

MANAGE India

AUGUST 2018



INNOVATIVE METHODS TO BUILD NEW OIL PLANT

BPCL moves to feature-rich new facility to overcome high maintenance, space constraint in 60-year-old plant

WINNING THROUGH DISRUPTION: LEARN FROM THE INNOVATORS

Find out what PMI's latest *Pulse of the Profession*® report says on the effect of digital technologies on organizations



In this Issue



Managing Editor
Raj Kalady

PMI India Communications
Priya Awasare

Project Editor
Panchalee Thakur



PMI Organization Centre
Private Limited 302-305, III
Floor, Balarama, Plot No.
C-3, E Block, Bandra Kurla
Complex, Bandra East,
Mumbai – 400051, India
Phone +91 22 2659 8659
Fax +91 22 2659 2235
E-mail pmi.india@pmi.org
www.pmi.org.in



Design, Spenta Multimedia Pvt Ltd
Peninsula Spenta, Mathuradas Mill
Compound, Senapati Bapat Marg,
Lower Parel, Mumbai - 400 013.
Tel: (022) 2481 1010
Fax: (022) 2481 1021.

- 03 LETTER FROM
MANAGING DIRECTOR
- 04 BY INVITATION
- 05 ANNOUNCEMENT
- 06 COVER STORY
Innovative Methods to
Build New Oil Plant
- 09 FEATURE
Winning through
Disruption: Learn from
the Innovators
- 11 CHAPTER NEWS
- 16 PMI EVENTS
- 20 CHAMPION PROGRAM
UPDATES
- 22 SHORT TAKES

06



16



PMI POLL BOOTH

VOICE YOUR OPINION - AUGUST POLL

I find remote working more productive than working at the office desk.

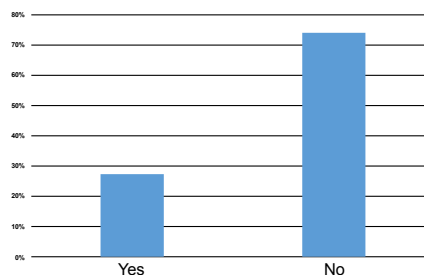
[Click here to fill entry](#)

RESULTS OF THE JUNE POLL

Q. With the business environment fast changing, is work experience becoming redundant?

Yes 27% No 73%

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 Practitioners,

Along with news about the heat wave and floods, came in a positive piece of news – after several years we are going to have a good monsoon this year. This good news for the economy will have a spiraling effect across industries. It wouldn't be over-optimistic to suggest that we can look forward to increased project activity and busier days ahead.

Last month we had the privilege of hosting PMI strategic advisor, Dr. Ed Hoffman, who is the former chief knowledge officer of National Aeronautics and Space Administration (NASA), and academic director, information and knowledge strategy, Columbia University School of Professional Studies. Besides other engagements, Dr. Hoffman delivered the keynote address at PMI Kerala Chapter's annual conference on 9 June. He used his experiences at NASA to elucidate how project management can be adapted for disruptive times, in line with the conference theme.

We are going full steam ahead with our preparations for the Project Management National Conference in New Delhi on 12 and 13 October. Registrations will open in August, and I expect registrations to close quite early. There are some exciting options this time for conference sponsorship. The confirmed speakers so far are PMI President and CEO Mark A. Langley; Ravi Venkatesan, chairman, Bank of Baroda and founder, Social Venture Partners India; spiritual teacher Brahma Kumari Shivani; and Chhavi Rajavat, sarpanch (village head) of Soda in Rajasthan, a management graduate who left corporate life in 2010 to become India's youngest sarpanch. We will keep posting updates on our [conference site](#), so stay locked.

We are introducing a new format, Pitch Perfect, in the conference to let practitioners talk about innovative methods and techniques that they have successfully implemented in their projects. Going by the number of submissions we have received, we will have an interesting mix of ideas and solutions to choose from different industry sectors.

We have created an archive of short video clips of 2-3 minutes each, containing excerpts of keynotes delivered at previous national conferences. You will find this treasure trove of [knowledge and wisdom](#) thought-provoking and highly relevant.

PMI India is now on LinkedIn. I urge you to become a part of our LinkedIn network and receive [PMI news and insights](#) regularly.

We have launched a podcast series, *Projectified™ with PMI*, that has lively conversations on hot topics and emerging trends that are of interest to project managers. If you have not logged on to it yet, here is the [link](#).

In the past couple of months, we have had annual conferences of several chapters. Continuing with our tradition, we have felicitated several longstanding members of Kerala, Bangalore, and Hyderabad chapters at these conferences. My heartiest congratulations to all of them.

In June, there was another cause for celebration. We inducted 12 new Champions in our Champion Graduation Program. Congratulations to the new Champions, and all the best for your efforts in advocating project management across organizations.

Warm regards,

Raj Kalady
Managing Director, PMI India

DOMAIN KNOWLEDGE HONES PROJECT MANAGEMENT SKILLS

BY RITU SINGH



Technology disruption is impacting us like never before. Almost everything is connected, and devices and machines that are not yet connected, are soon getting there.

Everyday we read about adoption or usage of AI, blockchain, digitization, sensorization, 5G, vision-based computing, augmented reality, virtual reality, immersive experience... the list goes on.

These technologies are driving changes in business models, allowing new entrants into the market within a shorter timeframe, and helping new competitors to emerge. New skills are required to manage this adoption and disruption.

It is obvious that these wide-ranging changes are going to challenge both the old ways and the old lens through which we look at the way we work technologies and manage projects.

We are working with technologies that are clearly horizontal in nature. As their adoption has increased, customization to the specific needs of the vertical industries is growing. In simple terms, technologies need to solve problems by morphing themselves to address the unique problems that customers in each domain face. One size does not fit all — and it cannot be truer than in the case of technology.

Additionally, there is the dimension of “ROI of digitization.” This is a question a large number of customers are contemplating while they increase their budgets and wrap their arms around the “digitization-led spend.”

Therefore, we as practitioners in the field of project management have to now:

1. Manage the challenge of rapid digital disruption, and the skills and abilities required to work with them;
2. Understand the challenge of domain-related problems that need to be solved; and
3. Understand the impact of ROI of digitization by the customer.

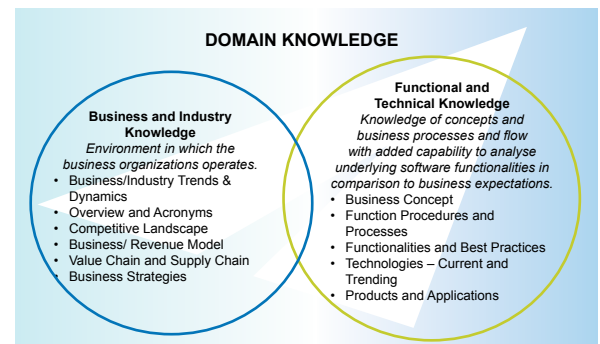
This needs a different approach from what we have been used to. We need to think of different dimensions to understand the dynamics and

influence of all these factors as we go about our daily jobs/projects.

It requires us to add to our repertoire a lot more knowledge about the business and domains that we work for, the business processes, business models, products, and customer relationships.

This article talks about the importance of project managers cultivating domain knowledge in an era of digital disruption.

With increased pressure on how business is done, the competition positioning, the quality of experience, product margins and performance, there is a significant onus on project management to ensure that the end objectives are met.



Project managers used to consider project management itself as a domain, and traditionally focused on the triple constraints of performance, cost, and schedule. Today, we need to fit domain knowledge into the triangle, as project managers are expected to resolve tough business problems and give forward-looking advice to stakeholders, customers, and teams, by applying business concepts with the solid backing of technologies.

Project managers need to have a good mix of business and industry skills, functional and technology skills, with strong project management skills, along with an openness to learn and explore. Just like with the traditional triple constraints, where one affects the other, you cannot simply ignore one of these three factors here. They must be balanced, and must work together.

For a project manager, domain knowledge is no

longer a nice-to-have skill in this era of automation, artificial intelligence, and digital transformation.

Bitcoin is a great example — we need the correct combination of business scenarios, processes, and concepts, and back it with the right technologies for successful application.

Domain knowledge is required in all phases of a project, program or a portfolio to define business needs, validate requirements and decision-making, identify flaws in business processes, enable real-time analysis and testing, and implement procedural improvements. And we need to do all of this, while determining the acceptable performance levels, collaborating across multiple teams, and simplifying information access and sharing.

There are three main deterrents to project managers in cultivating domain knowledge:

1. Vastness of the industry domain makes it less accessible, compared to technical skills. These niche skills are also difficult to ascertain and qualify.
2. Stigma attached to domain skills, since technical skills are considered more important and relevant. There is also a notion of redundancy associated with these skills.
3. Attitude of individuals towards learning newer domain skills/ technologies, and the assumption that the customer has the relevant business knowledge, which can be drawn on a need basis.

An individual project manager can align and adapt to these needs by making “conscious learning” a part of his or her daily ‘to-do.’ While there are conventional methods of learning available, a lot can be achieved by simply aligning to the discussions led by business teams, linking customer, solutions and architecting teams, and aligning to the vertical competency teams within the organizations. Formal and informal conversations with these stakeholders can give valuable insights and information about the customer, and ease the process of learning.

Much has been said about a proactive attitude, temperament and desire to learn. It is these very factors which will drive project managers to be self-motivated in seeking people and information, as they go about proactively building their knowledge base. Once the initial alignment is done, the rest is far easier to accomplish.

The challenge, therefore, is individual project management capacity, and the capability and willingness to unlearn and learn.

PMI Excellence Enablers Forum (EEF) has worked on a project, ‘Cultivating the Functional and Business Knowledge in Project Managers.’ A white paper based on the project will soon be released.

(Ritu Singh is the chairperson of PMI EEF and former head of Cross Content PMO, Thomson Reuters. She now works as a freelance consultant and artist.)

ANNOUNCEMENT

Presenting the winners of the PMNC18 - April and May monthly contests

Tell us why women make better project managers

Winner

Aparna Deshpande
Organization: IBM

Runner-Up
Vivek Chary

Designation: Principal Consultant, Infosys



Tell us what makes a leader aMAYzing

Winner

Pramod Kushwaha, PMP
Designation: Team Leader, C-DOT
(Centre for Development of Telematics)

First Runner-up
Hitendra Pathani

Designation: Project Manager, Appirio
India Cloud Solutions Pvt. Ltd.

Second Runner-up
Sivasantu Das

Organization: Tata Projects Limited.

APRIL

MAY

INNOVATIVE METHODS TO BUILD NEW OIL PLANT

BPCL MOVES TO FEATURE-RICH NEW FACILITY TO OVERCOME HIGH MAINTENANCE, SPACE CONSTRAINT IN 60-YEAR-OLD PLANT

With an installed capacity of 12 million metric tonnes per annum (MMTPA), the Mumbai refinery of Bharat Petroleum Corporation Limited (BPCL) is an important contributor to the country's total oil production. So, when it came to upgrading the facility that dated back to 1955, BPCL decided to build a new plant altogether instead of shutting it down for a long period for the extensive revamping.

But that meant executing a large, complex project within the confines of a fully operational refinery. From conceptualization to finding space for the plant and associated facilities, the Crude Distillation Unit-4 (CDU-4) project was a testimony to using innovative methods to overcome the challenges.

The project was completed on 30 November 2015 at a cost of Rs.1,425 crore as against the estimated cost of Rs.1,458 crore, a full month ahead of schedule.

The newly constructed integrated engineering workshop.



The project team, led by BPCL Mumbai refinery's executive director (projects) M. B. Pimpale, and general manager (projects – planning) L. Ravi, faced a host of challenges.

The space identified for the new plant encompassed the existing workshop complex, fire station and field engineering office. These had to be dismantled to make space for the new plant. The team decided to fully cover the nearby oil catcher to facilitate hot work and other activities during construction.

The challenges at the implementation stage were highly complex. The team devised innovative solutions for these:

Challenges	Solutions
Relocation of the existing workshop that supported the 24/7 operation of all the units	- Construction of a new central workshop was started at the piping storage area - As a stop-gap arrangement, existing shops were relocated to different places within the refinery - A central engineering workshop of 5,800 sqm was integrated in one building
The main civil contractor for the new workshop became bankrupt	The project team directly financed the sub-contractors and got the job done
Relocation of existing tanks and pump house	In an innovative method, three existing tanks were lifted as single units to an adjoining plot. This process saved 2.5 months of time and Rs. 1.05 crore. In the traditional approach, it would have taken two months to dismantle and 12-14 months to construct
Procurement in the least time possible	- Introduced "Dream plan project" with a shorter procurement cycle and faster decision-making - Empowered project team to take decisions

Challenges	Solutions
Mono rail and other structures sprang up near the refinery, making it difficult to transport columns from vendors' sites	- The team decided to fabricate bulky columns at the site - Availed excise tax benefits despite doing the fabrication at the site, which saved costs
- Huge amount of piping across seven technological structures and connecting the plant to other downstream plants - Fabrication, safekeeping and erection of 25,000 spools correctly each time	Used RFID technology on the spools according to the isometric/piping drawings to help identify the right spool during piping work
Space for piping fabrication of nearly 7.5 lakh inch diameter to be completed in 12-14 months	A workshop was identified and hired for this job outside the refinery to speed up work



A large tank being lifted as a single piece and moved to a new location.



Column fabrication work in progress at the site.



The technologically advanced CDU-4 plant of the Mumbai refinery after its renovation.

INNOVATIVE CONSTRUCTION METHODS SAVE TIME, COST

One approach that enabled the project team to squeeze timelines and budget was the modular construction concept for building the steel structures. By directly erecting prefabricated steel structures, the team avoided major structural fabrication work at the site.

Plot clearing activities and construction of new workshops went on simultaneously, enabling the project team to release the plot for project activities in phases.

Civil works for the control room and sub-station building that started early set the pace for the rest of the project. The control room and sub-station were completed within a year — almost a year ahead of schedule. The control room was used as a site office which allowed the team to monitor the project. The completion of the sub-station building ahead of schedule helped the electrical and instrumentation contractor to carry out the activities fast.

NEW PLANT BRINGS ADDED BENEFITS

The new plant, completed on 30 November 2015, has several new features such as a liquid ring vacuum pump as against a vacuum

ejector to reduce the consumption of steam, a blast-proof satellite rack room and control room, and a fully air-conditioned electrical sub-station for enhanced reliability.

The plant has been built with the twin objectives of higher efficiency to achieve enhanced profitability and reduced environmental emissions. Some of the benefits achieved are:

- ◆ Fuel consumption reduced by 40,000 metric ton per annum, thus saving approximately Rs.120 crore per annum;
- ◆ Processing of an additional 3 percent vacuum gas oil, resulting in a yield improvement of 200 TMTA and saving Rs. 197 crore per annum; and
- ◆ Lowering emission levels of sulfur oxides (SO_x) and nitrogen oxides (NO_x) to 10.44 ton from 12 ton per day.

The team has compiled a “lessons learned” booklet that is considered an important document for the organization. It captures project management knowledge to be passed on to new batches of officers who join BPCL.

After commissioning of the CDU-4 plant, the old crude distillation unit and other associated units are being dismantled. This will create additional space for the Mumbai refinery and help BPCL add new facilities in the future. **MI**

WINNING THROUGH DISRUPTION: LEARN FROM THE INNOVATORS

At a time when new technologies are disrupting markets and forcing companies to relook at the way they have done business so far, proven project management practices are becoming critical for survival.

The latest edition of PMI's *Pulse of the Profession®* report, *Next Practices – Maximizing the Benefits of Disruptive Technologies on Projects*, shows that organizations need a new set of approaches and technologies to be successful in this disruptive market.

The report is based on in-depth research conducted online in February 2018 among 1,730 project management professionals globally, including seven PMO directors and seven C-suite executives from major national and multinational corporations.

"Innovator organizations realize that disruptive technologies can give them a competitive advantage by improving customer experience, enhancing employee efficiency, and shortening project timelines," says Mark A. Langley, PMI President and CEO. PMI research demonstrates how organizations that commit to proven project management practices experience better project outcomes.

India is seeing the emergence of innovative business models that are leveraging disruptive technologies. The Government of India wants to make India a US\$ 1 trillion digital economy in the next five years through large-scale adoption of these technologies across industries.

Says Raj Kalady, managing director, PMI India, "In India, organizations across sectors – IT, banking and financial services, e-commerce, healthcare, manufacturing – are embracing disruptive technologies and creating new, innovative products and services. Project management is a necessary ingredient for success both for traditional businesses as they transform themselves into a digital-first business and for new companies that want to establish themselves in a market



that is fast changing."

DISRUPTIVE TECHNOLOGIES AND THEIR IMPACT

In the survey, project and business leaders shared examples of their experiences with the impact of disruptive technologies on projects and project management activities within their organizations.

Among the technologies that have impacted projects the most, survey respondents ranked cloud solutions, Internet of Things (IoT), and artificial intelligence (AI) as the top three. The other disruptors, ranked in the order of their total impact, are 5G mobile internet, voice-driven software, building information modeling (BIM), advanced robotics, 3D printing, blockchain, autonomous (self-driving) vehicles, large-scale energy storage, gene sequencing, and genomics.

As many as 91 percent of the organizations surveyed reported being impacted by these 13 disruptive technologies. A disruptive technology may be either a tool or resource



compared to 48 percent in the case of laggards.

PROJECT MANAGEMENT COMPETENCY BUILDING

Innovators are in the forefront in making changes in the value delivery landscape by acquiring new competencies that will allow them to complete their projects and programs successfully. They are bringing in new approaches to project delivery — predictive, iterative, incremental, agile, hybrid, and next practices (future approaches). Innovators are requiring more expertise in approaches such as agile and hybrid — 83 percent as compared to 66 percent for laggards.

The significance of the PMI Talent Triangle® has increased in these circumstances.

Innovators feel the need for their project managers to have more subject matter expertise and knowledge and delivery standards that are beyond major certifications. As a whole, innovators are involving their project managers more in the value delivery process — 76% — as managers of change.

For innovators, the role of the project manager now includes these three key aspects: advocacy for technology, supervision of course correction, and an authority on disruptive technology.

The findings of the *Pulse of the Profession*® suggest that organizations need to develop new practices to deepen their delivery capabilities. They need to evolve and experiment with their traditional project management approaches; they need to develop virtual teams that bring together ideas, talents, resources, and opportunities into the organization; and they need to design workspaces for increased collaboration.

Organizations that follow the example of innovators will see success. Some important lessons to adopt are: view disruptive technologies as an opportunity to become more competitive; focus on the value delivery landscape to help navigate disruption; and enable the project manager to play a more strategic role in managing disruption. [MI](#)

[You can download the report here.](#)

employed in production (e.g., AI or 3D printing), or it may be the finished product or service itself (e.g., self-driving vehicle).

These disruptors are outperforming established players by addressing gaps in the market, forcing organizations to re-evaluate strategy and value. These game-changing technologies are transforming how we sell, market, communicate, collaborate, educate, train, innovate, and much more.

SOME KEY HIGHLIGHTS FROM THE RESEARCH

- ◆ 71 percent of the projects of innovators meet the original goals or business intent as compared to 60 percent in the case of laggards. Innovators are organizations with a mature digital transformation strategy, are risk tolerant, and have adopted and made disruptive technologies a priority, as opposed to laggards;
- ◆ 84 percent of innovators say the cloud is giving their organization a competitive advantage, compared to just 57 percent of laggards;
- ◆ 62 percent of innovators say IoT is giving their organization a competitive advantage, compared to just 26 percent of laggards;
- ◆ 60 percent of innovators say AI is giving their organization a competitive advantage, compared to just 22 percent of laggards;
- ◆ 9.9 percent of every dollar is wasted due to poor project performance, which is more due to poor implementation rather than flawed strategy;
- ◆ 67 percent of the projects of innovators are completed within the budget as compared to 55 percent in the case of laggards; and
- ◆ 61 percent of the projects of innovators are completed on time as

PMI KERALA CHAPTER Annual Conference Waves2018



PMI Kerala Chapter conducted its eighth annual project management conference, Waves2018, on 9 June at Ramada Resorts in Kochi. The theme, "Adapting Project Management For Disruptive Times," was chosen in view of the challenges constantly thrown up by global and local disruptions. The aim was to explore how these could be leveraged and converted into opportunities using project management practices.

The event saw enthusiastic participation from over 300 delegates from various industry sectors such as IT, aerospace, construction, oil & gas, banking and finance, as well as various state departments.

Chapter president Dr. Krishna Kumar TI listed the recent achievements of the chapter, including introduction of the PMI Kerala Awards in Waves2018 and participation of student delegates from the Academia Student Forums of three educational institutions — Rajadhani Business School, Amritha Vishwa Vidyapeetham, and TKM Institute of Management. He also disclosed that the chapter is in the top 50% in member retention and member satisfaction.

The event was inaugurated with a traditional lighting of the lamp by the five chief guests: Dr. J Alexander, IAS, former cabinet minister



and chief secretary, Government of Karnataka; Prakash Bare, producer and actor; Dr. Krishna Kumar; Raj Kalady, managing director, PMI India, and Anu Francis John, co-director of Waves2018.

Dr. Alexander lauded the unique reception of delegates by Sayabot, a humanoid robot, courtesy Asimov Robotics, Kochi. He concluded his keynote address with advice in the form of a Malayalam song. The chapter announced the winners of the PMI Kerala awards, introducing each of them to the audience with a video highlighting their select projects.

Raj Kalady spoke on 'Preparing for Disruption', based on his real-life experience of facing a very disruptive scuba diving expedition and the lessons learned from it.

The audience had the privilege of listening to PMI Strategic Advisor Dr. Ed Hoffman, who is the former chief knowledge officer of National Aeronautics and Space Administration (NASA), and academic director, information and knowledge strategy, Columbia University School of Professional Studies. Dr. Hoffman presented his views on the conference theme through case studies from his experiences at NASA.

Thirteen members of the chapter were felicitated with the Long Standing Member Award from PMI India, for being with the chapter for over eight years.

Ramam Atmakuri, founder and past president of the PMI Pearl City, Hyderabad Chapter, explained how his project management expertise has helped in his current position as the executive vice chair at LV Prasad Eye Institute.

The post-lunch session addressed by actor-producer Prakash Bare saw the audience being updated on the disruption faced by the Malayalam movie industry. Having been a technopreneur himself, he explained the adverse fallout of the lack of agility in adapting to disruptive changes, and listed the steps the Malayalam movie industry could take to regain its old glory.

There was a panel discussion following the keynote address of Koshy Mathew, executive director, EY Global Delivery Services. The panel comprised Dr. Najeed Zakaria, chairman of CREDAI, Kerala; Sanil S K, managing director, MarketFed; Brajesh Kaimal, co-founder, Experion Technologies; and Rajeev Rajasekhara Panicker, group project manager, Infosys. The panel highlighted the myriad opportunities presented and challenges posed by current-day disruptions and our preparedness for facing them. Salil Jose Ambatt, who currently leads the product engineering function for application services at DXC Technology, Kochi, was the moderator. [M](#)



Dr. Ed Hoffman, former chief knowledge officer of NASA, delivering the keynote address at Waves2018.



Volunteers who made Waves2018 a huge success.



It was a full house at Waves2018.

PMI Kerala Awards



Hoffman at the awards presentation ceremony.

This year, the chapter instituted the PMI Kerala Awards in four categories to recognize outstanding performance and contributions:

- Best Management Institute;
- Best Academic Project;
- Best Start-up; and
- Best Socially Responsible Project from Organizations.

The winners were picked by the award committee led by Jayakrishnan G and a review committee comprising Brajesh Kaimal, Rajeev Panicker, and Vikram Kumar B T.

The Best Management Institute award was bagged by Amrita Viswa Vidyapeetham, Kochi. The Best Academic Project award went to Mohammed Nishad Ashraf from TKM Institute of Management, for his study on project management and cost optimization at Homestead Projects and Developers Pvt Ltd. The runner-up award in this category went to Kripa J. Malayil from Rajadhani Business School, for her comparative study on the implementation of maritime logistics between the Vizhinjam International Seaport in Kerala and Colachel International Seaport in Tamil Nadu.

Extraveltmoney Technosol Pvt Ltd was declared Best Start-up Organization for 2018, while Jobveno.com was adjudged runner-up. The Calpine Group, Kochi bagged the award for Best Socially Responsible Project from Organizations for the project 'Engage' executed by Pratyarpana, the CSR arm of the group. This project, conceived in association with IIM Kozhikode - Kochi Campus looks at adopting government schools to nurture the talents of pupils. Besides providing soccer coaching, selected students are also given academic guidance.

PMI WEST BENGAL CHAPTER

Learn & Earn Sessions

PMI West Bengal Chapter held two Learn, Earn and Networking sessions recently.

The first, on the topic "Blockchain — Promises and Hype," was conducted on 3 July by Sumit Kumar Ray, head – strategy and innovation, utilities industry solution unit, TCS. He gave an overview of blockchain technology, the types of blockchain in use, the challenges in this technology and the emerging ecosystem, citing real-life examples and cases studies.

The session was highly interactive. Chapter president Sumit Kumar Sinha gave a summary speech at the end of the session.

The other session on "Project Management in Cloud-based Projects," was conducted by Avijit Sen, business sales and development manager, IBM Global Business Services, and attracted participants from various sectors. [MI](#)



Sumit Kumar Sinha with Sumit Kumar Ray at the session on blockchain technology.

Participation in PM Conclave

The chapter participated in the project management conclave at Ranchi on 2 and 3 June and discussed its association with corporate houses, the government sector and NGOs. Delegates drew attention to the rich experience of its members in successfully implementing state-of-the-art technology, and outlined how the chapter could help the steel industry.

They also explained how the chapter has customized courses to support different industries and buttressed their presentation with case studies.

Impressed, MSME Tool Room, Jamshedpur has invited the chapter for further discussions as it seeks ways to improve local expertise. [MI](#)

Colombo Conference

Chapter representatives participated in the two-day Regional Project Management Conference 2018 organized by PMI Colombo, Sri Lanka Chapter on 29 and 30 June at Colombo, on the theme “Transformational Leadership for Project Success.” On behalf of PMI West Bengal Chapter, Arabinda Bhar, director - training, presented a case study on “Transformational Leadership for Large Program in NGO Sector to Manage Risk.” He was also a panelist at a discussion on “Risk Management in a Disruptive Environment.” [MI](#)

PUNE-DECCAN INDIA CHAPTER

Lessons for Students and Teachers



Students are all ears at the session on time management at the Pujya Bapuji Salunkhe Vidyalyay, Asawali.

As part of its commitment to providing value support to schools in the region, the PMI Pune-Deccan India Chapter recently organized a two-track training event for teachers and students at Pujya Bapuji Salunkhe Vidyalyay, Asawali, near Pune.

The faculty development program, attended by 31 teachers from four schools around Asawali village, was held in two parts. While the first half was conducted by the empanelled group of professional educators (Super Power Group), the second half was conducted by Leena Gupte from PMI India, Vivek Sonar from Mahindra & Mahindra, who is a senior chapter member, and chapter volunteers. The first session sought to generate awareness about effective communication, change management, importance of effective feedback, and stress

management. The second session focussed on application of project management practices in school projects. Both sessions were conducted in Marathi, the local language.

At the packed first session, the participants chalked out their vision for their school, based on the formula “ $D \times F \times V > R$ ” i.e., “Dissatisfaction with status quo $\times$ First step $\times$ Vision $>$ Resistance.” Sandwich-making activity was used to train teachers on constructive, critical and appreciative feedback. The session concluded with a module on stress management, using games and meditation.

The second part of the program was designed to acquaint the participants with project-based learning. Gupte and Sonar delivered the session. The session laid emphasis on project-based learning and four C's of learning — communication, collaboration, critical thinking



Volunteers from the Pune-Deccan India Chapter who conducted the two-track training event for teachers and students at Pujya Bapuji Salunkhe Vidyalay, Asawali.



Girls at a special session on personal hygiene.

and creativity. In a very short activity, teachers were asked to come up with a project for the school. This activity gave them insights into risk and stakeholder management. Vidya Chavan, a senior volunteer from the chapter, concluded the session with a quick recap of take-aways along with the distribution of "I will..." forms to note a tangible plan of action for the school. Goodies and gifts were distributed to all participant teachers.

The student track was attended by almost 200 students from Std VIII, IX and X. The program was conducted in two parts. The first part, conducted by the Super Power Group, sought to generate awareness about time management. The second session, conducted by Vivek Sonar, sought to introduce project management as a

21st century skill.

A special workshop on hygiene was arranged for female students. Around 95 girls attended this workshop which was conducted by chapter volunteer Deepti Kshirsagar with the help of co-volunteers Sangita Kanse, Anita Singh, and Prajakta Dhamal-Bhoite. Female hygiene and teenage problems are unspoken issues, especially in rural areas. The girls, who were initially hesitant to voice their doubts, opened up towards the end.

The entire program was well received, and the school principal requested that more such training sessions be conducted in the school.

The chapter is planning follow-up sessions to ensure that the tempo does not flag. [MI](#)

Engaging Monthly Seminars

Pune-Deccan India Chapter continued the tradition of monthly seminars with a range of activities for members. The 152nd monthly seminar on 21 April was held at the MCCI auditorium and began with an engaging session on emotional adulthood under the theme "Life Transforming Solutions" by author Manish Dwivedi, who wrote the book, *Are You Willing to Succeed? Yes or Yes!*. Manisha Kulkarni, head of department, MBA, Institute of Industrial and Computer Management and Research, Pune conducted a session on "Relationship of Human Quotient and its Impact on Individual Performance."

New Project Management Professional (PMP)® certification holders were felicitated by the board of directors.

At the 153rd monthly seminar held at MIT School of Technology on 19 May, the first session was on "Scaled Agile Framework (SAFe) Foundations" by Pranjal Swarup, partner manager - India & ASEAN at Scaled Agile Inc. The second session on "Banking Trends and How to Deliver

Technology Transformations" was conducted by Rashmi Jahagirdar from Deutsche Bank. New PMP certification holders were felicitated.

On 16 June, at the 154th monthly seminar held at the Institute of Engineers auditorium, Girish Kelkar, former president of the chapter and founder of V3C3E3 conducted an engaging session on "Critical Success Factors for Projects - Indian Perspective". The second session on blockchain technology was conducted by Makarand Hardas, vice president - academics of the chapter and an experienced technology evangelist. The event concluded with chapter announcements and felicitation of new PMP® credential holders. A volunteers' meet was held after this, and board members explained volunteering opportunities to the 15-odd enthusiastic members who attended. [MI](#)

(Chapter news contributors: Jayakishore S R, PMP; Akhila Gowri Shankar, PMP; Rekha Unni, PMP)

PROJECT MANAGEMENT UNCONFERENCE A HIT



(From right) Stanley Samrat, AVP – Operations Centres; Claire Abraham, director – Enterprise PMO; Yogen Karumbaya, site head – Bangalore; and Jyothi Sivaramakrishnan, AVP – Human Resources, with the moderator at the panel discussion on “Achieving business transformation in a globally disruptive market by re-inventing project management.”

PMI India and the project management community at Thomson Reuters collaborated again for the sixth annual Project Management Unconference event which took place in Bangalore in June 2018. Around 135 delegates attended this event, and the participant profile included Thomson Reuters employees – both project management practitioners and those from other streams – nominees from PMI, Thomson Reuters customers, and partners.

The theme for the UnConference was: “Achieving Business Transformation in a Globally Disruptive Market by Re-inventing Project Management.” It covered the need for disruption in the workplace to create and innovate; using failures to foster a culture of innovation; and leveraging design thinking and agile practices to thrive in chaos.

All the keynote speeches were delivered by external speakers.

Ian Faria, leadership coach and corporate trainer - Talk Temple, spoke about how to effectively handle shifting paradigms.

Sunil Arunodaya, managing director - PFS

Web, took the audience through the intricacies of the role a project manager plays in disruptive and emerging markets.

Pavan Soni, innovation evangelist - Inflexion Point Consulting, brought home the power of innovation for organizations and individuals to deliver great results.

There were also ‘break-up sessions’ for which experts – both external and internal – were brought in to conduct deep-dive sessions on four highly relevant and contemporary topics:

- ◆ All about blockchain,
- ◆ Partnership management,
- ◆ Thriving in chaos, and
- ◆ Bringing creativity into project management.

There was also a panel discussion with Thomson Reuters leaders. The leaders related their personal experiences with disruption and how they handled it. They spoke about initiating disruption as well as handling disruptions that are thrown at us. Innovation and creativity were called out as the essentials in the tool-kit of success and even survival.

The day concluded on a note of high energy following a World Café session. This

is a simple, effective, and flexible format for hosting large-group dialogue, conducted by providing a special environment – often modeled after a coffee shop – around which small groups are seated. Each round is prefaced with a question which the groups are invited to discuss, and later share their insights with the larger audience. The premise of this format is that group wisdom is more than the sum of its individuals' wisdom.

The question for this session was: *Financial services disruption started gradually and now suddenly, disruption is the new normal. According to you, over the next decade what other disruptions could the financial industry face? What are your suggestions to leverage these disruptions to achieve business transformation?*

The answers ranged from bitcoins to cybercops.

KEY TAKEAWAYS:

Amidst numerous insights, three learnings from Unconference 2018 were:

- 1) Disruption is neither all good nor all bad; it is a powerful approach, and when used wisely, it can foster positive change and transformation in both an individual and an organization.
- 2) Innovation is not an option, it is essential for survival. As the markets are moving towards emerging trends like blockchain and artificial intelligence, it becomes every individual's priority to re-invent themselves by stepping out of their comfort zone, and questioning the status quo in order to deliver well in the new paradigms of market places.
- 3) Don't lose the personal touch. Use both sides of the brain and bring to the table your individual talents that come from your personal experiences which cannot be matched by others. In the same spirit, accept, appreciate, and leverage the uniqueness of others in order to maximize the transformational experience.

This event was recognized as a session aligned with the Strategic and Business Management competency and the participants were awarded 7.5 PDUs.

The post-event feedback survey clearly showed that the event was a great success – a resounding 90% of the respondents indicated how well the theme resonated with the audience, and the value that the event added to the participants. [MI](#)

9. After attending the event, do you feel confident enough to handle disruptions, and use them as an opportunity to re-invent and transform your career?



One of the groups in animated discussion at the World Café session.

CONCLAVE ON STRUCTURED PROJECT MANAGEMENT



Panelists at the session on the theme, "Structured Project Management – Aspiration or Imperative?" at the project management conclave at Ranchi.

A two-day project management conclave on the theme "Structured Project Management – the Key to Project Success" was held at the Management Training Institute, Steel Authority of India Limited (SAIL), Ranchi on 2 and 3 June. This conclave, the first of its kind in this region, was organized by SAIL in association with PMI India.

The conclave was inaugurated by Dr G. Vishwakarma, director - projects & business planning, SAIL, in the presence of other luminaries like Atul Shrivastava, director - personnel, SAIL; Raj Kalady, managing director, PMI India; Atul Bhatt, chairman-cum-managing director, MECON Ltd; Kajal Das, executive director - CET, SAIL; and Dr A. N. Das, general manager - HRD, Management

Training Institute, SAIL.

Kajal Das pointed out the importance of project management in the modernization and expansion program of SAIL. Atul Shrivastava reiterated the need for project management in carrying out large and complex projects.

Atul Bhatt shared his experiences of handling merger and acquisition projects and stressed on the importance of a structured approach in such ventures.

Raj Kalady underlined the need for having a structured project management methodology.

In his keynote address, Dr. Vishwakarma discussed the steel industry scenario and the challenges faced by it. He stressed on the importance of project management to ensure smooth balancing of the competing constraints of time, cost and quality. Execution of projects

of large magnitude in SAIL posed their own challenges, he said. The learnings from such challenges could act as enablers for future projects, he pointed out.

He categorized these learning and enabling actions into three phases: conceptualization to award, project execution, and project completion. Pointing out that moving through the project management maturity levels — from low to medium and then to high — needs a paradigm shift for a primarily manufacturing unit like SAIL, he said such a change in management philosophy would require to be driven from the top.

There was a panel discussion on the topic, “Structured Project Management – Aspiration or Imperative?” Panelists included A R Dasgupta, executive director - projects, DSP; Anil Banga, senior vice president - site erection and management, Primetals; Biman Dasgupta, associate vice president, Tata Consulting Engineers; and Anand Dayal, general manager, Indo Danish Tool Rooms.

Sonali Bhattacharya, senior director, Cognizant Technology Solutions, who anchored the discussion, lauded PMI for creating a forum for cross-cultural understanding among its members, enabling them to learn about the practices of others in the profession.

At the session on “Structured Project Management – An imperative for Businesses/ Business Owners,” the speakers were Goutam Deb, general manager - projects, Patratu Vidyut Utpadan Nigam Ltd (PVUNL); Sanjay Tripathi, chief - engineering & projects, Tata Steel; and Suneet Prakash, group head - projects, Aditya Birla Group.

The next session was devoted to consultants, and the theme was “Structured Project Management – An imperative for Service Providers/Consultants.” The speakers were P K Kar, executive director - projects, MECON; Subrata Mitra, joint managing director, MN Dastur & Co. (P) Ltd; and Rajesh Angal, associate vice president, Tata Consulting Engineers.

The second day of the event began with a special presentation by P S Ghose, president and chief of projects, Kalyani Steels Ltd, who stressed upon the need to learn from



Atul Bhatt, chairman and managing director, MECON (third from right) and Raj Kalady, managing director PMI India (second from right), with dignitaries from SAIL (from left) Atul Srivastava, director, personnel; Kajal Das, executive director, Center of Engineering and Technology; Dr. G Vishwakarma, director, projects and business planning; and (extreme right) Dr. A N Das, general manager - HRD, Management Training Institute.

the blunders of past projects and apply the learnings to future projects. He reiterated the need for intertwining project management methodologies to achieve project success.

In the session for project executors/contractors on the theme “Structured Project Management - An Imperative for Project Executors/Contractors” the speakers were T Kumaresan, head, Mining and Metals Group, L&T; and Ulrich Greiner-Pachter, COO & technical director, SMS Group.

In the last session, themed “Ensuring Institutional Support Mechanism for Building Project Management Competency,” the speaker, K R Jagadeesh from BEL Academy for Excellence, shared the framework for building project management competency that was being followed in the Academy, and the benefits derived out of that.

In a brief session, West Bengal chapter vice president Tamal Banerjee highlighted the new activities started by the chapter.

Following this, Subhasish Mitra, general manager - projects, CET, took the audience through the highlights of the different sessions of the conclave. [MI](#)

SOUTH INDIA UPDATES

OPTUM AGILE SUMMIT

PMI India Senior Champion Koti Reddy Bhavanam, PMP, PMI-ACP was a key organizer and end-note speaker at an Agile and DevOps summit organized for 900 employees of Optum on 12 June in Hyderabad. The goal of the summit was to explore the current engineering trends in the agile and devOps space and let new ideas percolate to employees across the company. The summit was attended by Optum employees and had external speakers from the industry.

PMI India Senior Champion Koti Reddy Bhavanam addressing the agile and devOps summit in Hyderabad.



PMP PREPARATORY WORKSHOP

PMI India Senior Champion Kalyan Sathyavada, PMP, PMI-ACP was a key faculty member on two days (1 and 8 July) of the Project Management Professional (PMP)® preparatory workshop organized by PMI Pearl City, Hyderabad Chapter. It was attended by several project managers from different organizations like Novartis, IBM, Tubestar, Deloitte, KPMG, CTS, Amazon, GVK Bio, and GHT India. Kalyan covered the following topics during the workshop: schedule management, cost management, risk management, procurement management, and integration management.

EAST INDIA UPDATES

PMP EXAM PREPARATION SESSION

PMI India Senior Champion Jaydeep Chakraborty, PMP, PMI India Champion Subhajit Ghosh, PMP, PMI-ACP participated as faculty on the final day of the second Project Management Professional (PMP)® exam training session conducted by the PMI West Bengal Chapter, based on *A Guide to the Project Management Body of Knowledge (PMBOK® Guide) - Sixth Edition*. This was a four-day program, held over two weekends — 23 and 24 June, and 30 June and 1 July.

Six professionals from TCS, Samsung, IBM, HSBC, and Huawei Telecommunications India, participated in the session. Besides covering the two knowledge areas — Stakeholder and Communications Management — the champions shared tips on PMP® exam application writing and explained PMI membership to the participants. The trainers covered the adoption of agile project management in the *PMBOK® Guide - Sixth Edition* in detail.

CHAMPIONS-DESIGNATE COME ON BOARD



Delegates sport traditional turbans at the champion program annual meet hosted by PMI India.

PMI India hosted the Champion Program annual meet of 2017-18, on 23 and 24 June. Two passionate volunteers, Abhishek Sharma, PMP, PMI-ACP, PgMP, PfMP and Sumanth Shampur, PMP, hosted the event.

The meet was clubbed with the champion-designate graduation ceremony, during which 12 champions-designate were on-boarded.

The new champions represent organizations like BNP Paribas, Schneider Electric, IBM, Infosys, TechMahindra, Adobe, Intellect Design Arena Ltd, TCS, Standard Chartered Bank, and Capgemini.

The Champion of the Year award went to Abhishek Sharma and Gaurav Jain, PMP, while Mohit Singhi, PMP, Vidhi Raj, PMP bagged the Rising Star award. There were six awardees in the Executional Excellence category: Rajakumar Ramakrishnan, PMP, Ajay Kumar, PMP, Adil Warsi, PMP, Kishore Babu Subramaniam, PMP, Subhajit Ghosh, and Anand Lokhande, PMP, PMI-PBA.

Koti Reddy Bhavanam, Kalyan Sathyavada, and Gowrishankar Chandrasekaran, PMP were chosen for Special Recognition, while Kalyan Sathyavada was adjudged Best Mentor.

There are currently totally 98 champions in the program. PMI Mumbai Chapter President Bharat Bhagat and chapter board members Mitra Wani, Prabhu Rajpurohit and Manish Dedhiya attended the event.

(Champion Update contributor is PMI India Champion Kush Kumar)

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

[CLICK HERE](#) TO GO TO CONTEST PAGE.

QUESTION FOR THE AUGUST ISSUE IS:

THE LATEST PULSE OF THE PROFESSION® REPORT SAYS THAT ORGANIZATIONS NEED TO ADOPT NEW APPROACHES AND TECHNOLOGIES TO BE SUCCESSFUL. MENTION ONE WAY IN WHICH A DISRUPTIVE TECHNOLOGY HAS TRANSFORMED PROJECT MANAGEMENT IN YOUR ORGANIZATION.

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 IS OUR WINNER FOR THE JUNE SHORT TAKES CONTEST

SRICHARAN NARAYANAM, SENIOR PROJECT MANAGER, THE HITECH ROBOTIC SYSTEMZ LIMITED

WHAT IS THE BIGGEST DISRUPTION THAT YOU ARE EXPERIENCING AT THE WORKPLACE? HOW ARE YOU PREPARING YOURSELF FOR IT?

Knowledge is power. In today's ever evolving landscape, it's become a norm to re-invent yourself. With world-class resources at your fingertips and at affordable costs, you can now up-skill to stay relevant. With open online courses like Coursera, Edx, Khan Academy or Masterclasses.com, you can learn directly from folks like Malcolm Gladwell or Garry Kasparov. With mobile apps like Blinkist, you can read or listen to an e-book in just 15 minutes. As it is said, one way to get better is to surround yourself with better people, which in this case could be your Gen Z colleagues. These youngsters know much more than you or may even work faster than you think. The key to up-skill depends on how well you can engage these Gen Z colleagues in your projects or at an organization level. Open house discussions are a great way to engage them. So, to be relevant in today's workplace, enroll Gen Z folks in your projects, go for an online course or log into Blinkist.

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 15 September 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.

#PMNC18

LEARN. GROW. NETWORK. CHERISH.

REGISTRATIONS OPENING SOON



The mega 10th conference promises amazing delegate experiences. Incredible speakers.
Huge networking possibilities. Surprise spot contests. Exciting new sessions.
It's all happening on 12-13 October at the Pullman Hotel, Aerocity, New Delhi.
Don't miss it! **Block your calendar.**

INTERACT WITH ACCOMPLISHED SPEAKERS



Mark A. Langley
President and CEO -
Project Management Institute



Ravi Venkatesan
Chairman - Board of Bank of Baroda,
Author & Ex-Chairman - Microsoft India



B. K. Shivani
Spiritual Leader -
Brahma Kumaris



Chhavi Rajawat
Sarpanch,
Village Soda

FOLLOW US ON



HOSTED BY:



FOR DETAILS STAY TUNED TO
www.pmi.org.in/pmnc18



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