 1 March. Over 50 members from the academic community and industry leaders discussed some of the common complexities and execution challenges mega projects face in India and across the globe, shared industry practices, and explored potential areas of research.

We have had an overwhelming response for the PMI Regional Conference in Kolkata on 22 April, and registrations closed well in time. This is a demonstration of the acceptance of the importance of the profession across the country, specifically in east India. The conference had great speakers from across industry, the social sector, and the government.

Preparations are on in full swing for the PMI India National Conference in Chennai 15-17 September. We have just closed nominations for the PMI India Awards. Going by the response, it's clear that this is a highly coveted awards program in India today. The response for technical papers from the PMI community resulted in nearly 350 abstracts being submitted.

You can win passes to the national conference by taking part in our Earth Day contest. Put on your thinking hat, and tell us about one project that you think is earth-friendly and why. Turn to page 11 for details about the contest.

In this issue of *Manage India*, we're featuring the new terminal at the Chhatrapati Shivaji International Airport in Mumbai that won the PMI India Project of the Year Award in the large category in 2016. It's a project that shows us how the possibilities are infinite if we put the right project practices and our determination to it.

Warm regards,

Raj Kalady
Managing Director, PMI India



Dignitaries release the conference proceedings booklet during the inaugural session. (From left) Prof. K.C. Iyer, department of civil engineering, IIT-Delhi; Dr. K.N. Satyanarayana, director, IIT Tirupati; Prof. Prem Vrat, former director, IIT Roorkee and pro-chancellor, The NorthCap University, Gurugram; Raj Kalady, managing director, PMI India; and Prof. S.G. Deshmukh, director, Atal Bihari Vajpayee Indian Institute of Information Technology and management, Gwalior.

Professors, Scholars Discuss Ways to Advance Project Management Education

With over 250 delegates from different parts of the country, senior academicians and thought leaders as speakers, and multiple paper presentations, the fourth PMI India Research and Academic Conference in Delhi set a new benchmark in content quality and delegate experience.

The conference from 2-4 March was jointly hosted by the Indian Institute of Technology (IIT), Delhi and Indian Institute of Information Technology & Management (IIITM), Gwalior at the campus of the prestigious IIT Delhi.

The conference theme was 'Accelerating Development: Harnessing the Power of Project Management.' The sessions focussed on fast-tracking growth and development through knowledge sharing and adapting strong project practices. Being held biennially since 2011, the earlier three conferences were held at the National Institute of Construction Management and Research, Pune (2011); IIT Madras (2013), and the National Institute of Industrial Engineering, Mumbai (2015).

This year's edition drew an overwhelming response from the academic community across the country. Over 250 participants including scholars, senior practitioners, paper presenters, faculty, students, invited speakers, and guests attended the conference. The chief guest for the inaugural session was Prof. Prem Vrat, former director, IIT Roorkee, and pro-chancellor, professor of eminence and chief mentor, The NorthCap University, Gurugram. He shared his thoughts and experiences on project management. The

conference proceedings book was unveiled during the inaugural function. As many as 46 technical papers were presented over five technical sessions during the three days of the conference. Around 55 papers were published in the proceedings book.

PMI India Academic Awards

PMI India presented the Academic Awards under three categories during the conference. The awards program honors academicians who have made outstanding contributions in project management education, research, training, consultancy, and advocacy, and thereby establish project management education and profession in India. Nominations received under the various categories went through a review process by a panel of eminent academicians. The recognition was in the form of a cash award and a citation. The guest of honor for the awards function was Prof. Anil Sahasrabudhe, chairman, All India Council for Technical Education. There were also awards for the best technical papers presented during the conference.

Pre-conference Tutorials

There were three pre-conference tutorials that covered topics in depth. The first was a work on customizing the project management curriculum for teaching in India. The workshop was directed at project management teachers and

Winners of PMI India Academic Awards 2017

PMI India Distinguished Fellow Award (Award Value Rs. 5 lakh) - L.S. Ganesh, professor, IIT Madras

PMI India Distinguished Scholar Award - (Award Value Rs. 3 lakh) - Dr. Devinder Kumar Banwet, vice chancellor, University of Engineering and Management, Kolkata, & Dr. Kumar Neeraj Jha, associate professor, IIT Delhi

PMI India Young Research Scholar Award - (Award Value Rs. 2 lakh) - Dr. Kanchan Joshi, assistant professor, NITIE, Mumbai, & Dr. Arpan Kumar Kar, assistant professor, IIT Delhi

focused on recent additions and applications of the project management curriculum, and ways in which it can be adapted for use by academicians in India.

The second tutorial was a workshop on project analytics. The tutorial was aimed at providing an in-depth understanding of the need, relevance, current practices, challenges, and research issues involved in effectively integrating data analytics in the project environment. It introduced participants to the application of big data management so as to provide strategic advantages to a project manager.

The third tutorial was on project management simulation. The objective of this tutorial was to expose participants to the use of gaming tools for teaching project management. The trainer presented them a project scenario; participants applied project management techniques to find a way out of the challenges and received scores on project management parameters to advance into the game.

PMI EVENT

Workshop on Mega Projects



Participants of the academia-industry workshop in New Delhi with PMI India's Raj Kalady (extreme left), Uday Yedur (second left) and Sunita Mohan (fifth from left)

In a first-of-its-kind event in New Delhi on 1 March, PMI India brought experts from academia and industry together to discuss ways to manage large projects.

It was a workshop on "Managing Mega Projects Successfully" that had over 50 members from the academic community and industry leaders. They discussed some of the complexities and execution challenges that such projects face in India and across the globe, shared project practices that have led to positive results, and explored potential areas of research.

Academicians from premier institutes in India such as the Indian Institutes of Technology (Madras, Tirupati, and Delhi); National Institute of Construction Management and Research, Pune; Amity University, Noida; and National

Institute of Industrial Design, Mumbai, took part in it. There were also faculty members from leading institutes such as the University of Technology, Sydney, Australia; The Université du Québec à Montréal, Canada; and VU University Amsterdam, Holland.

In addition, there was a senior government official and representatives from infrastructure, real estate, construction, and consulting firms. Some of the organizations that took part in it are Larsen & Toubro, GMR Group, KPMG, CH2M Hill, Technip India, and Airports Authority of India.

Based on the workshop proceedings, a white paper is being developed to explore specific areas of research and industry-academic collaborations.

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- Increase Your Visibility - Meet experts in your field. Share ideas, stand out

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Reaching for the Skies

BY PANCHALEE THAKUR



Photos courtesy: L&T

The dancing fountain outside the terminal building

L&T adopts creative methods to reduce construction time, avoid disruptions, and deliver a green, new airport terminal in Mumbai

Mumbai, a city that has grown at an enormous pace and is counted among the top mega cities in the world, has a lot to take pride in. And the new terminal building, popularly known as T2, of the Chhatrapati Shivaji International Airport is one of them.

Being one of the main entry points into the country and a trade and financial hub of the country, Mumbai has been experiencing rapid growth in air traffic. The infrastructure and facilities at the existing airport were stretched beyond its peak capacity. In 2006, the Airports Authority of India selected GVK, a leading business conglomerate in India with wide experience in airport development, to build and manage a new airport in Mumbai. It was decided to construct a new terminal building around the existing airport.

GVK selected Larsen and Toubro (L&T) as its engineering, procurement, and construction partner for the prestigious Mumbai International Airport Limited (MIAL) project. In the next eight years, L&T used innovative project practices, and efficient engineering and construction techniques to build a world-class building around a fully-functional, existing airport. In 2016, L&T won the PMI India Project of the Year in the large category for this project.

Bigger, Bolder, Better

The new terminal building has a built-up area that is four times larger than the previous terminal. A concourse now joins the two terminals and a 3.3 km, 6-lane elevated road connects the airport with the Western Express Highway to facilitate smooth flow of traffic to the airport. The air traffic control tower stands at a height of 83.8 meter.

L&T reconstructed two of the existing runways to strengthen and widen them within defined time windows so that it did not affect the everyday operation of the airport.

Some standout features of the airport:

- Built-up area of 439,204 square meter
- 6.5 km runway, 12 km taxiway
- Capacity for 900 flights to take-off and land every day
- 1 million square meter of apron area
- Baggage handling capacity of 10,800 bags an hour
- Multi-level parking space for 5,000 cars
- 188 check-in counters
- 60+ departure counters
- 72 arrival immigration counters



Airport immigration now has 60 departure counters and 72 arrival counters.

At the peak of the construction phase, the site had about 15,000 workers, 1,000 engineers, 200 sub-contractors, and 4,000 airport operational staff. The on-site design team consisted of 250 engineers and architects. Project planning involved handling of more than 200 specialized national and international agencies.

Rising above the Constraints

The project was constructed under certain severe constraints. J. Gopalakrishnan, deputy project director - MIAL project, L&T, explains the main challenges: “We had to double passenger capacity at India’s busiest airport by building a massive infrastructure right in the heart of Mumbai with no extra land to expand into and no time to shut down the existing airport. It was a highly sensitive project from a commercial, political, and security point of view. Finally, what we delivered is a world-class product within a limited timeframe.”

The L&T team’s primary task was to plan and construct the new building by demolishing small sections of the existing building that housed various facilities of the existing airport, without letting it affect operations. The philosophy was “get it

Shell and Core Construction	IT and Telecom	Mechanical, Electrical, and Plumbing	Airport Systems
17 lakh cubic meter concrete	25 airport IT systems	Connected load 50 MVA capacity	Baggage handling capacity of 10,800 bags an hour
58,000 ton reinforcement bars	1,560 km of CAT 6 cabling	6 diesel generator sets of 3 MVA capacity each	10 baggage reclaim carousels
36,000 ton structural steel	333 km of optical fiber cabling	6 chillers of 2,300 refrigeration ton capacity	160 escalators, travellators, and elevators
36,000 sq. m. skylight	15,600 IT ports	Sewage treatment plant 14 m. lt. a day capacity	25 fixed link bridges 52 movable aerobridges
30 free-standing mega columns	2,190 closed circuit cameras		
1.4 lakh sq. m. membrane roofing	747 access control devices		
28,000 sq. m. façade	3,500 speakers for public address system		
12,000 sq. m. cable net wall	1,026 flight information screens		
	931 antennae for the mobile network		



The new terminal has 160 escalators, travellators, and elevators

right the first time,” simply because there was neither the time for rework nor room for deviation.

The sheer scale of the project made matters complicated. The table on page 8 shows the magnitude of the project during the construction phase.

The airport had been envisioned not just as a facility with world-class facilities and features but also as one that leaves a pleasant, lasting impression in a visitor's mind. During the finishing stage, the project team worked towards creating the vision of “a thousand peacocks dancing.”

One of the biggest tasks during this stage was the erection of a glass fiber reinforced gypsum canopy for a mega roof ceiling of over 80,000 square meter. “Every single square inch of the terminal, be it interior or exterior, had to have the touch of perfection to not just create a landmark project but also an edifice that would be regarded as one of the world's most stunning airport terminals,” says CJA Davidraj, deputy project director – finishes, MIAL project, L&T.

Procurement was a complex exercise since it involved large volumes of materials that had to be of a standardized quality. Materials were sourced from over 25 countries.

Before the launch, the project team got down to the task of testing, commissioning, successfully integrating over 75 various systems, and carrying out 200 project operation trials.

Rooted in Innovation

“Some of the operative words that describe the project are ‘planning, co-ordination, quality, execution, and timeliness.’ Managing the huge work force was like leading an army, many of who were experts in various domains, drawn from various parts of the country and the globe,” says N. Namachivayam, head – airfield works, MIAL project, L&T.

L&T employed latest technologies, innovative construction methods, and creative project management practices to achieve better results.

The team used “rubbilization” for apron construction, a method by which an existing panel of pavement quality concrete was crumbled and reused as a granular sub-base. It did away with time-consuming breaking of the old pavement and re-constructing over it.

Since there were several service lines passing through the facilities, the team conducted a clash analysis of all mechanical, electrical, and plumbing services with the airport systems using state-of-the-art three-dimensional modelling and visualization techniques. With this, the team identified any potential areas where these service lines could interfere with each other, and thereby prevented disruptions.

There were over 1,500 vendors and sub-contractors from around the world working on the project, and a major challenge was to bring them under the L&T Quality Management System (QMS). L&T created a common platform that acquainted all the vendors of L&T's QMS during the pre-qualification stage. Thereafter, it was monitored through system audits and process inspections from the pre-dispatch to the commissioning stage.

L&T took up “destruction for construction,” by which 32,000 cubic meters of concrete was crushed with hydraulic concrete crushers and reused by re-crushing 2,500 tons of reinforcement steel retrieved from demolished structures. This method resulted in 35 percent cost saving compared to the conventional demolition method.

Since there was limited scope for rework, the team had to issue detailed method statements, followed by mock-ups and strict adherence of the charted sequence and stage wise quality control check of execution to ensure smooth and seamless implementation.

Since the deadlines were stringent, it was important to get the right resources at just the right time. They had to consistently think out of the box in terms of construction sequences, erection methodology, and the equipment to be deployed.

Using a green building concept, the team designed a daylight harvesting system at the departure area on level four. A skylight of around 36,000 square meter lets in sunlight in good measure; all electrical lights are integrated with the skylight in such a manner that as sunlight gradually reduces in the evening, the electric lamps come on. The transition is so smooth that a visitor will hardly notice the switch over from natural to electrical lighting.

To overcome the problem of constructing around functioning runways, L&T used quick set concrete mix. In just 3-4 hours after this concrete is used to upgrade a runway, it was ready for aircraft movement.

“Overall, it was one of our toughest assignments but we were able to deliver a world-class facility on time. We achieved this because of our design excellence, construction capabilities, the freedom to take calculated risks, and teamwork. We followed project management across departments and functions such as contracts management, material management, quality management, safety management, subcontractor management, and change management,” says Niranjana Simha, project director, MIAL, L&T.

Practitioners Turn Actors for the Day



The Dramatic World of Project Management, an event organized by project management mentor and PMI India's registered education provider, Dhananjay Gokhale, took place on a larger scale as it entered its five year this year.



Teams from different organizations presented skits around project management over two days, 4-5 March, at Jyotsna Bhole Auditorium in Pune. There were seven industry teams, 102 participants, around 265 attendees, 19 volunteers, three judges, two members of the jury, and two backstage engineers.

The first performance by Sailpoint Technologies India Pvt. Ltd. was on demonetization. In the next skit by Resilient Cosmeceuticals Pvt. Ltd., the team used characters from the Mahabharata to highlight common project challenges in today's times. A team from Allscripts India Pvt. Ltd. raised the problem of insufficiently defined project scope in their skit. Home Ministry Vs. Chicken Butter Masala by Inautix Technologies was a humorous take on finding resolution between warring parties. Alfa Laval India Ltd. used film production as a lesson in project management. KPIT Technologies Ltd. also used mythology to drive home the importance of execution, among other aspects, as key to



success. A production by Aker Powergas Subsea Pvt. Ltd. explored ways to overcome one's demons to achieve success.

The themes got the audience interested in project management concepts and PMI's *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*.

For the first time, participants received a trophy that was especially designed for the occasion. The trophy that represents 'the hand of project management' shows how it's an art of fine balancing.



PMI PUNE-DECCAN INDIA CHAPTER

Annual General Meeting

PPMI Pune Deccan Chapter conducted the 2017 annual general body meeting on 4 February. The chapter had invited Retd. Vice Admiral Suresh Bangara and former mentor, PMI Region 11, Tejas Sura, to speak to the members on this occasion. Chapter president, Girish Kadam, spoke about his journey from being a PMI volunteer to the region mentor.

During the meeting, members discussed proposed changes to chapter bylaws and election guidelines. The board of directors shared their vision for the coming year, provided a recap of activities conducted till now and presented the financial report.

Project Management Symposium

The chapter conducted a symposium on big data analytics and its adoption for next generation products and services on 25 March. After a welcome address by chapter vice president, Shyam Bhavsar, several speakers took the dais.

Patanjali Somayaji, co-founder and COO, Walnut, spoke on the four 'Vs' of big data – velocity, variety, volume, and veracity. Highlighting the role of big data in personal finance, he said consumers can track their spending through a personal finance management mobile app that securely analyzes SMSs sent by banks for credit card and debit card transactions.

In the next keynote, Prashant Pansare, managing director, Inteliment Technologies, spoke about the science and art of big data analytics for project professionals. He said that in this 'digital steroids age,' technology and network are the new oxygen for people. He discussed the role of big data and 'data in motion' in product and project forecasting in key industries.

M Taher Borsadwala, senior vice president, fintech, data governance and data management, iNautix Technologies, delivered an 'elevator pitch' on data analytics. He explained the four stages of data analytics – descriptive, diagnostic, predictive, and prescriptive. In the second 'elevator pitch,' Mayur Umbarkar, director – analytics, KloudData Inc., talked about competitive advantages of big data analytics in healthcare.

Rajnish Kumar, vice president, operations and general manager, India operations, Entercoms, Inc., shared case studies from aviation, oil, and high tech industries that show how big data analytics is bringing down the cost of services and products and making them better and faster.

Kiran Rajeshirke, delivery manager, Teradata Corporation, talked about challenges in big data implementations in terms of business understanding, architecture, and deployment options.

Mr. Rajeshirke, Mr. Borsadwala, Mr. Umbarkar, and Mr. Kumar also took part in a panel discussion on "Data analytics – The disruption in the making."



Rajaram Rao being felicitated during the Udaan inauguration program

Udaan 2017

Udaan 2017, an inter-college project competition, was hosted by the Institute of Industrial and Computer Management and Research (IICMR), Nigdi, Pune, in association with Pune chapter.

The theme for Udaan 2017 was 'Ignite, Inspire, Connect, Merge to Reach New Heights.' Students took part in two competitions – Excellors, internship projects for undergraduate and postgraduate students, and E-Vyapar, projects using digital technology for innovative business ideas.

Rajaram Rao, chapter vice president, was the chief guest at the event and was felicitated by Dr. Abhay Kulkarni, director, IICMR. Mr. Rajaram spoke about excellence for project management. Chapter president Girish Kadam spoke on 'Evolve to Excel through Project Management'. Chapter board members and volunteers who judged the competitions were Girish Kelkar, Shyam Bhavsar, Makarand Hardas, Shantanu Bhamre, Jay Dholkia, Vinay Kalhotra, Sudhir Hasanmis, and Pradnya Paithankar.

Webinar with Project Winner

PMI's Project of the Year Award recognizes large and complex projects (budgets of US\$100 million or more) that deliver superior performance of project management practices. The winner of the latest award is U.S. Department of Energy's National Synchrotron Light Source II (NSLS-II) project. PMI Pune-Deccan India chapter provided a unique opportunity to PMI members to interact with the management team of NSLS-II. The interaction gave chapter members a strong understanding of some of the project management practices the winning team adopted.

The 10-year, US\$ 912 million NSLS-II project has resulted in the creation of the world's most powerful photon microscope. The microscope creates X-rays that allow scientists to see how materials in systems — such as batteries or fuel cells — behave at the nano-level, while operating in real-world conditions.

The interaction was in the form of a webinar that was delivered by Erik D Johnson, PMP, deputy director, construction, energy sciences directorate, NSLS-II, at the Brookhaven National Laboratory. He was most recently the deputy project director of the successfully concluded NSLS-II construction project, and is responsible for the oversight of construction activities at the Brookhaven National Laboratory Energy Sciences Directorate - NSLS-II.

Karma Points Program

In its constant effort towards community engagement, the chapter has come up with yet another initiative - the volunteer development program Karma Points. The Karma Points program was announced during the annual general

body meeting in February.

Through Karma Points, volunteers can earn points based on their contributions under three categories – membership, volunteering, and personal development.

Volunteers submit their claims on Karma Points through an online application form for volunteer activities under any of the above categories. Their claims will be validated by the board member managing that portfolio. Based on the Karma Points collected, volunteers will earn badges.

The Karma leader boards will be displayed every month and quarter in various chapter communications. Members can also redeem Karma Points against chapter merchandise or any paid event or activity.

PMI KERALA CHAPTER



Project managers at the session on managing agility in project schedule

PMI-ACP Preparatory Program

PMI Kerala Chapter conducted for the first time a program to help aspirants of the PMI-Agile Certified Practitioner (PMI-ACP)[®] certification. It was a 21-hour instructor-led training held over three days from 10-12 February in Thiruvananthapuram.

As PMI-ACP[®] is one of the new credentials offered by PMI, nine professionals working in the agile project management environment took the training. It provided participants a detailed understanding of agile project management practices along with relevant case studies to get a glimpse of the application of these practices at the work place.

Waves 2017 in June

PMI Kerala Chapter has been organizing an annual project management conference in the state that alternates between Thiruvananthapuram and Kochi each year. Registrations for the chapter's seventh conference – Waves 2017 – will start soon. This year it will be held at Al Saj Convention Center, Thiruvananthapuram on 10 June 2017 (Saturday).

The theme of the conference is “Project Management – Leadership and Agility, The Success Enablers!” The call for technical papers, in line with the theme of the conference, will be sent shortly.

Session on Project Schedule Management

The chapter organized a two-hour knowledge sharing session on “Agility in Managing the Project Schedule Best Practices” on 25 March in Thiruvananthapuram. The keynote speaker, Anilkumar Pandala, vice president, IL&FS, is the man behind the Thiruvananthapuram Road development project and the greenfield international stadium in Thiruvananthapuram. This professional development event was well attended by over 30 participants from different industries.

Mr. Pandala spoke about agility in infrastructure projects citing examples from his own projects. After this knowledge sharing session, chapter members attended a networking tea break, followed by the chapter's annual general body meeting.

(Chapter news is contributed by Ashutosh Nadkarni, PMP and Akhila Gowri Shankar, PMP)

PMI Trivandrum Kerala Chapter | **PMI** Project Management Institute

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BLOCK YOUR CALENDAR
June 2017
10

Champions Conduct Awareness Building Sessions

West Region

PMI India Senior Champion Kiran Rajeshirke was a speaker and panel member at a symposium organized by PMI Pune-Deccan India Chapter on 25 March. The topic, big data analytics and its adoption for next-gen products and services, brought together the project management community from every industry segments and their ecosystems.



PMI India Champions at a panel discussion during a symposium on data analytics in Pune

North Region

PMI India Champion Kamaljeet Singh ran an awareness building program for senior executives of Oil and Natural Gas Corporation (ONGC).

The session was attended by around 25 senior officers from ONGC with over 15 years of experience in executing complex projects and managing the same across various locations. The entire program was modularized and planned considering the audience experience level on Microsoft Project (MSP) 2016.



PMI India Champion Kamaljeet Singh (in the foreground) at an awareness program at ONGC

The session was focused on providing hands on experience and covering practical scenarios and usage of MSP 2016 for beginners and advanced users. Some of the advance topics were custom reporting on schedule tracking, variances, percentage complete, physical percentage completion of work, and weightages. Mr. Singh also gave an introductory talk on Enterprise Project Management System.

South Region

PMI India Champion Ravindra Kulkarni conducted an awareness building session on roles and responsibility matrix, “Responsible, Accountable, Consulted, Informed (RACI),” titled “RACI - Myths and Facts,” at GlobalEdge Software, Bangalore for business heads and executives of various enabling functions. There were over 40 participants. The session was coordinated by PMI India Champion Raghavendra Guruprasad and Ramya HS, from the quality department of GlobalEdge Software Ltd. The participants are now keen on completing the RACI matrix for various enabling functions identified in the next three months.



Participants at a training program on RACI held at GlobalEdge Software, Bangalore

PM Day at Cisco

For the first time, Cisco Systems celebrated PM Day on 23 March at its Bangalore campus. Behind the success of the event was the work put in by several PMI India Champions.

On this occasion, Cisco kicked off an employee resource organization, called PM Connect, which is chartered to engage Cisco’s project management community in India.

The first phase of PM Day was a poster session and it was open to all. PMI India participated in it and allocated three booths covering aspirants, practitioners, and leaders in project management.

The second phase was an “invitation only” event which was attended by more than 300 project managers and Cisco India senior leadership team, including Cisco India site lead and senior vice president, VC Gopalratnam, who was the



The engrossed audience at the “invitations only” event on PM Day at Cisco in Bangalore

executive sponsor of the event.

Following a welcome address by PMI India Champion Abhishek Sharma, Mr. Gopalratnam delivered his keynote. PMI India Champion Gitika Sinha gave an introduction to PM Connect. Then there was a panel discussion by directors of IT, engineering, services, supply chain, and HR. Senior PMI India Champion and member, Champion Advisory Committee, Prasann Patil from Dell EMC spoke on “Project management in a growth environment.”

Shine Sahadevan from PMI India led the PM Poster session. PMI India Champions who volunteered for the poster session

were Dr. Kamala Sharma and Ravindra Kulkarni. Another Champion, Bhaskar Nagaraja from Intel, provided initial guidance and shared good practices on PM Day.

The event core team comprised of Abhishek Sharma, Gitika Sinha, Sudarshan Baily from services; Sukeerth S P from IT; George Parampil from engineering; Hari Pandey and Prasad N. from supply chain; Vinod Kumar Krishna from global project management office; and Simhadri Rama Rao from HR. The core team that represented all business units began by making a list of stakeholders and directors to engage for the event. They met the Cisco India leadership team including Mr. Gopalratnam, and enlisted his support as the executive sponsor.



The team of PMI India Champions and Cisco core team behind PM Day

SHORT TAKES
(May Contest)

A column that gives you an opportunity to share your ideas with the community. Take part in the contest and win PMI goodies.

Q. PMI’s Pulse of the Profession® 2017 makes benefits realization a factor to measure project success. Mention one impediment you face in measuring intended project benefits.

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.

Congrats Jayashree Nagaraj

Below is the winning response for last issue’s Short Takes.

Q. What are some simple ways to inculcate project management as a life skill in children?

A. Children are excited about their birthday party, play dates, and their summer vacation, and these are excellent opportunities to inculcate some planning skills in them. Getting their help to plan their party or that of a sibling can give

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 May 2017.
- 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.

them a preview of the prioritization, dependencies, stake holder management, and risks to consider to ensure a successful party. For example, how many kids can I accommodate at the venue (prioritization)? How far in advance should we plan to tell the invitees about the party to give them sufficient notice? What are the ages of the kids coming so we can plan an adequate number of games (stakeholder management)? Is followup required to ensure the food and cake arrive on time? (risk management). How do we get the kids engaged in the party when they arrive? (stakeholder buy in).

PROJECT MANAGEMENT FUN-DAS™

A weekly comic strip series dedicated to the project management profession

Congratulations, Venkatramvasi Mohanvasi, PMP!

The Project Management Fun-Das submitted by Mr. Mohanvasi is the winning cartoon of PM Fun-Das Contest – II.

Mr. Mohanvasi calls himself a fun-loving, Chennai-based PMP trainer and a fan of PM Fun-Das.



The Winning Cartoon


Project Management FUN-DAS™



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Congratulations, Vrushank Buch, project manager, L&T - Vadodara for winning our I Love PMI Because ... contest

“PMI makes me feel proud of my profession because PMI is in the forefront of advancing the project management profession. Being in the profession, it is indeed a privilege to be a part of the activities happening at PMI. I look forward to seeing my fellow professionals at the PMI National Conference in Chennai in September.”

Block your calendar for Project Management National Conference in Chennai, 15-17 September 2017.





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