

MANAGE India

MAY 2019

**NEW SUCCESS MANTRA:
PROJECT MANAGEMENT
TECHNOLOGY QUOTIENT**



In this Issue



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PMI POLL BOOTH

VOICE YOUR OPINION - MAY POLL

Robot in my team? I'm comfortable with the idea.

[Click here to fill entry](#)

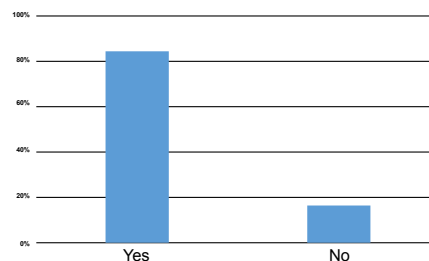
RESULTS OF THE MARCH POLL

**Q. Women make better project managers
than men.**

Yes 82% No 18%

Voice your opinion • Last poll results

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



Dear Reader,

We organized our fifth regional conference in Thiruvananthapuram on 27 April. It was a showcase of project management capabilities of the country and a platform that brought the community together to examine the changing role of the project manager. Several keynote addresses focused on skill development to prepare project managers for the future, tying the discussion to the theme of the conference – *Transformation Made Possible by a Project Manager*. There were seven keynotes by experts from different industries, besides workshops on agile project management and skill development, and an inspirational talk by a social activist. Over 300 delegates from across the country attended the full-day conference. Look out for a special issue on the conference in a few weeks.

The biennial PMI Research and Academic Conference also had its fifth edition this time. The three-day conference was hosted by the Indian Institute of Management Kozhikode and co-hosted by the Indian Institute of Information Technology and Management Kerala, Trivandrum. The theme of the conference was “Project Management in the Emerging World of Disruption.”

Preparations are underway in full swing for the [Project Management National Conference 2019](#) in Hyderabad to be held from 20-21 September. The theme for the annual conference is *Adapt. Transform. Accelerate. Made Possible by a Project Manager*. We have exciting promotions and contests leading up to the conference in which you can take part. This year we have received the highest number of nominations so far for the annual PMI India Awards that will be presented at the conference.

As you know, we are marking 50 years of PMI this year. Throughout the year, we are celebrating this milestone by putting the spotlight back on the project manager. This is

a time for PMI members, credential holders, volunteers, and everyone associated with the profession to reflect on the accomplishments and think of ways to take the good work forward. Get in touch with your chapter to find out how you can take part in it.

We are excited to bring to you PM Edge, a content repository to help young project professionals gain a foundational understanding of project management. If you are just starting out a career in project management, make [PM Edge](#) your destination for all things project management – build your knowledge through articles, videos, and podcasts, use flash cards to understand key concepts, or take short quizzes.

In this issue of *Manage India*, we bring to you insights from our latest *Pulse of the Profession®* report. The 2019 report recommends that project leaders bolster their Project Management Technology Quotient (PMTQ), a capability that is critical for their future readiness. Read our cover story to understand PMTQ and what project leaders from India recommend for organizations and project managers.

Enjoy reading.

Kind regards,
PMI Editorial Team



HOW TO SKILL INDIA?

PROJECT MANAGEMENT IS THE KEY

Effectiveness of skilling depends solely on young professionals acquiring and imbibing project management concepts alongside vocational skills



ALAKANANDA RAO, PMP

In 2020, India is pipped to become the country with the youngest population. According to Wikipedia, the average age of an Indian in 2020 is expected to be 29 years, vis-à-vis 37 years in China and 48 in Japan. Coupled with the rising unemployment rate, this could be a demographic disaster if not managed well. The government has launched massive vocational training projects through Skill India but even then the problem remains largely unsolved.

So where is the gap? While skills address the technical issues of any profession, the application of these skills must result in tangible outcomes. This is where the basic ideas of project management fit in. Youngsters, especially those in technical streams, often receive skills training without knowing where and how these would be beneficial for employment. In the IT industry, this is conspicuous as young professionals without experience are often considered unemployable.

We have observed that students often do not know how to apply the skills that they have learned to real-life situations. They are often stumped when things do not fall in place in a textbook manner. As practitioners, we know that project management is a way of life rather than a skill. Young professionals today must be exposed to basic ideas like monitoring schedules, evaluating risks, and communicating effectively. Even for initiatives like Make in India, the key to success is in integrating the basic tenets of project management in every curriculum of skill development.

A few years ago, as part of Actionaid International, a non-governmental organization (NGO), we used project management for a skill development initiative. We formulated a detailed project management plan involving

the design and deployment of IT training across the rural district of South 24 Paraganas in West Bengal.

We shortlisted potential NGOs working in the area and conducted a review of the educational levels and interest of local youth in learning IT skills. Then we designed and implemented the project in which we partnered with the NGOs to extend basic computer skills to the local youth. Using project management methodology, we conducted regular monitoring of the programs and incorporated feedback to ensure the program was relevant to their needs.

In rural areas, though access to education has improved through government schools and colleges, educational qualification is not sufficient to secure employment, as opportunities are rare. In my continued involvement with IT skills training for rural youth in my current role, I observed that these youth need not just basic skills to operate computers but also skills they can utilize for self-employment as jobs were few in the rural areas.

So how can we make skills training more effective? Can they use these skills to launch their own micro businesses? To manage these entrepreneurial initiatives, project management modules are critical. To match skills to demand, training providers and students need to conduct surveys to explore the kind of services most likely to be used in that region.

For instance, in rural areas weddings and other family events are big affairs. So desktop publishing and photoshop may be good skills for the village youth to learn. Coupled with the technical skills, they must learn about risk evaluation, communications management, and financial planning, which form a part of the overall project management cycle.

One successful enterprise is a printing and photography business by five young women that we helped set up in rural West Bengal. Before setting up the business, these women used project management concepts to find out what services were in demand and then made a business plan. They submitted the business plan to the local panchayat to obtain subsidies to purchase their first desktop computer. They reviewed the possible risks of setting up a shop in a local market run solely by women. Prior to the launch, they also prepared and distributed flyers to advertise their services. The project management skills they utilized helped them set up a small but successful enterprise.

As digital transformation takes place in rural India, digitally skilled professionals will also be in demand to manage projects in village panchayats and other bodies. Skills development curricula must prepare them with basic project management concepts that will prepare them better for these opportunities.

To conclude, in my opinion, the key to the success of Skill India is to integrate every aspect of project management into practice. This way we can reap the dividends of a young population as well as transform our country.

Ms. Alakananda Rao, PMP, is the director and CEO of Alvari Systems Private Limited. A Fellow of the Computer Society of India, she has contributed to the exposure draft review of PMI's A Guide to Project Management Body of Knowledge (PMBOK® Guide) –Sixth Edition.

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Chief Architect 'Train 18'



 **Randall T. Black**
Chair, 2019 PMI Board of Directors

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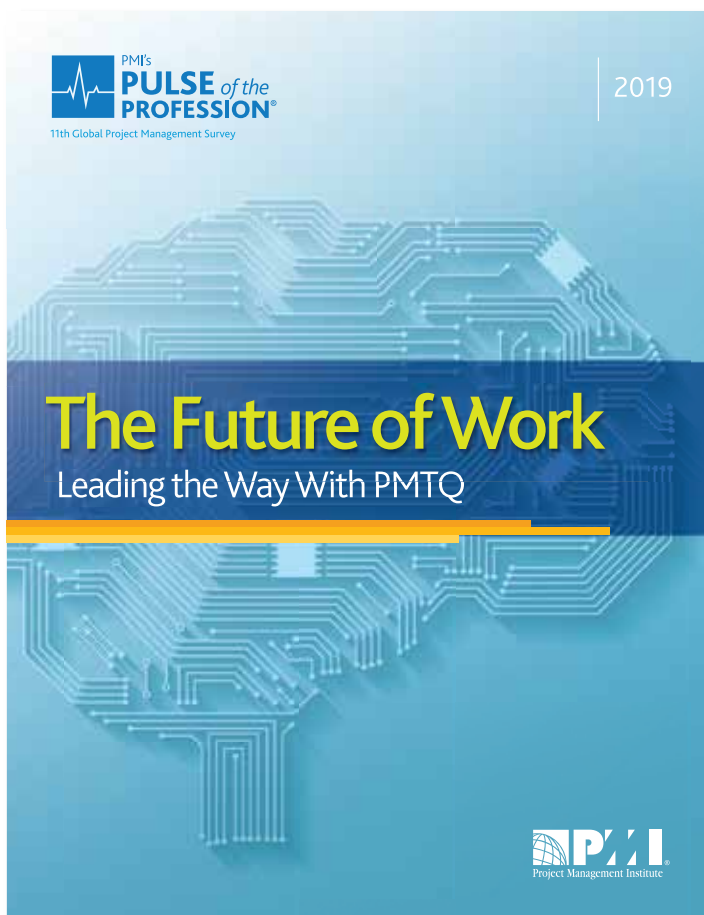
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NEW SUCCESS MANTRA

PROJECT MANAGEMENT TECHNOLOGY QUOTIENT

PMI's Pulse of the Profession® 2019 report recommends that project leaders build their Project Management Technology Quotient (PMTQ) to boost their organization's project performance



Organizations are investing in new technologies to digitize their business offerings and internal and external processes to meet the changing expectations of customers, suppliers and employees. By deploying emerging technologies such as artificial intelligence (AI) and data analytics, businesses expect to align themselves to a digital future. However, technology alone will not prepare an organization for these disruptive times; they also need to improve the readiness of their people.

Project managers must be prepared for the fundamental shift in the way work will be done in the future. One of those changes pertains to the level of technology adoption in projects. The recently released PMI *Pulse of the Profession®* 2019 report recommends that project leaders worldwide evaluate and bolster their Project Management Technology Quotient (PMTQ).

The report, titled *Future of Work: Leading the Way with PMTQ*, indicates that organizations have not improved on project performance over the past five years. They have wasted almost 12 percent of their investment in project spend last year due to poor performance.

Linking project performance to an organization's ability to adapt to new ways of working, the report cautions that few jobs of the future will revolve around a bulleted list of static responsibilities. And that more and more people across roles will be hired to manage a portfolio of projects, and increasingly, those projects will be tied to technology.

UNDERSTANDING PMTQ

PMTQ is a person's ability to adapt, manage, and integrate technology based on the needs of the organization or the project at hand. It is the capacity to adapt to the constant whirl of change brought on by advances in technology. Coupled with the changing nature of work from "job for life" to "portfolio of projects," PMI expects a greater demand for technology quotient combined with project management. PMTQ will be the must-have, make-or-

break skill set.

The *Pulse* defines a high PMTQ as having these three characteristics:

1. **Always-on curiosity:** You're always looking for what's next—trying out new project delivery approaches, ideas, perspectives, technologies. Keeping an open mind, tempered with a realistic point of view, means you know when to integrate emerging project delivery practices without chasing after every new digital trend.
2. **All-inclusive leadership:** You're getting the best out of your team, no matter their age, level on the organization chart, digital knowledge, skillset, or location. You're not "just" managing people but also managing tech—and managing people who know how to manage tech. There might also be some robots on your team. You not only advocate for technology but you're also encouraging your team to do the same.
3. **A future-proof talent pool:** You're recruiting and retaining project professionals with the skills most needed for this digital era. They have the will, the disposition, and the ability to keep up with trends and adapt their skills accordingly. And they help their teammates do the same.

TECH-LED CHANGES IN INDIA

To understand how digital technologies are impacting projects in India and what organizations can do to improve their PMTQ, Manage India spoke to senior practitioners in industries that have seen major technology-led changes.

Mangesh Khunte, PMP, business partner, Cognizant Talent Supply Chain, is responsible for managing the IT services company's talent flow for two of its largest horizontals.

He said that for a service provider the biggest shift has been the move to incorporate digital technologies. Almost all technologies—including testing, software products, data warehousing and security—are being aligned to digital.

"For an IT service provider, generic project management skills are fast losing relevance. We need 'techno project management', in which the project manager can understand

the technical details of a project in order to deliver it. For example, for a data center migration project, the project manager must be familiar with the migration strategy and the hardware needed for it," said Mr. Khunte.

He believes PMTQ is highly relevant as organizations profile their resources on the basis of their ability to adapt to project technologies in addition to classical project management skills. This concept can be used to design training programs to address the gaps.

Vivek Sonar, PMP, PMI-RMP, who heads the program management office and an integrated material cost reduction initiative at Mahindra Rise, has led multi-locational, cross-functional teams in the automotive industry.

On technology advancement in the automotive industry, he said that changes are taking place in not just product design but also product development, manufacturing, sales and customer service.

"In the truck and bus segment, government-enforced technologies have had significant impact on projects in India, such as the regulation to migrate to Bharat Stage VI emission norms by 1 April 2020. Besides this, the mega tech trends that have impacted the auto industry are energy-efficiency, hybridization and electrification of vehicles, alternate fuels, vehicle autonomy, autonomous braking, advanced driver assistance systems, and connected vehicles," explains Mr. Sonar.

He added that together, these technologies have changed the way companies manage the product development cycle, supplier interfaces, the sales and servicing of products, and training and awareness of customers.

PREPPING FOR THE FUTURE

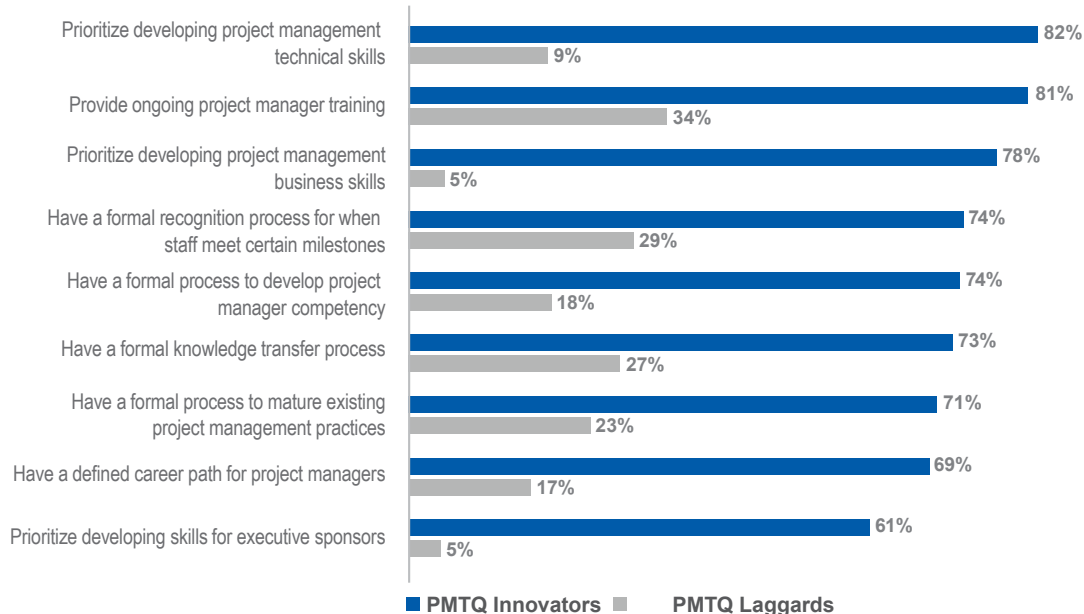
To prepare an organization for a future where projects will be tech-driven, it must work towards a talent pool with a high PMTQ. In the IT services sector, where most organizations are now running reskilling programs, Mr. Khunte points to the willingness to learn as a key attribute.

"I recommend project managers to identify their primary technical skills and work towards developing related secondary skills. Get yourself familiar with PMTQ and benchmark yourself against the requirements. Then create a roadmap to improve your PMTQ either through training or hands-on experience," says Mr Khunte.

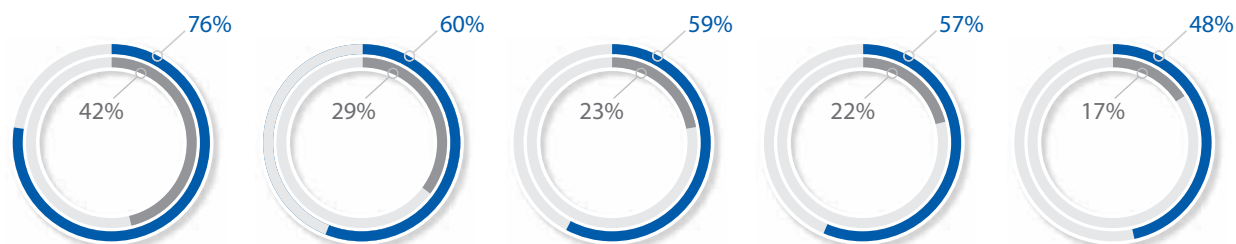
Mr. Sonar advises program managers to move away from charts and Management Information System (MIS) dashboards, and instead get hands-on experience with new technologies.

"Program managers, like any of their team members, will have to be curious and get involved in understanding the scope, contents, interfaces and associated impact of the technologies being developed into products. This understanding is going to be key in successfully managing projects," he says.

PROCESSES AND CAPABILITIES: PMTQ INNOVATORS VERSUS THE PMTQ LAGGARDS



APPROACHES USED: PMTQ INNOVATORS VERSUS THE PMTQ LAGGARDS



Besides being adaptive and possessing the drive to stay ahead of the curve, he believes program managers must be skilful in managing stakeholders. “Only those with a high level of passion and energy—coupled with a hunger for learning new things—can triumph,” he adds.

PMTQ INNOVATOR OR LAGGARD?

The 2019 Pulse report has identified ways in which an organization can become a PMTQ innovator. The following are key factors:

- Put technology front and center: Harness digital solutions to gain a competitive edge.
- Build digital fluency across the enterprise: Reskill and upskill teams so that they can adapt to shifts in the value delivery landscape.
- Reimagine career journeys: Partner project leaders with human resources teams to craft robust career paths that meld project

management expertise with leadership skills and digital acumen.

- Think Talent Triangle: Marry your PMTQ to the emotional quotient and intelligent quotient. As the PMI Talent Triangle® illustrates, the new professional reality demands a combination of technical and project management skills, leadership skills, and strategic and business management skills—along with the ability to learn and keep pace with technology.

The report found that PMTQ innovators demonstrated a strong ability to shift their way of getting work done. These organizations were also far better prepared to adopt change management, hybrid project management practices, design thinking, agile techniques in project management, and DevOps.

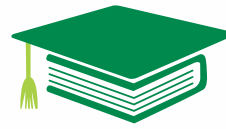
Pulse data show that PMTQ innovators save money, improve stakeholder satisfaction rates, and cut the amount of project investment wasted due to poor project performance by almost half—8.5 percent versus 16.3 percent. Clearly, PMTQ will be critical as organizations look for higher project success and business sustainability in the digital age.

[Read the complete report.](#)

ACADEMIA DISCUSSES CHANGING ROLE OF PROJECT MANAGEMENT



Prof Debasish Chatterjee, director, IIM, Kozhikode, (left) and Prof K.N. Satyanarayan, chair, PMI Academic Advisory Group, and director, IIT Tirupati, lighting the lamp.



PMI India presents
Project Management
Research & Academic Conference

28 FEB - 2 MAR 2019 | IIMK, KOZHIKODE

PROJECT MANAGEMENT IN THE EMERGING WORLD OF DISRUPTION



Chief Guest Prof Debasish Chatterjee delivering the inaugural address

The Project Management Research & Academic Conference (RAC) that took place from 28 February to 2 March in Kozhikode, Kerala, focussed on the role of “project management in the emerging world of disruption.”

The biennial professional development conference of academics and researchers that entered its fifth edition this year attracted over 100 delegates. The conference host and co-host were the Indian Institute of Management (IIM) Kozhikode and the Indian Institute of Information Technology and Management Kerala (IITMK), Trivandrum, respectively.

Debashis Chatterjee, director, IIM, Kozhikode, inaugurated the conference, followed by a keynote by Prof. L.S. Ganesh of the Indian Institute of Technology, Madras.

PMI India presented awards to academicians for their extraordinary contribution to project management education and research. Dr.

Karuna Jain, director, National Institute of Industrial Engineering, Mumbai, won the PMI India Distinguished Fellow Award that carries a cash prize of Rs. 5 lakh. Two academicians from the National Institute of Construction Management and Research, Pune, won the PMI India Emerging Scholar Award 2018-19 that carries a cash prize of Rs. 2 lakh each. The winners are Dr. Nilesh Agarchand Patil, assistant professor, School of Construction Management, and Dr. Milind Jagtap, associate professor and head (project engineering & management).

The conference provided an opportunity for industry and academia to come together and share ideas and insights. On the first day, senior practitioners from Tata Consultancy Services, Dassault Systems, and PricewaterhouseCoopers spoke on the theme of the conference.

Dr. Jain led a doctoral colloquium that included Prof Ganesh and Prof Shankar Sankaran from the University of Technology



The award winners with dignitaries at the conference

Sydney. The objective of the colloquium was to provide career advice and guidance to doctoral students. Three doctoral students presented their theses, following which the academic community discussed the topics.

PMI RAC also provides the academic community a platform to present papers on a variety of themes. The themes this year were "Project Management in the Emerging World of Disruption," "Exploring Project Planning from Portfolio to Closure," "Research Trends of Public Private Partnership in Project," and "Research Paradigms in Construction and Infrastructure Projects."

The organizing committee had received a total of 122 papers, of



Prof Saji Gopinath, chair, Research and Academic Conference 2019, speaking at the event.



Prof Rupesh Pati, Conference Co-chair delivering the welcome address

which 49 papers were presented at the conference and 38 papers were included in the conference proceedings. To maintain the integrity of the review process, the papers were selected after a double blind peer review process. That means neither the reviewer nor the author of the paper knew each other's identity. The delegates received a digital version of the conference proceedings that contained the selected papers.

The delegates also visited an arts village managed by the Uralungal Labour Contract Cooperative Society, a 90-year-old co-operative,



Prof. Satyanarayana delivering the presidential address during the inaugural function

that gave them a glimpse of the activities of the organization and how it is improving the lives of artisans.

STAR VOLUNTEERS

In this column, we shine the spotlight on our star volunteers from all eight PMI India chapters who have made immense contributions through their dedication and passion. This is your opportunity to know a little bit about these remarkable men and women from our practitioner community.



PRABHU RAJPUROHIT, CAPM

Secretary, PMI Mumbai Chapter

Research Analyst, Banyan Tree Advisors Pvt Ltd

Been a PMI member since: 2012

What attracted me to PMI: A platform that gave me visibility and charted the growth path for my career.

My proudest volunteer moment: Being a part of the Project Management National Conference 2010 team

A life lesson I learned as a volunteer: Giving back increases your happiness

A person who inspires me: Swami Vivekananda

If I were to start a marketing campaign for PMI, my slogan would be... *Career ke saath bhi, career ke baad bhi* – only and only PMI. (During and after your career, it's PMI and only PMI)



AMIT SHRIVASTAVA

Volunteer, PMI North India chapter

Program Manager, Mahindra Defence Systems Limited

Been a PMI member since: April 2016

What attracted me to PMI: Latest know-how of project management and networking

My proudest volunteer moment: Unexpectedly receiving recognition during Project Management National Conference 2018 and meeting great speakers

A life lesson I learned as a volunteer: No work is small, there is always scope to do things differently and in a better way.

A person who inspires me: Former President of India, Dr APJ Abdul Kalam

If I were to start a marketing campaign for PMI, my slogan would be... Let's learn the art of management



VIJAY NARAYANAN, PMP

Volunteer, PMI Chennai Chapter

Technical Project Leader, M&G Investments

Been a PMI member since: October 2016

What attracted me to PMI: To stay connected with and contribute to the project management community

My proudest volunteer moment: The day I was selected as the Star Volunteer of PMI Chennai Chapter

A life lesson I learned as a volunteer: Taking ownership and leading from the front

A person who inspires me: Mahatma Gandhi

If I were to start a marketing campaign for PMI, my slogan would be... Achieve project success through effective project management.



NABHANIL MONDOL, PMP

Associate Director for Strategy, PMI West Bengal Chapter

Senior Manager, Ericsson

Been a PMI member since: November 2017

What attracted me to PMI: The opportunity to network

My proudest volunteer moment: Completing the chapter's strategy deck

A life lesson I learned as a volunteer: Not your age, it's your willingness that defines how active you want to be

A person who inspires me: Chapter president Sumit Kumar Sinha

If I were to start a marketing campaign for PMI, my slogan would be... Join PMI. Get known for the company you keep.



HARIKUTTAN K

Vice President, Operations,
PMI Kerala Chapter

Been a PMI member since: October 2014

What attracted me to PMI: Learning, volunteering, and networking opportunities

My proudest volunteer moment: When I was elected to the board of PMI Kerala Chapter

A life lesson I learned as a volunteer: Serve above self for the community and society, results will follow

A person who inspires me: Not just one person, but all my mentors and gurus

If I were to start a marketing campaign for PMI, my slogan would be... PMI -- where professionalism syncs with volunteerism



FALGUNI ADBE PMP

Manager, publishing, PMI
Pune Deccan India Chapter

Been a PMI member since: April 2018

What attracted me to PMI: It was more a way of living than just the organized and efficient approach to projects in office

My proudest volunteer moment: Volunteering at the chapter's first 'lounge' session to give members a better understanding of the chapter and writing an article for Manage India Women's Day special

A life lesson I learned as a volunteer: Consistency and persistence are the key to success – whatever the context, it does hold true everywhere.

A person who inspires me: My mother – not just because she is my mother, but because she is a doctor, a child rights activist and the most active and intelligent person I know.

If I were to start a marketing campaign for PMI, my slogan would be... At PMI, project managers are created and strengthened.



NAMITA GUPTA, PMP, PMI-ACP

Volunteer, PMI Bangalore
India Chapter
Associate Vice President,
HSBC

Been a PMI member since: 2012

What attracted me to PMI: My enthusiasm of volunteering, interest in writing, and getting associated with the monthly chapter newsletter and annual conference

My proudest volunteer moment: The positive feedback I received for a special edition of the chapter newsletter, PM Essence, that I was part of

A life lesson I learned as a volunteer: Volunteering looks like a 'giving back' activity but the contentment and inner satisfaction it gives in return is priceless

A person who inspires me: My mentor and outgoing advisory committee member, Amar Bhaskar

If I were to start a marketing campaign for PMI, my slogan would be... Be agile, be hybrid, be up to the project management profession in all respects



KRISHNA MOHAN K, PMP

Volunteer, PMI Bangalore
India Chapter
Head of Program
Management, Quality & Tools,
Nexteer Automotive
India Pvt. Ltd

Been a PMI member since: 2008

What attracted me to PMI: To develop my own skills of public speaking, networking, and meeting key stakeholders of various industries

My proudest volunteering moment: Meeting visionaries and leaders of India such as former president of India, APJ Abdul Kalam; Infosys co-founders N.R. Narayana Murthy and Nandan Nilekani; para-athlete Deepa Malik

A life lesson I learned as volunteer : 'Network is net worth'

A person who inspires me : Carnatic singer and Bharat Ratna M. S. Subbulakshmi

If I were to start a marketing campaign for PMI, My slogan would be ... You will re-discover yourself as you meet new people. Please join us and taste the volunteering journey...



**SRINIVASA SUBRAMANYAM
KATREDDY, PMP**

Volunteer, PMI Pearl City
Chapter

Delivery Manager, S-Square
Systems

Been a PMI member since: September 2017

What attracted me to PMI: Quality and standards

My proudest volunteer moment: Being picked as a Chapter Star Volunteer

A life lesson I learned as a volunteer: If you're not sure, it's better not to commit yourself to something

A person who inspires me: Myself

If I were to start a marketing campaign for PMI, my slogan would be... Earn your stature



ANNOUNCING THE CALL FOR ENTRIES #pitchperfect

Have innovative ideas and techniques that have been used to solve project challenges? Leverage **#pitchperfect** to showcase your achievements on a national platform! #pitchperfect sessions will be held as part of the **11th Project Management National Conference, India 2019** in Hyderabad on 20-21 September.

SUBMISSION DETAILS

- 17 pertinent pitch topics to choose from
- Submit as many pitches as you like!
- Fill in a questionnaire and write a 500 word summary of your pitch
- Send us a 2 minute video about your pitch

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We will be in touch with you if your pitch is selected.

[Click here](#) for complete details and to submit your pitch



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PMI CHENNAI CHAPTER

PMI Chennai Chapter organized three sessions between 24 and 29 April to facilitate knowledge-sharing on project management and provide tips on how to prepare for certification exams. The session in Chennai on 20 April was on an “Introduction to Project Management and Methodologies”. This was followed by two sessions in Coimbatore on 24 April on an introduction to project management and the Project Management Professional (PMP®) certification. Participants learned about the prerequisites for PMP and how to prepare for the gruelling exam. These instructor-led sessions had 70 to 140 participants, with over 100 professionals joining through Skype.

On 25 April, the chapter also held a workshop on the PMP bridge course.



A workshop in Coimbatore for those aspiring to take the PMP bridge course



Participants at a knowledge-sharing session in Coimbatore

PMI PEARL CITY HYDERABAD CHAPTER

WORKSHOP FOR MBA STUDENTS

PMI Pearl City Chapter (PMIPCC) in Hyderabad conducted a 10-day project management workshop for BV Raju Institute of Technology (BVRIT) students to enhance their project management knowledge. More than 45 MBA students attended this program which aims to help students be industry-ready and enable them to complete the Certified Associate in Project Management (CAPM)® exam. All the students cleared the exam at the end of the course. The participants received a course completion certificate on 8 March 2019. The chapter is now working with BVRIT Dean Srinivas Kaipa to conduct such workshops regularly.



Manohar Yerraguntla, PMP, presenting the completion certificate to a student.

MASTERCLASS SERIES



Chapter members at the master class

PMIPCC kickstarted a new initiative of masterclasses for the benefit of the project management community in the Pearl City region. As a part of this initiative, PMIPCC conducts one masterclass every month. This 2.5-hour-long masterclass provides basic awareness of various project management methodologies. Three masterclasses have been conducted so far, covering an overview of agile project management, the project management office, and MS Project.

MEMBERS' NETWORKING MEETING

A networking meeting of PMIPCC members was held on 26 April at Cyber Conventions. More than 150 chapter members attended the meet.

Mr. Srinivas Maram, policy and program officer, Crown-Indigenous Relations and Northern Affairs, Canada, spoke about "How to Lead When You Lack Authority". It was an interactive session.

The chapter included a session on ethics to bring forth some common concerns on the subject. The speaker was Dr. Deepa Bhide, a committee member of the Ethics Member Advisory Group, PMI. Members also learned that the ethics chapter of the Project Management Code of Ethics and Professional Conduct is now available in Telugu. The ethics chapter was translated by some enthusiastic members of PMIPCC. The meeting concluded



(From left) Chitti Ravi Shanker, Sunanda G, Bhaskar Reddy, and Deepa Bhide.

with a session on "Disruptive Practices in the Construction Industry" by Prof. Malla Vijayeta from the National Institute of Construction Management and Research, Hyderabad. The chapter donated the leftover food from the meeting to Robinhood Army that distributes food to the needy.

SCHOOL OUTREACH

The chapter continued with its contributions to the PMI Education Foundation. It organized three sessions for government primary schools -- character building and leadership, storytelling to improve communication, and an activity-based session on developing listening skills. Yelisetty Naga Saujanya, a passionate volunteer, played a pivotal role in conducting these sessions.

PMI NORTH INDIA CHAPTER

ANNUAL GENERAL MEETING

PMI North India Chapter held its annual general meeting (AGM) on 13 April. The full day event saw record registrations, with around 120 members attending the AGM.

There were representatives from across the region, with members joining from Jammu & Kashmir, Rajasthan, Uttar Pradesh, Himachal Pradesh, Haryana, Chandigarh, Punjab, and Madhya Pradesh, besides the National Capital Region.

The full day AGM included introduction to new members, chapter, region and

company ambassadors and recognition of the long-standing members; knowledge sessions on artificial intelligence by Rakesh Pandey, emotional well-being at the workplace by Dr. Ashwani Gupta, insights on procurement in the army by Col. Anuj Sharma, PMP, and blockchain perspectives by Ajay Kapoor, PMP. This was followed by a quiz for chapter members, a musical performance by a chapter ambassador from Rajasthan, an announcement of a tie up between the chapter and Robinhood Army, an NGO, and a Q&A session with the chapter board.

There was also an open house led by Chapter President Manoj K Gupta, and many members came forward to volunteer.

PMI BANGALORE INDIA CHAPTER

MASTERCLASS FOR THE SOCIAL SECTOR



The current and erstwhile Board members of PMI Bangalore India chapter, Tejas Sura, Board of Directors, PMI, Girish Kadam, Mentor – PMI Region 11 with the commemorative plaque to celebrate 20 years of its existence.

The chapter entered into a partnership with Rotary International in Bangalore to share project management knowledge through a masterclass. The masterclass was conducted on 15 February during the Karnataka Corporate Social Responsibility (CSR) Conference. This is an annual event in which over 100 clubs under the Bangalore Rotary district comes together to showcase their activities, achievements, and experiences through keynotes and panel discussions.

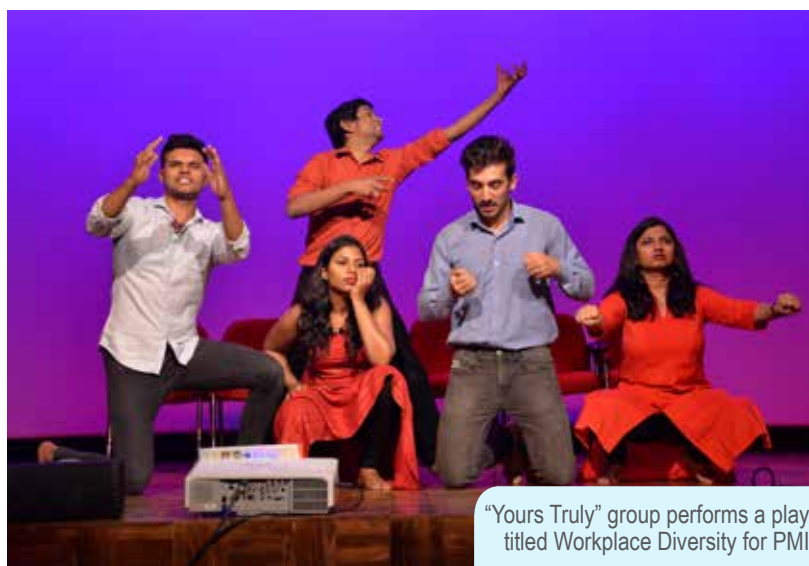
PMI Bangalore India Chapter has identified enhancement of project management competency in the social sector as a thrust area and has been conducting orientation classes, workshops, and other forms of support for NGOs through volunteers. This session covered the concepts of how the CSR program lifecycle has a symbiotic relationship with the project management lifecycle and the success of one is directly dependent on that of the other. The session also highlighted the importance of strong proposal making with detailed stakeholder analysis.

Chapter President Basu Dutta shared the strategic initiative details and past president, Vijay K Paul, conducted the masterclass.

This session had more than 65 participants, mainly office bearers of Rotary Clubs, corporate CSR managers, and NGO leaders.



Young children perform the traditional dance drama of Karnataka, Yakshagana, capturing events from Hindu epics.



"Yours Truly" group performs a play titled Workplace Diversity for PMI

20TH ANNIVERSARY CELEBRATIONS

PMI Bangalore chapter completed 20 years of existence. To commemorate the milestone, over 250 members attended the celebrations held on 16 March at Sir M V Auditorium in Bangalore. Mr. Dutta, and Tejas Sura, member, PMI Board of Directors, unveiled the 20th anniversary memorial plaque.

The first attraction of the evening was a play titled "Workplace Diversity for PMI" by a group called Yours Truly. The play engaged and enthralled the audience, highlighting the emotional connect of the chapter members with PMI Bangalore Chapter. Besides Mr. Dutta and Mr. Sura, Regional Mentor Girish Kadam, and chapter founding members, Amar Bhaskar and Purnajit Chatterjee joined in the fun.

Mr. Sura provided the delegates a glimpse of the plans to commemorate PMI's 50th year celebration. He spoke about a collaboration being planned with the United Nations to dedicate 50,000 hours on social causes.

Next it was time to recognize the past board members, advisory council members, and long-standing members and volunteers.

The audience was treated to a video presentation on the 20-year journey of the chapter. This was followed by a panel discussion on smart cities. The panelists were Lt Col (retd.) Shri Harsha, Ravinder Pal Singh, technology business leader, evangelist and chief technology officer for digital transformation business, Dell EMC; Amit Pareek, country strategy and business development manager and segment manager, Smart Cities, ABB; and Raj Kumar, director, waste management solutions, Zonta.

Next on the agenda was a traditional dance recital called Yakshagana, capturing events from Hindu epics.



Chapter President Basu Dutta delivers an inspirational keynote address on the occasion.



PMI Board member Tejas Sura gives a glimpse of the 50th anniversary celebrations coming up.



Lt Col (retd.) L Shri Harsha a speaker at the panel discussion on Smart Cities

PROJECT MANAGEMENT SYMPOSIUM IN DHAKA

PMI India Champion Subhajit Ghosh delivered a keynote address at the Bangladesh Project Management Symposium on 6 April at Lakeshore Hotels, Gulshan, Dhaka. Mr Ghosh spoke on “Managing Large Programs in the Social Sector to Ensure Sustainable Benefit to Society”.

This was the first such large project management conference being conducted by PMI Bangladesh Chapter. Senior officials of the Bangladesh government, international project management consultants, corporate leaders, and PMI Asia-Pacific leaders attended the event. More than 150 national and international delegates attended the conference.

PMP EXAM PREPARATION

PMI Champion designate, Amrita Banerjee, PMI India Champions Suman Das and Subhajit Ghosh, and PMI India Senior Champion Jaydeep Chakraborty, collaborated with the PMI West Bengal Chapter (PMIWBC) to deliver the first PMP® training program of 2019 by the chapter from 16- 17 March and from 23- 24 March in Kolkata. Ms Banerjee made her debut as a faculty this time. Eight professionals from various organizations registered for the session. A participant from an earlier batch motivated the participants by sharing her experience of successfully making it through the PMP® examination in December 2018. One of the participants in this batch was the owner of DNA Social Welfare Society, an NGO working for the social upliftment of underprivileged children. At the end of the training, she handed over to PMIWBC a memento and a big “Thank you” card made by these children.

PROJECT MANAGEMENT REGIONAL CONFERENCE

Project Management Regional Conference 2019 was held on 27 April at The Sports Hub, Kariyavattom - Trivandrum.

The event was attended by over 200 attendees from various industries. The talks revolved around how project management is touching lives in various areas of society.

PMI India Champions Lincy Sivadas and Sumanth Shampur, along with the PMI India team, had set up a PMI Champions counter to encourage and enlighten the attendees on how to be a Champion and how they could contribute to PMI. They received many queries after the event.

PMP AWARENESS SESSIONS

PMI India Champion Ajit Kanitkar, PMP, and Vijay Pukale, PMP, PgMP, PfMP, and Debangshu Ghose, PMP, were facilitators for a series of PMP® awareness building sessions at TIETO India, Pune.

In all, the sessions ran for over 40 hours and covered the *Project Management Body of Knowledge (PMBOK® Guide)* – Sixth Edition. Around 40 PMP aspirants and practitioners picked up insights and useful tips from the experts. The sessions were held on Saturdays between 13 and 29 November 2018.

TIETO’s learning and development team in India envisaged this training need in September 2018. The training program was then meticulously planned and executed within 90 days.

All three facilitators took part in each session. They used the case study of the construction of the Delhi Airport Terminal 3 to explain the *PMBOK® Guide* process framework.

PROJECT QUALITY MANAGEMENT TRAINING

PMI Finland and PMI Poland Chapters organized a project quality management training on *PMBOK® Guide*–Sixth Edition for a PMP study group on 28 February. It was coordinated by PMI India Senior Champion Gaurav Jain. More than 150 participants from Schengen countries across different industries registered for the session. At the end of the training, the participants had 10 Q&A sessions to recap the training.



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