PROJECT MANAGEMENT IN THE HIGH SEAS AND THE HILLS

Manage India talks to two of the winners of PMI India Project of the Year 2017 awards to find out how project management led them to success in spite of major challenges

CONTENTS ||||||||||||||||||||||||||||||||||||||||||||||||||||||||||||||||||||||

PMI POLL BOOTH

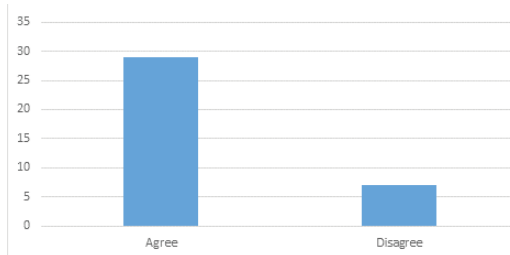### VOICE YOUR OPINION-DECEMBER POLL

Q. Robotics and automation at the workplace will be good for India.

Click here to fill entry

RESULT OF AUGUST POLL

Q. Millennials have a good influence on the work environment.

Voice your opinion • Last poll results

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.

Dear Practitioner,

It's that time of the year again when we tend to look back and reflect on the days gone by. I believe that after having started the year with some uncertainties due to the demonetization move in November 2016, the country made some good progress in year 2017. The passing of the Goods and Services Tax (GST) Bill that puts the entire country within a unified GST structure, and the Real Estate Act that protects the interests of homebuyers, were two important pieces of legislation for both businesses and citizens. And in October came the news that India had moved up 30 places to the 100th position in the World Bank's Doing Business 2018 ranking. The country still has a long way to go, but this is a reflection of recent developments such as the passing of the GST Bill, and is definitely welcome news.

Project management will be a critical part in the success of the government's mega programs such as Make in India, Smart Cities or Digital India. We have been saying that this is the right time for us to take the message of project management across industries. Our CEO Round Table Series in association with *The Economic Times* and CNBCTV18, on the theme India at 75: *Opportunities and Challenges*, helped us achieve this objective to a great extent. A number of industry captains from different sectors, key influencers, and decision makers spoke at the round-table discussions in Mumbai, Chennai, Hyderabad, Bengaluru, Delhi, and Kolkata.

You may have heard about *India's Best Jobs*, a new series by Discovery Network. PMI India had associated with the channel for this series that identifies project management as one of the best jobs in India. The host, who is actor, singer, and Indian Idol host, Meiyang Chang, travelled across India to pick professionals who love what they do and have seen success in their career. (Check this link for an exclusive episode on project management.)

On November 10, we had a roundtable discussion on IT project management education and research at the International Institute of Information Technology, Bangalore (IIIT-B). Notable academicians Prof. S. Sadagopan, director (president), IIIT-B and Prof. K. N. Satyanarayana, director, Indian Institute of Technology, Tirupati, and chair, PMI Academic Advisory Group, spoke at the event. There were several presentations on ways to improve industry-academia collaborations to improve project management education and research.

I'm happy to announce the fourth PMI India Project Management Regional Conference on 10 March 2018 in Pune. Please follow #PMRC18 for further details.

I wish you and your family a very happy, healthy, and successful 2018. I also look forward to your continued support to PMI in the year ahead.

Warm regards,

Raj Kalady
Managing Director, PMI India

BEHAVIORS THAT BUILD AND BREAK TRUST – RESEARCH-BASED INSIGHTS

BY VISHWANATH JOSHI

Vishwanath Joshi

The quality of relationships at the workplace is the bedrock on which employee, customer, and supplier experiences of an organization are based. These relationships determine not only the quality of communication that takes place among the stakeholders but also the business outcomes of these interactions. And trust is the life blood of these relationships. Trust can transform mediocre, transactional workplaces into great, thriving, and performing organizations.

In numerous workshops with medium to large organizations, we have asked participants the definition of trust. Answers range from 'trust equals belief' to 'trust as a confidence in the intentions of the other person.' Finally, we have settled with a simple, easily understandable definition of 'trust as a feeling you experience based on how the other person behaves with you in day-to-day interactions.'

A manager who takes a floor walk every morning and connects with people beyond work – chatting about last evening's soccer match or a new movie release – is more likely to earn trust than a manager who does so occasionally or when he/she walks across to your desk only when it is about a report or missed deliverable.

A manager from a pharmaceutical company took some ideas from a workshop and implemented a few simple, yet powerful initiatives. One was 'Listening Diary' – a dedicated time slot, twice a week, on the floor, just to listen and note down in his 'Listening Diary' what his workers and supervisors shared with him. He supported his 'Listening Diary' with a 'Listening Board' on the floor where he put up the status of the actions he took to resolve any issues that were discussed with him by his floor team. In over a period of 2-3 weeks, the traffic around his desk went up as his teammates believed he was a doer who took ownership of what happened on the floor.

His other initiative was 'Thoko Tali', an instant recognition program on the floor. Even the smallest of contributions received recognition, whether it was a good idea to solve a problem or an initiative to improve certain parameters on the floor.

What did all these result in? Greater volunteerism, ownership, better compliance standards at the plant, collaboration, and ultimately achieving and exceeding production targets. The trust that this manager had built had paid off.

We asked thousands of managers in these workshops about their experiences with the 'trust reservoir' – building or depleting the balance. Many believed that intentions built trust, while a minority were of the opinion that behaviors mattered more than intentions.

Below are the top five behaviors that are perceived to build trust in a team:

1. Keeping the team informed
There is no such thing as 'over communication.' Ensuring that team members are informed of all that affects them on a day-to-day basis is a mandatory item on the list of trust-building behaviors. Informal, frequent, and comprehensive communication makes information-sharing effective. We have seen managers launch initiatives like 'Sounding Board', 'Coffee Chats', or 'Dil ki Baat' to keep the team informed, and thus engaged.

2. Giving them a voice
Listening to the concerns, ideas, and perspectives of team members goes a long way in building trust and engagement in the team. Having productive team meetings where everyone's voice is heard and respected, anonymous feedback sessions ('Sab ki aawaaz' as branded by one of the managers), or creating 'Eureka forums'

to collect ideas from team members are initiatives managers have launched to give people a voice.

3. Keeping promises

Factors that deter trust building are miscommunication, focus on short-term goals, and politics. A manager once recounted an experience involving her team member who was expecting a promotion. When the team member had enquired about the promotion, the manager had in a colloquial way, said, 'I will look at it; let me see what I can do.' And that was perceived as a promise. In less than three months, the team member quit, citing 'not keeping promises' as a major reason for his resignation. Google has an operational norm: 'Say Yes or No.' With a yes-no response, there is no scope for miscommunication or ambiguity. This helps in preventing relationship debacles and maintaining transparent communication.

4. Appreciation and recognition

Acknowledging and recognizing the efforts of team members and their outcomes is a big step towards building a trust reservoir. The branch manager of a bank realized the power of recognition after he launched an initiative called 'Ghantaa Naad' (ring the bell). Someone from the team would ring a bell to recognize even the smallest contribution. This practice encouraged people to find opportunities to recognize their peers and thus build a high level of trust and collaboration among team members.

5. Involvement and sharing responsibilities

Building trust involves sharing. Holding power or responsibilities depletes the trust balance in the reservoir. Managers who build high levels of trust engage in constant sharing of responsibilities. They create deliberate opportunities, like 'Ek Din Ka Nayak' (King for the day) initiatives where one team member every month takes over as manager of the team. The day ends with a coaching conversation between this team member and the manager, followed by an experience-sharing session with the entire team the next day.

Now let's look at the top five behaviors that result in trust depletion.

1. Blame game, including not accepting accountability when things go wrong: When the team feels exposed or not shielded by the manager from the wrath of the top management or customer, trust levels drop. The sense of helplessness and the fear of facing consequences without support not only strains the relationship with the manager but also makes the team overcautious and risk averse in the future.

2. Neglecting or not paying enough attention to professional development: This often happens when the focus of the manager is only on tasks and project milestones, perhaps at the cost of the team's learning and development. In certain sectors, this also results in a fear of getting outdated and de-growth, thereby impacting trust in the manager.

3. Selective sharing of information by the manager, thus creating a perception of bias and unfairness. This is a sure shot way of depleting interpersonal comfort levels and hence, trust between the manager and the team.

4. Insensitivity to personal needs like time off, flexibility, family commitments, health, and stress at work makes the manager appear uncaring, and one who no one wants to work with.

5. Inattention to 'going above and beyond' efforts of team members, including not giving credit where it is due. Great workplaces and great managers have realized that building trust and continuing to invest in building and sustaining positive relationships at work are the best investments that they can make. But this does not come easy; it needs hard work, commitment, and deliberate actions to keep trust levels high.

(Dr.Vishwanath Joshi leads the practice of journey leadership development programs at Great Place to Work® India. He is involved in designing and delivering organizational culture building and employee engagement interventions for medium to large organizations across different sectors). MI

PROJECT MANAGEMENT IN THE HIGH SEAS AND THE HILLS

Manage India **talks to two of the winners of PMI India Project of the Year 2017 awards to find out how project management led them to success in spite of major challenges**

- -

Offshore Well Platforms Help Meet New Production Targets

Tasmin Kurien

Project of the Year – Medium
Additional development of Vasai East oil field by ONGC

Project planned cost: Rs. 899.78 crore	Project actual cost: Rs. 899.78 crore
Project planned and actual start date: 15 November 2014	Project management effort: 5,347 human months
Project planned end date: 15 April 2016	Project actual end date: 29 May 2016

A sub-sea pipeline connects the oil well platform to the rest of the network

Oil and Natural Gas Corporation (ONGC) Limited constructed two additional oil well platforms in the Vasai East oil field in the Heera-Panna-Bassein block in the Arabian Sea off Mumbai with a minimal time overrun in spite of several challenges. The new oil wells are now contributing an additional 15,000 barrels of crude oil and 2.2 million metric standard cubic meter per day (MMSCMD) of gas to ONGC. The company expects the production to go up to 18,000 barrels of crude oil per day once the drilling is complete. It has achieved the peak expected production of gas even before completion of drilling.

ONGC planned to drill wells close to each other in the field's northern and southern flanks from two existing wellhead platforms, Vasai South East B (VSEB) and Vasai South East C (VSEC). Minor modifications also needed to be made to the existing Bassein Process Alfa (BPA) process platform.

ONGC carried out a feasibility study and completed the project charter before commencing the project, where the project requirements, objectives, and expected production were chalked out clearly.

Early challenges

The project involved fabrication of structures like decks, piles, and conductors, and the erection of structures with an installation barge that had a capacity to lift a load of 3,000 metric tons for offshore installation.

Another major challenge the team faced was hook-up of facilities at the BPA platform in a shutdown planned for another contractor's project. The installation for this project had not been completed by that time and another round of shutdown could have impacted the production severely. ONGC dealt with this situation by providing additional valves at designated hook-up points to make sure that no separate shutdown was required. So the

ONGC's wellhead platform, the Vasai South East B, after completion

existing facilities kept producing while hook-up of the new facilities with the existing ones was undertaken.

Although the project was completed a month-and-a-half later than planned, the installation, hook-up, and pre-commissioning activities of the VSEB and VSEC wellheads were completed ahead of schedule. This helped early deployment of drilling rigs on the well platforms, leading to early production of crude oil and gas.

A. Ravi, executive director, ONGC engineering services and chief of offshore engineering services, said, "Effective stakeholder management that used well laid out communication protocol was instrumental in the success of the project."

Technology innovations

In a pioneering move to meet the power requirements of the control system of well platforms, ONGC equipped the well platforms with Closed Cycle Vapor Turbines (CCVT). Particularly handy for remote locations, CCVTs are integrated power systems that generate power 24/7 and are designed to last for over 20 years with close to no maintenance. It was the first time that CCVTs were used in unmanned platforms in Mumbai offshore fields.

Another new technology introduced was a documentation management system from AVEVA Solutions, a design engineering software provider, to efficiently retrieve and manage thousands of drawings and documents. This gave people from both the offshore platforms and the base office in Mumbai digital access to all the documents, and enabled them to review and troubleshoot issues quickly. It also helped in procurement management and allowed for future extensions and modification, if any.

The project management processes were set up in such a way that active collaboration was possible between multiple organizations. ONGC used an online project monitoring and control system, and a financial management system to facilitate smooth coordination between the different organizations.

CHALLENGES	SOLUTIONS
Since the BPA platform was undergoing replacement and modifications under a separate contract, there were several interface issues with three projects happening simultaneously.	The interfaces were managed in such a way that the three contractors who worked on the BPA platform were not affected by one another's work.
A separator module had to be installed in a space which was surrounded by process equipment and pipelines from all the four sides; the only way it could be installed was from the top.	Meticulous planning and coordination ensured that the swing of the separator module was precisely controlled so it wouldn't damage the adjoining facilities.
Demolition was to be carried out separately to create space for the installation of the separator module prior to the project installation. However, this could not be done, and demolition had to be carried out with no prior planning by the personnel as additional work.	Stakeholder interface meetings were regularly held so that every stakeholder was kept abreast of the proceedings at every stage.

Successful outcomes

An environment, health and safety standards group monitored worker health and safety throughout the project phases. The result was project completion without any time lost to injury.

ONGC had conceived this as an integrated project inclusive of well platforms, their associated pipelines, and necessary modifications at the processing platform. This approach helped in putting the wells into production immediately after drilling.MI

PROJECT SHOWS STRONG COMMITMENT TO THE ENVIRONMENT AND LOCAL COMMUNITY

Project of the Year – Small

Myst biophilic luxury housing in Kasauli by Tata Housing

Project planned and actual cost: Rs. 98 crore	Project management effort: 638 human months
Project start date: 5 May 2012 (one month late)	Project end date: 28 February 2017 (one month early)

The Myst Tata Housing project in Kasauli, Himachal Pradesh, is a residential development designed using biophilic architecture – architecture that brings nature into the built environment. The exclusive gated community was designed by a leading expert in sustainable architecture, Llewelyn Davies Yeang. The project has won several sustainability awards.

"Myst is the epitome of Tata Housing's exemplary performance and project management practices, and we are extremely excited to have won this recognition from PMI India. It is the only project in Himachal Pradesh to be registered under the Real Estate Regulatory Authority. In our constant endeavor to deliver a world-class experience, we aim to add value across the real estate ecosystem, not only by providing best quality projects to our home buyers, but also by upskilling the onsite workforce by introducing best-in-class construction practices," said Brotin Banerjee, managing director and CEO, Tata Housing.

Eco-friendly features

The eco-friendly features at Myst have resulted in big savings – 27 lakh litres of water and 1,931 tonnes of CO_2 emission, from the start of the project till completion. The key features that have enabled these are the building of gabion walls (walls made of stacked stone-filled gabions tied together with wire) instead of roller-compacted concrete retaining walls and a bio-enzyme based sewage treatment plant – since the site is not connected to the municipal drain – that emits zero odor and discharge.

The project charter by Tata Housing promised that the number of native trees at the site would increase after project completion and it didn't disappoint: over 1,000 trees of local species were planted during the project tenure.

Being a carbon-neutral and water-positive development, Myst was awarded the gold pre-certification by the Indian Green Building Council at the project development stage. And now that the project is up, it is awaiting platinum certification.

Internal processes

As it was the first project of its kind, the project execution team faced several issues such as changing customer requirements. The use of an agile planning structure enabled the team to deal with frequent changes in design. For this, the teams followed the Tata Housing project management and controls framework,

Myst is at an altitude of 5,500 ft above sea level in the hills of Kasauli

A wall made of stacked and stone-filled gabions tied together with wire, instead of roller-compacted concrete retaining walls. (right) Snowfall at the worksite.

which is based on PMI's *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*, as well as an internal assessment system which is a barometer for operational effectiveness.

Tata Housing followed a streamlined system for the delivery of raw materials to the site. Materials for the luxury housing project were imported from across the world. For example, sanitary fixtures, fittings and bathtubs came from Germany, and lifts from Tokyo. The team created a comprehensive procurement plan and trackers to ensure smooth delivery and installation.

Raghvendra Singh Bisen, head, planning, project management and controls, Tata Housing, said "Myst is located at an altitude of 5,500 ft which posed several logistical constraints and construction risks. Deployment of resources and retention of manpower was extremely challenging in such working conditions. Yet with our integrated planning, project management, and controls framework, each activity and resource was planned well in advance, risks were identified early, and a mitigation plan was prepared and implemented seamlessly."

Winning hearts
In spite of clear land titles and no-objection certificates to proceed with the development, the project team faced resistance from local groups. To win their confidence, the project team organized outreach programs through its corporate social responsibility arm.

Internal road work under progress. (Right) Workers laying the approach road to the project site.

CHALLENGES	SOLUTIONS
Landslides and subsequent rework threatened to increase cost and cause delays.	The risk identified and the project insured at the planning stage, so that repair costs did not impact the budget.
Because of the remote location, the teams faced connectivity and communication difficulties.	Fiber optic cable laid to enable video conferencing between the site team and the project team in Mumbai.
Workers kept leaving in the first 6-9 months, causing productivity to drop.	An Integrated Management of Productivity Activities Council (IMPACT Council) was formed. Productivity compliance shot up by 19 percent
Workers from the main contractors refused to work in harsh weather and rough terrain conditions.	Local unemployed youth were trained and certified to work in the project.
High attrition rates of workers.	Facilities such as a canteen, creche, heaters, and bunk beds were built, and cooks and house help were assigned to families, leading to a 25 percent drop in attrition.

The Myst housing project after completion

The team conducted a number of initiatives such as improving facilities in the local government school, building rain shelters and an approach road in the neighboring village, installing street lights, and digging bore wells. Tata Housing also awarded small contracts for the project to villagers.
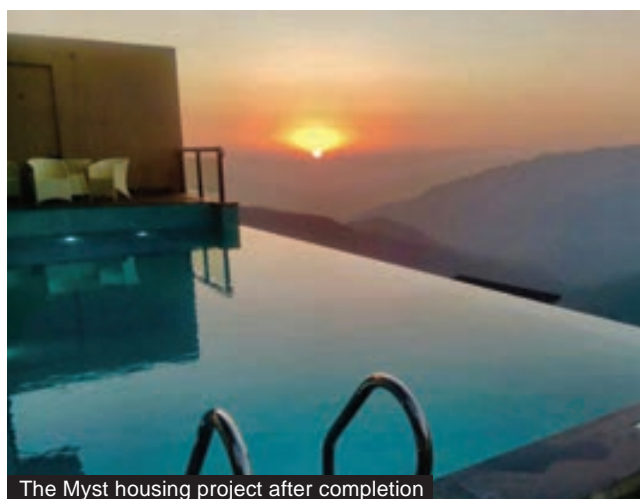
The Myst project has now become a benchmark for other Tata Housing developments because of the detailed planning and site development work that resulted in timely delivery in spite of several challenges. MI

The Myst housing project after completion

The Myst housing project after completion

WEBINARS MARK NOKIA'S IPM SYMPOSIUM

Nokia celebrated the 11th International Project Management Day (IPM) Symposium on 2 November. The theme of the event was "Together."

Around 3,500 project management practitioners had access to this online event coordinated by the Nokia Global Project Management Office (GPMO) learning team comprising Rich Maltzman, GPMO leader, and Vineet Chandra, engineering manager – quality. Mr. Chandra has since moved to a new assignment – fixed networks customer satisfaction and quality engineering.

This year's IPM Day Symposium had several speakers including Dr. Harold Kerzner, senior executive director, International Institute of Learning; and Raj Kalady, managing director, PMI India. Senior practitioners who gave presentations at the symposium included Anees Haidary, head, quality, and Project Management Academy, Sasken Technologies; Venkatachaliah Babu K., associate vice president, Infosys; and Anupama Rathi, head, app development centre of excellence, Infosys. These speakers demonstrated the value of collaborating through PMI India's Registered Education Providers (R.E.P.) platform, also known as the internal R.E.P. volunteer group.

The IPM Day is not a single event but a series of over 23 webinars on various related topics that are made available to project management professionals. Practitioners can listen to these webinars any time they want to for the next one year and earn over 20 professional development units. The pre-recorded content is available for download. MI

TALENT HUNT FOR TOMORROW'S LEADERS

Leadership building needs to start early, and with this in mind, Synergy School of Business Skills, in coordination with PMI India, conducted a challenge for college students across the country. The competition, Career Cracker 2017, was the first such challenge to be organized.

It started with a national-level talent hunt for undergraduate students. They were categorized into two groups – students undergoing a three-year degree program and those in a degree program of over three years. They were judged on their talents, knowledge, and leadership skills that would make them leaders of tomorrow. The talent hunt was conducted in four stages, of which the first three were at the regional level. Those who qualified made it to the national final that

was held in Chennai on 2 December.

The first round was a paper-based examination that almost 30,000 students from across 100 colleges took. Those who scored 50 percent or more qualified for the next round. In the second paper-based test, students were tested on logical reasoning and communication skills. In the third round conducted at Synergy offices across the country, the selected students had to prove their group discussion skills and presence of mind.

There were a total of 75 finalists, who represented the states of Tamil Nadu, Kerala, Maharashtra, and Karnataka. They went through three gruelling rounds. There was prize money to be won at the finals which were held in Chennai: Rs.25,000, Rs.15,000, and Rs. 10,000 for the first, second, and third places respectively, for both the categories. The first prize winners were Priyanka Nayak and Afeefa Rasheed; second prize winners were Shreya and T.M. Hajara Banu; and the third prize winners were Mamatha B and Geo Paul. There were consolation prize winners

too: Joe Anton Jeriff and S. Subbulakshmi. The winners received their prizes from Mr. Karaiadiselvan, and Mr. N. Subbramanian, managing director and vice president respectively, of CADD Centre Training Services Pvt. Ltd.

The competition, a combination of entertainment, competition, and learning, turned out to be a wonderful learning experience for the participants as it brought out their true potential. MI

WORKSHOPS ON PRAGMATIC APPROACH TO AGILE PRACTICES

PMI's *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* Sixth Edition recognizes the importance of agile-based approaches in project management and PMI's *Agile Practice Guide* stresses on a practical approach to agile practices.

In many contexts, project managers need to mix agile-based approaches with a plan-driven approach for better results. The pragmatic approach to agile practices focuses on its practical implementation in the context of a team. Most teams take agile as an undocumented methodology that lacks accountability in practice, while in reality documentation is equally important and accountability needs to be fixed within the team. Such understanding is especially useful for project managers who have so far worked on waterfall models.

In workshops in Bengaluru and Kolkata on 1 October and 4 November, respectively, PMI volunteer Saket Bansal, who is a director at iZenBridge Consultancy, explored ways to make

the best use of agile approaches in project management. The sessions included ways to select the development lifecycle, when to use agile-based approaches or a mix of agile and plan-driven approaches, basics about Scrum and Kanban, the scaled agile framework, and disciplined agile. MI

PMI BANGALORE INDIA CHAPTER
Knowledge Sharing on Engineering and Construction

Chapter board members and speakers at the launch of the E&C PM Footprints

PMI Bangalore India Chapter celebrated the first anniversary of the Engineering & Construction (E&C) Forum recently, with the launch of a monthly knowledge-sharing program, E&C PM Footprints. The E&C Forum is a focused interest group that aims to bring about advancements in the industry through the advocacy of project management standards and best practices. The E&C PM Footprints is on the lines of the chapter's flagship program, PM Footprints.

At the launch ceremony on 26 August, T V Sesha Sai, E&C Forum chair and vice president — projects and initiatives, PMI Bangalore India Chapter, and Basu Dutta, chapter president, spoke about the chapter's initiatives. Around 150 professionals from the industry attended it.

Nejeeb Khan, founder and managing director, KGD Architecture, spoke about the need for the construction industry to adopt innovative architectural designs, construction methodologies, and new-age construction technologies. He said the industry needed to imbibe professionalism, get faster clearances for construction projects, and adopt environment-friendly construction methods. He envisaged a future in which the industry would use self-sustaining construction methods to reduce dependencies on external factors.

Vineet Sharma, regional head – architecture, engineering, and construction, Auto Desk, spoke on new technologies in construction. He said currently the construction industry devotes a mere 1.2 percent of investments to technology, whereas the manufacturing industry spends 3.3 percent on it. He made a case for the industry to move towards digital technologies such as building information modelling, which is an intelligent 3D-model-based process that provides data and insights to those involved in the construction process, ensuring better project management.

The chapter also organized a panel discussion on how to prepare to embrace disruptive change. The panelists were Anil Muthalik, vice president – projects, Bharthiya City Developers Pvt. Ltd.; Hareesh M V, COO, projects & development services, Jones Lang LaSalle; and S J Vijay, chairman, Salmon Leap Associates India Pvt. Ltd. The moderator was Vijay Pandey, chief consulting officer, Management Consulting Services. **MI**

- -

PMI WEST BENGAL CHAPTER
Learn and Earn Sessions, Workshop at XLRI

PMI West Bengal Chapter organized a Learn and Earn session on "Implementation of Lean Concepts in the Construction Sector" in the CSM Technologies campus in Bhubaneswar on 5 August. CSM Technologies assisted the chapter in reaching out to project managers in Orissa.

Chapter president Sumit Kumar Sinha gave the delegates an overview of PMI. Manoranjan Misra, executive engineer, CSM technologies, spoke about Lean concepts in construction projects and touched on various aspects, including their application in the construction

sector and the consequent benefits, value stream mapping, root cause analysis, and last planner tool. He also presented a case study of a bridge construction on the Mahanadi in Cuttack using Lean concepts.

On 9 September, another Learn and Earn session was organized on the topic, "Organizational Change Management for Business Transformation in Digital Era." The speaker was Kallol Basu, business consultant, Tata Consultancy Services.

On 19 August, the chapter organized a workshop for the students of XLRI – Xavier School of Management, Jamshedpur. This was part of the chapter's outreach program to strengthen its student membership base. The workshop team was led by chapter president Sumit Sinha, and comprised chapter office bearers Sudipa Mohanta, Abir Biswas, and Chirabrata Majumder.

Mr. Biswas explained the benefits of being a student member of PMI and how PMI certifications help in building a career in any industry. Ms. Mohanta and Mr. Majumder conducted a quiz on the five Process Groups and 10 Knowledge Areas in the light of the "Dilbert Principle." Dilbet Principles say companies should consider promoting their least competitive employees as a means to reduce the damage that they can do to the company's growth. The discussion was to identify non-productive and productive managers, and how process groups play a part. The team had a meeting with Prof. Rajiv Mishra, head - project & operations management, XLRI, during which Prof. Mishra invited the chapter to organize two sessions for project management students and support the institute in other collaborative engagements with PMI. The chapter conducted elections for six positions in September. Saon Sen Nandi and Rekha Unni, were elected to the posts of secretary and communications respectively.

The board of directors nominated the members for these positions: Pratik Singh for events, Abir Biswas for marketing and strategy, and Chirabrata Majumder for corporate and student outreach. MI

Infocom Conference on Digital Transformation

PMI West Bengal Chapter participated in Infocom, a technology and leadership conference hosted by the Anand Bazaar Patrika Group. The theme for the conference that turned 16 this year was "Digital Transformation." More than 1,000 delegates, 250 CIOs and 100 speakers took part in it from 7-9 December.

Chapter president Sumit Kumar Sinha spoke on the "Role of Agile Project Management in the Era of Digital Technology" at the conference. Infocom organising secretary and associate vice president, and chief IT advisor, ABP Pvt Ltd, K K Mahapatra said the session was highly relevant. Mr. Sinha explained how project management can improve the overall overall efficiency of the project team. He said project management will change the way teams operate in the future to provide better service to customers and drive an organization towards higher agility, transparency, and success.

The PMI stall at the venue provided delegates information about PMI, PMI West Bengal Chapter, and its work in leadership building and mentoring. Chapter vice president Tamal Banerjee and secretary Saon Sen Nandi were among those who represented the chapter at the conference. MI

Chapter members at the PMI stall

PMI NORTH INDIA CHAPTER
Meet & Greet, Knowledge Sharing at British Telecom

Delegates at a session the chapter organized at the British Telecom premises in Gurugram

PMI North India Chapter organized a Meet & Greet event for new members in October. It was an opportunity for those who had recently joined the chapter to network with peers and chapter board members.

The chapter had organized two talks during the event, on "Best Global Practices in Transition and Transformation World," and "The Challenges in Telecom Industry in Relation to Security and Cloud Technology Framework."

These bi-monthly events enable new members to network, learn about the board, explore volunteering opportunities, learn and share best practices, and explore speaking opportunities.

On 10 November, the chapter joined hands with British Telecom to deliver a knowledge sharing session on "Global Project Challenges and Mitigation by Applying Project Management Practices." It was held in British Telecom's Gurugram campus.

It was the second event in the series and enabled the free flow of knowledge, data, and best practices. Some of the challenges that came up for discussion were the

Chapter president Pritam Gautam (left) welcoming a new member

transformation of the telecom industry due to lower revenues, high operational expenditure, stiff competition, exponential growth in data traffic, and new disruptive technologies in network communications. Around 140 delegates attended the seminar. MI

EXPERT TRAINERS.
MOCK TESTS.
GUARANTEED PASS!

Synergy School of Business Skills is India's largest network of management training institute. Our course **PMP® Power Pack** is a coaching and mentoring programme aligned to the PMBOK® Guide. It includes mock tests, expert guidance, help in applying and booking exam slots, and assistance in clearing the PMP® audit.

Courses offered by Synergy

- Project Management Certification Programs
- Project Management Tools
- Scrum Certification
- Oracle Primavera Enterprise
- Operational Excellence
- People Skills
- Customised Corporate Training

Online Courses

- PMP Program
- Employability Skill Development Program
- Scrum
- Six Sigma

We offer

PMP®
Exam preparatory course

PM Elite
- a specially designed course for Project Management Institute (PMI)® certified candidates who want to acquire PDUs and renew their credentials

Get a Certification from Synergy and improve your job prospects right away

www **synergysbs.com**

Synergy®
SCHOOL OF BUSINESS SKILLS

Call: 91761 54433

PMI PUNE-DECCAN INDIA CHAPTER
Monthly Seminars, Workshop on *PMBOK Guide,* PMIeF Activities

Pravin Jain (left) with Narauttam Das

Rajaram Krishnaswami (right) with Narauttam Das

Dhananjay Wagholikar (left) with Ramesh Pattanaik

September was a big month for PMI Pune-Deccan Chapter as it crossed the 1,000 member mark.

PMI Pune-Deccan India Chapter organized monthly seminars on topics of wide interest among project managers. On 23 September, Pravin Rameshlal Jain, technical director, Dataserve Infotech Pvt. Ltd., gave a presentation on program governance. He discussed the need for and purpose of program governance, governance functions, interventions, and key deliverables.

In the October seminar, Rajaram Krishnaswami, PMP, CSCA spoke on "Lessons Learned Review" that covered goals, guidelines, and common practices for lessons learned reviews. The other speaker at the seminar was Mohit Gugale, manager - information security, Persistent Systems Ltd., who spoke on "Information Security for Project Managers."

The November symposium was based on the theme, "Project Management Tools – an Art of Seamless Management." It focused on developing awareness about the types of tools in the market for different scales and types of industry, their features, practical uses, and factors to be considered before choosing a tool. Rajaram Rao, president, Pune-Deccan India Chapter, delivered the welcome note and set the context of the symposium.

Six keynote speakers highlighted the features of different project management tools: Sree Duddilla and Varun Vijayagha from Smart Connect Technologies spoke about UNFYD®PMO; Dhananjay Wagholikar, co-founder, Zilicus, spoke about ZilicusPM software; Rahul Sudame, program manager, Persistent Systems, and agile project management proponent, spoke about the

Kanban technique for management, and the tools Trello and Learnkit; Jay Dholakia, vice president and COO, PMI Pune-Deccan India Chapter, spoke about Microsoft Project tool; Ravi Mirchandani, a senior trainer and career coach, discussed the features of IBM Watson Talent; Ashish Belagali spoke about the Kommbox and MFG, tools for project communication, integration, and the management of stakeholders, risks, resources, and procurement.

In November, the chapter organized a two-day workshop on project management for the departments of mechanical and civil engineering of Walchand College of Engineering, Sangli, in Maharashtra. Industry veterans and chapter volunteers shared their experiences of adopting project management best practices. The experts explained the processes covered in PMI's *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*, and gave an overview of career options available to students. As many as 135 students from colleges in Pune, Sangali, Satara, and Kolhapur attended it. The speakers from the chapter were Girish Kelkar, Rajaram Rao, Narauttam Das, Manavendra Singh, Dipti Kshirsagar, and Ramesh Pattnaik.

The chapter held a workshop on 11 November that provided practitioners an overview of the *PMBOK® Guide* sixth edition. The workshop covered structural changes, changes in Knowledge Areas, processes, tools, and techniques, alignment with agile project management, and the rationale behind the changes. It was conducted by P Seenivasan PMP, PgMP, PfMP, director, Proventures Education and Consulting Services Pvt. Ltd.

As part of its continued outreach efforts towards school students, the chapter held a session on project management as a life skill at Pujya Bapuji Salunkhe Vidyalay, Pargaon Khandala, a rural school on the outskirts of Pune city, on 24 November. There were sessions for students and teachers.

Makarand Hardas, vice president – academic, and chapter liaison for PMI Education Foundation, conducted the sessions. He was accompanied by chapter volunteer, Prajakta Dhamal-Bhoite, who gave a presentation on spoken English skills. A total of 95 students and nine teachers attended the sessions.

Chapter volunteer, Vidya Chavan, conducted a session on "Project Management Skills for Life" for grade 11 students of Hutatma Rajguru Mahavidyalay, a rural school on the outskirts of Pune. Nearly 100 students and four teachers attended this session conducted on 9 November. MI

P. Seenivasan with the chapter team and attendees at the PMBOK® Guide workshop

PMI MUMBAI CHAPTER
PM Conclave 17, Chapter of the Year Award

PMI Mumbai Chapter organized its two-day flagship event, PM Conclave 17, on the theme "Project Management in an Era of Disruption," on 18-19 November in Mumbai. The conference was attended by more than 250 delegates. Speakers from diverse industries shared their experiences along with innovative practices to overcome project challenges.

Keynote speakers included Dr. A. Velumani, managing director, Thyrocare; V Lakshmi Narayana, additional director general of police, Maharashtra; Prabhu Gauranga Das, director,

PMI Mumbai Chapter felicitating PMI Japan team

Raj Kalady inaugurating PM Conclave 17

Govardhan Eco Village; Harshita Gupta, program planning, Team Indus Skywalker; Devesh Rajadhyax, CEO, Cere Labs; Suneel Vora, partner, KPMG; Dr. Anuja Agarwal, associate dean, Mukesh Patel School of Technology Management and Engineering; CH Ravi, deputy director, Advance Training Institute; Puneet Thakkar, managing director, Shivaami Cloud Services; and Alcide Coelho, vice president, Tata Housing. The other speakers were Col. Abdul Khadar, executive director, Bombay Management Association, and Shubhika Bilkha, business head, Real Estate Management Institute, Mumbai. Raj Kalady, managing director, PMI India, and Girish Kadam, appointed PMI Region Mentor 11 also

addressed the delegates.

Besides these talks, there were three tracks with a total of 16 speakers who covered a wide range of topics such as cyber security, ATM calibration, open source solutions, risk predictability, agile project management, real estate challenges, the emergence of internet of things, and thalassemia.

During the conclave, PMI Mumbai Chapter and PMI Japan Chapter held discussions on ways to collaborate to spread awareness about project management. The representatives from PMI Japan Chapter who attended the conference were Noriyasu Sugimura, Rajeev Supekar, Ken-Ichiro Sugiya, and Kentaro Sakamato. The team also made a presentation on "Maintaining Continuity in Disruptions."

PMI Mumbai Chapter has been conferred the Chapter of the Year award in category II at the North America Leadership Institute Meeting in Chicago.

Tejas Sura, who is the chapter advisor, former president, and member of the advisory groups, Chapter Member Advisory Group and International Organization Standardization Member Advisory Group, is the first Indian citizen to have been elected to the PMI board of directors for a three-year term (2018 -2020). MI

PMI PEARL CITY, HYDERABAD CHAPTER
Gyan Lahari Conference, Special Honor for Chapter

The chapter organized its annual project management conference, Gyan Lahari, in July. The theme of the conference was "Project Management – Reinventing Project Management in an Era of Disruptive Change." Experts discussed the need to reinvent project management for business success, customer advocacy, customer retention, managing business uncertainty, and fostering innovation in today's era of business disruptions.

The conference was inaugurated by Swathi Lakra, IPS, additional commissioner of police, crime and special investigation team, who is also known as the super cop of Hyderabad. Ms. Lakra spoke about the 'She Team,' a special squad set up by the Government of Telangana to tackle eve-teasing in Hyderabad. Through the day, dignitaries from different industries addressed the delegates.

The conference organizers made ample use of social media this time by engaging members with innovative content in the weeks leading up to the conference. Volunteer groups connected with members through WhatsApp and LinkedIn.

The chapter bagged the 2017 AP Chapter Membership Challenge for membership growth for two consecutive months (May and June) this year. It also received the honor, "2017 Best Improvement in Membership Retention, Asia Pacific."

In support of its Student Leadership Competency Building initiative, the chapter has collaborated with Vignana Jyothi Institute of Management, Hyderabad, to deliver a project management course aligned to A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition. The program is aimed at building project management competency in MBA students and bridging the gap between academia and industry.

The chapter is working with the National Academy of Construction (NAC) to improve project management practices across the institutes and the board related to the construction industry and is supporting its mandate for project management certification for all officials. The chapter is collaborating with NAC to host its annual project management conference in February 2018 that will target officials from fields related to civil engineering in government institutes.

On 17 November, the chapter, along with Hitachi, conducted a networking session for chapter members. The session was kicked off by chapter member Phalgun Ramaraju, who spoke on "How I as a Project Manager can Transform my Organization Right from Today." He spoke on business agility and how a project manager can spearhead it by leveraging tools and methodologies like Kanban. Satish Jammula from Hitachi spoke on "Project Management in the Artificially Intelligent World – a New Beginning," in which he highlighted how artificial intelligence is becoming commonplace even in project management. He spoke about Knowledge Areas from the PMBOK® Guide that can be taken over by robots in the future, highlighting the importance of upskilling project managers. Members also got a glimpse of Hitachi's industry orientation program for project managers. Over 100 members from the chapter and Hitachi attended this networking session.

(Chapter news contributors are T V Sesha Sai, PMP; Rekha Unni, PMP; Ajanta Sharma, PMP; Narauttam Das, PMP; Pradnya Paithankar; Bhavesh Thakkar, PMP; and Komal Mathur.) MI

CONTAINING VOLATILITY OF SCOPE

Why are software delivery teams eternally engaged in a battle to contain one of the most volatile aspects of software engineering, the scope? Containment of scope is as much an art as it is a science. This article analyzes the root causes of scope expansion.

Since scope is a collection of requirements, let me define 'a good requirement.' A requirement is considered good if it is:

- Unambiguous
- Comprehensive
- Consistent
- Enduring
- Stable

Scope expansion is induced by the two main stakeholders: the customer and the delivery team.

Customer-induced scope expansion
Given below are various reasons for customer-induced scope expansion:

- The customer does not articulate the requirements properly. This can be due to the customer's poor communication skills or lack of understanding of their own requirements. In such cases, it becomes the responsibility of the business analysts of the vendor's team to steer the requirement workshop discussions in the right direction to extract the requirements unambiguously.
- The customer operates in a greenfield (working in a new environment where there is no prior experience) that does not have mature processes and experienced staff to provide unambiguous requirements.
- The customer does not have a central decision-making authority to come up with the final requirement. Before starting the requirement gathering exercise, it is then helpful to conduct a stakeholder analysis to understand the organization structure and identify the decision-makers for each functional area. This will help the delivery team to revalidate the requirements with the right stakeholders, if required.

- The customer is experiencing frequent attrition, losing key people who had defined the requirements. Risk emanating from this needs to be accepted with a mitigation strategy adopted for potential scope instability and expansion.

- A requirement tends to move from a state of instability to stability till that requirement is approved/baselined. Once this milestone is achieved, the requirement stability starts waning due to changes in the business and operational ecosystem. Hence, it is extremely risky to delay the delivery of a signed off requirement.
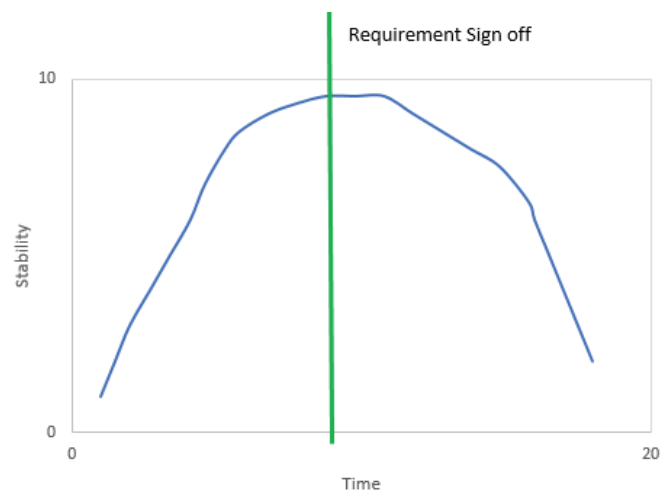
Suresh Randadath,
PMP, TOGAF® 9

Vendor-induced scope expansion
The reasons for vendor-induced scope expansion are explained below:

Skills and Knowledge
- The delivery team is not familiar with the business domain. The vendor needs to take steps to ensure the right skill sets exist in the delivery team before embarking on delivery activities.

Requirement stability over time

- Poor business analysis skills to probe the customer to extract implicit requirements. With business modelling tools (like BPMN), this risk can be mitigated.
- The business analyst is not looking at the requirements holistically. In large transformation projects, this risk is particularly high.
- The poor communication skills of business analysts hamper in capturing requirement.
- Poor communication practices and skills in the delivery team impede the conveying/ translating of the business requirements to the solution building blocks.
- Ambiguous and incomplete requirements are not supported with sufficient assumptions. Unfortunately, there is no easy way to acquire the skills to understand and frame the right assumptions. They can only be acquired with experience.

Software engineering tools

- Poor tools used in capturing and articulating requirements. Completely relying on defining requirements in the chosen language may not be enough, especially when dealing with requirements that have complex business logic, process flows and decision controls.

Management related

- Poor customer management – There is a tendency to gold plate the solution to keep the customer happy. There is not much benefit in adding scope that the customer never asked for explicitly.
- Creeping elegance – This occurs due to over-enthusiastic team members who want to exhibit their technical prowess. These team members tend to add bells and whistles to the solution to make it appear more elegant, though the customer had not asked for those. Project managers should keep an eye on such tendencies.
- The vendor is experiencing frequent attrition of key people who had captured the requirement and were well aware of the customer's business model, their corporate culture, and business strategy and direction. MI

Degree of scope expansion risk related to maturity

Customer Maturity ↑	Low / Moderate	Low
	High	Moderate / High
	Vendor Maturity →	

(Suresh Randadath, PMP, TOGAF® 9, is a senior architect working for CSG, one of the world's leading providers of business support solutions. He has keen interest in studying the internal and external factors that influence software development and delivery, with special focus on governing processes and structures that regulate these factors.)

FOSTERING COLLABORATION, SPREADING KNOWLEDGE

PMI Champions from the east with participants of the PMP® training session in Kolkata

PMI India Senior Champion Kalyan Sathyavada held a three-day workshop in Thiruvananthapuram to help PMI Agile Certified Practitioner (PMI-ACP)® certification aspirants. The workshop was hosted by PMI Trivandrum, Kerala Chapter from 24-26 November and was attended by members of the project management center of excellence team at IBM. There were attendees from India and the USA. The topics covered during the workshop included introduction to PMI-ACP®, agile manifesto, agile framework, agile methodologies and their practices, risk management, quality management, soft skills, and the governance of agile projects.

On 29 November, PMI India champions Samuel Dorairaj, Bhaskar Nagaraja, Abhijeet Palnitkar, and Gowrishankar Chandrasekaran from Intel organized a Project Management Day at Intel, Bangalore Campus. Attended by 80 practitioners, the event provided them a platform to come together and discuss various aspects of project management, besides listening to experts about best practices.

This was followed by a meeting organized by the champions from Intel with others who are part of the Champion Program in Bengaluru. At the meeting that was also attended by champion advisory committee member, Prasann Patil, there were discussions on ways to increase collaboration

PMI Champions at the PMI-ACP® certification workshop in Thiruvananthapuram

among the champions and leverage each other's strengths. The objective of the session was to instil a sense of togetherness in the champion community.

Jaydeep Chakraborty, PMI India Senior Champion, and Subhajit Ghosh, PMI India Champion, facilitated a series of sessions in Kolkata to help aspirants of the Project Management Professional (PMP)® certification examination. Organized by PMI West Bengal Chapter, the sessions on 25-26 November and 2-3 December gave participants an overview of project management standards and useful study tips for the PMP exam. Four professionals from IBM, PricewaterhouseCoopers, and Nokia attended the session.

(Champion update contributed by PMI India Champion Kush Kumar, PMP) MI

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

<u>CLICK HERE</u> TO GO TO CONTEST PAGE.

QUESTION FOR THE DECEMBER ISSUE IS:
WHAT IS THE ONE NEW LESSON FROM 2017 THAT YOU WANT TO TAKE INTO THE NEW YEAR?

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.

HERE ARE OUR WINNERS FOR THE AUGUST SHORT TAKES CONTEST

VISHU SRINIVASAMURTHY, Senior Project Manager, Ericsson
HARATI KAPPARI, Program Manager, Microsoft

What has been the role of your mentor in your life?
Vishu Srinivasamurthy, senior project manager, Ericsson
My mentor inspired me to -
a) Look within and uncover the transformative potential of thought leadership
b) Challenge the status quo and progressively raise the performance bar both for individual growth and the collective good of the organization
c) Take charge of my career, gather courage to take paths less travelled, and invest in myself to maximize my leadership potential that will inspire my team members

Harati Kappari, program manager, Microsoft
Though I have a strong academic background, I was not initially confident in conversing in English, since my medium of study was not English. My husband was a great support and mentor at the time. According to him, the rule of thumb to success was to 'be confident and make sure others understand the essence.' He forced me to talk in English when we went to grocery stores or we were in the US. Soon I started growing comfortable in communicating in English. I got my first job in a good billing per hour role, and since not looked back. He now considers me ahead of him on how I handle things but he still remains my go-to person for important presentations.

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 January 2018.
- 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.
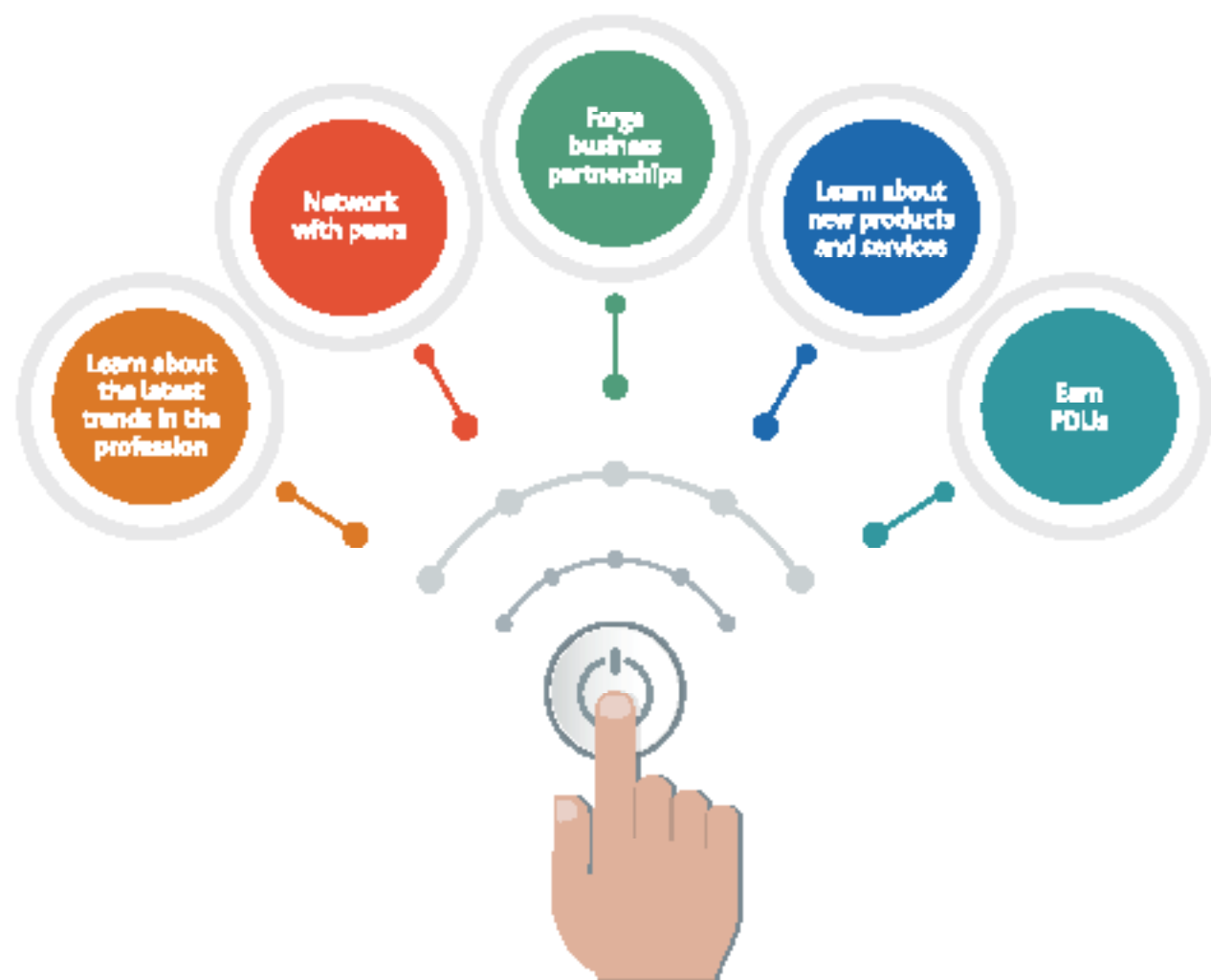
ANNOUNCING

#PMRC18

BLOCK YOUR CALENDAR!

PROJECT MANAGEMENT REGIONAL CONFERENCE

10th MARCH, 2018 | THE WESTIN, PUNE

5 UNBEATABLE REASONS
TO ATTEND THE REGION'S BIGGEST PROJECT MANAGEMENT CONFERENCE

Learn about the latest trends in the profession

Network with peers

Forge business partnerships

Learn about new products and services

Earn PDUs

PMI.
Project Management Institute

PMI

Project Management Institute

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