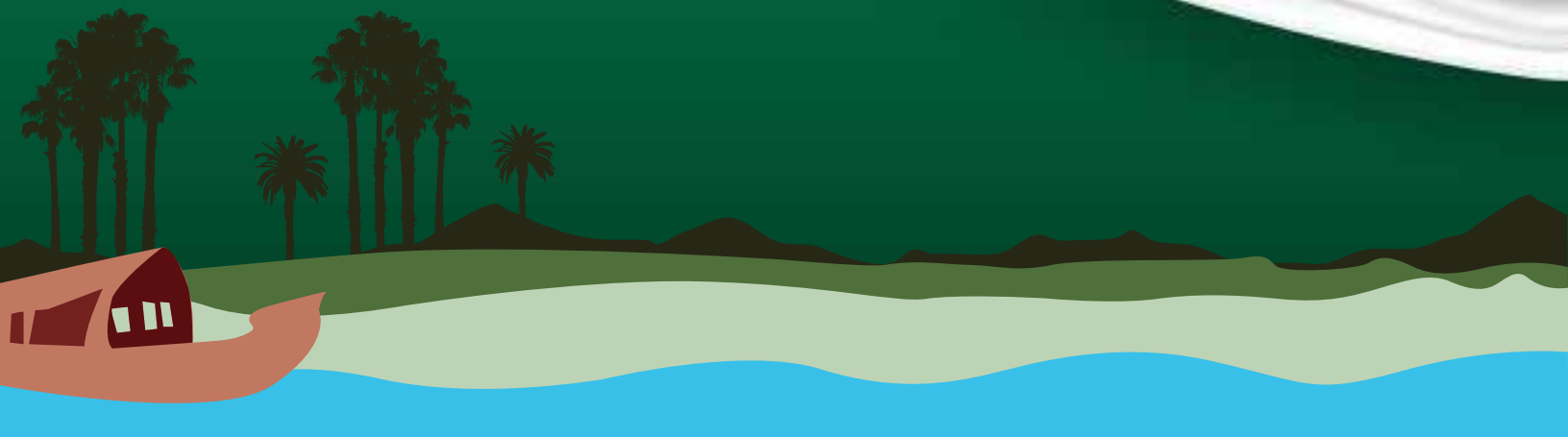


MANAGE India

PROJECT MANAGEMENT REGIONAL CONFERENCE, 2016

INNOVATING PROJECT MANAGEMENT FOR
HIGHER IMPACT

Kochi, Kerala, 13 February





Hotel Crowne Plaza in Kochi, the venue for the Project Management Regional Conference, 2016

- 3 Letters from the Organizers
- 4 Conference Overview
Kochi Kindles Craving for Knowledge
- 6 Keynotes
- 10 Project Management Song
- 11 Special Recognition
- 11 Recognition of Long Standing Members
- 12 Technical Paper Competition
- 14 Key Volunteers and Track Leads
- 15 Photo Gallery

Managing Editor

Raj Kalady

PMI India Communications

Priya Awasare

Publication Project Team

CyberMedia Services Limited (CMSL)

Marketing Communications Division

Project Editor

Panchalee Thakur

Project Manager

Shipra Abraham

Design

Depender Rawat & Ajay Thakur

Cover Design

Ajay Thakur

Web Design

CMSL developer team

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

Raj Kalady, managing director, PMI India



Dear Practitioner,

Last month, Kochi hosted the second Project Management Regional Conference that brought industry leaders, government officials, and project practitioners together under one roof to discuss and share ideas on “Innovating Project Management for Higher Impact.”

It was a great way to welcome 2016, a year that promises to bring in more foreign investments in the country, thereby creating more opportunities for new projects that would require better skills and innovative methods to succeed. The one-day conference provided a platform for business leaders from various industries and the government to explore effective project management techniques for better results.

I'd like to thank our speakers who took time out to share their experiences with the delegates. Special thanks is due to the board members, volunteers of PMI Trivandrum, Kerala Chapter and PMI Chennai Chapter, and PMI India staff who made the conference

Dr. Vikram Kumar B.T., conference chair & president, PMI Trivandrum, Kerala Chapter



Dear Professionals,

After the successful completion of the Annual Project Management Conference of the chapter alternately in Trivandrum and Kochi for the past five years, PMI Trivandrum, Kerala Chapter took the next big step to host the second Project Management Regional Conference on 13 February in Kochi. With over 300 delegates and six keynote speakers from a wide range of backgrounds, it was indeed a successful event.

The speakers shared with the delegates their knowledge and management practices that they have adopted in their careers as project leaders and business heads. I'm confident the learnings from these sessions will provide value to our delegates in their personal and professional lives. Informal learning and sharing continued during the interactive sessions at the end of each keynote and the networking breaks.

I thank the volunteers of PMI Trivandrum, Kerala Chapter, PMI Chennai Chapter for their commitment and dedication, without which such a high calibre event could not have been possible. I also thank the PMI India staff for their unstinted

P. Ramasubramaniam, conference co-chair & president, PMI Chennai Chapter



Dear Professionals,

It was a great pleasure to have jointly hosted the Project Management Regional Conference, 2016, with PMI Trivandrum, Kerala Chapter, last month. Both the chapters used their combined experience of organizing project management conferences to provide delegates a valuable time.

The industry captains covered current trends in project management and how project practitioners must adapt to those to bring out successful projects. These speakers represented different industries, which helped our delegates get insights into practices and the experience of different industries. I'm confident that have found several takeaways from the conference that they can use effectively at work and outside.

We delivered a successful conference thanks to the tireless efforts of our volunteers, with the support of PMI India staff. I'm grateful for their support and look forward to more such opportunities for collaboration.



Over 300 delegates from across the region attend the one-day conference in Kochi.

Kochi Kindles Craving for Knowledge

Leaders from public and private sectors expound their thoughts on innovation in projects at Project Management Regional Conference, 2016

BY PANCHALEE THAKUR

The one-day Project Management Regional Conference in Kochi on 13 February was an occasion to share project management knowledge, recognize project excellence, bring practitioners together, and absorb learnings. Jointly hosted by PMI Trivandrum, Kerala and PMI Chennai Chapters, the conference attracted over 300 delegates from across the region. An additional 50 delegates attended the conference through the live webcast.

Six keynote speakers from different sectors delved on the conference theme, “Innovating Project Management for Higher Impact,” exhorting project managers to look for creative solutions in their projects for better outcomes. The conference theme is highly relevant for the country today as it looks forward to more project activity with the fresh injection of capital and hope into the economy.

The keynote speakers were Commodore G. Prakash, director, Maritime Warfare Centre, Kochi; V.J. Kurian,

IAS, managing director, Cochin International Airport Ltd.; Anthony A. Thomas, chief information officer, GE Global Growth Organization; C. Padmakumar, chairman and managing director, Terumo Penpol Pvt. Ltd.; Prashanth



All rise to pay a tribute to former President of India, A.P.J. Abdul Kalam, and former president, PMI Pearl City Chapter, Suresh Chandra



Raj Kalady lights the lamp along with other dignitaries including Commodore Prakash (third from right) and PMI Trivandrum, Kerala and PMI Chennai Chapter board members (from left) Anu Francis John, Raghunandan Menon, Prasanna S., P. Ramasubramaniam, and Dr. Vikram Kumar B.T.

Nair, IAS, district collector, Kozhikode, Kerala; and V.T. Chandra Shekar Rao, CEO, Shreshta Solutions. The speakers provided food for thought and practical tips on how to manage complex projects, win stakeholder support, adopt new management styles, and make creative use of new digital and social media platforms for project success.

The day began with a tribute to former president of India, Dr. A.P.J. Abdul Kalam. It was also a time to remember former president of PMI Pearl City Chapter, Suresh Chandra, who passed away recently.

In his welcome address, Raj Kalady, managing director, PMI India, said, "It is a good time for project managers in India as the economy looks up again. There will be five lakh new jobs in the country, and many of these will need project management skills." Citing PMI's *Pulse of the Profession*® -



The social media team led by Syed Nazir Razik (right) from PMI Chennai Chapter being assisted by Arun Ravi from PMI Trivandrum, Kerala Chapter

The High Cost of Low Performance 2016 report, Mr. Kalady said that certified project managers in India earn 40 percent more.

PMI India honored the team behind the solar power project in the Cochin International Airport Ltd. (CIAL) for project excellence. CIAL today generates 52,000 units a day, making it the first airport in the world to be entirely solar reliant.

There were several special features this time that provided some light moments. PMI Trivandrum, Kerala Chapter volunteers composed a special song for project managers. The post-lunch session began with an "energizer activity" that got delegates on their feet to shake off any inertia. And a quiz by former PMI Chennai Chapter president, Karthik Ramamurthy, ensured that delegates also had their mind active and alert.



A post-lunch 'energizer session' gets delegates on their feet

Pulse of the Profession® is a trademark of Project Management Institute, Inc

**COMMODORE G. PRAKASH**

director,
Maritime Warfare Centre, Kochi

The defence forces in the country are regarded for their sense of commitment and duty, and the meticulous planning and discipline they display in project execution. Commodore G. Prakash of the Indian Navy took a leaf out of his experiences of leading naval projects under his command and offered useful tips on project leadership.

One of the biggest such projects that he oversaw was the rescue and relief work in Galle, Sri Lanka, after the Indian Ocean tsunami of 2004. He advised project managers to take command over their projects and be proactive in getting the work done. “Be prepared to do anything to get the project done. Do not wait for responsibility to be given to you; do not be constrained by job descriptions,” he said.

A common challenge in projects is unclear scope. He stressed on the need to be adaptable to the end purpose and define the scope yourself.

A lot can happen if you have the support and confidence of the team. “Trust your people implicitly to deliver. Give them their objectives and let them get on with it. You can expect creativity and innovation only when you trust the team and allow them the

freedom to do it their way,” said Commodore Prakash.

However, trust building cannot happen over a single activity but is rather a process that takes place through repeated actions over a period of time for which the team needs to train together and work together. “It is also extremely important to communicate clearly and make sure the other person understands what you are communicating,” he added. His last piece of advice to project managers was to have a sense of humor to help them tide over tough and uncertain times.

The Cochin International Airport may not match some of the other major airports in the country in terms of its size, air traffic movement or the look of the terminal but it has made a name for itself in other areas. It was the first airport in the country to have been completed under public-private partnership (PPP). It has now become the first airport in the world to be operated entirely on solar energy.

V.J. Kurian, who heads CIAL and has been an integral part of the project since its conception, spoke about the innovative approaches that the team has adopted to overcome some of its biggest project challenges.

“When I mooted the PPP model way back in 1992 while I was the collector of Kochi, my seniors called me crazy. It was a new idea, and it was coming from a junior officer with just about nine years of service. It was a difficult task and needed a lot of convincing,” he recalled.

In 1993, Mr. Kurian was appointed as a special officer in charge of the airport project. The biggest tasks that faced him was land acquisition and rehabilitation of people who would be displaced by the project. CIAL bought land from 3800 people, of which 822 were rehabilitated following demolition of their houses. Besides compensation for land, families who lost their property were also given livelihood opportunities at the airport.

“We won appreciation from the World Bank for our rehabilitation work. This is the human face of CIAL, and it was successful because of the sincerity, honesty and commitment of our team. Also when people say, ‘He has not made any money out of it,’ you know you have received the best compliment,” he remarked.

CIAL is now using innovative engineering solutions for a proposal to mount solar panels on canals. With the help of Professor P.K. Aravindran of the Indian Institute of Technology Chennai, the team is proposing the use of reinforced cement concrete instead of aluminium for this project that will reduce installation and maintenance costs.

**V.J. KURIAN**

IAS, managing director,
Cochin International Airport Ltd. (CIAL)

Delegate Question **Q:** When you look back, can you think of anything that you could have done better?

Mr. Kurian: We could have appointed specialists rather than take generalists who needed to be trained extensively. That way we could have saved time. We’re doing that now. For example, in the fire department earlier we had taken people with electrical background and trained them. Now we’re taking diploma holders for these positions.



C. PADMAKUMAR
chairman and managing director
Terumo Penpol Pvt. Ltd.

C. Padmakumar got the attention of the delegates as soon as he began his keynote by laying out his agenda before them – that he would address some of the common concerns of the “much maligned middle management” and take them through lessons from a failed project.

The top honcho of the Trivandrum-based India operations of the Japanese medical devices company had several management lessons for the delegates. “Those who work at the bottom of the management ladder have a defined set of roles. Those at the top have a helicopter view of issues in a company. However, those in the middle get caught (in execution),” he remarked.

Mr. Padmakumar elucidated factors that could make a difference in a project’s outcome by comparing a failed and a successful project that the company had undertaken around the same time. In one case, the company spent 48 months and Rs. 110 lakh instead of the estimated six months and Rs. 80 lakh to complete an enterprise resource planning (ERP) project. In the other case, the company enhanced its factory capacity even as the factory continued to be operational within a budget of Rs. 45 crore and the

estimated timeline of 18 months, and without any production loss though it had factored in eight days of downtime.

“One differentiating factor was that the ERP project did not win the support it needed, while the capacity enhancement project did. Agreement at the top is critical for such projects. The first project suffered because the company had gone through major organizational change and we had failed to account for that,” he said.

Mr. Padmakumar used his experiences of working with Japanese and American colleagues to provide some insights on their unique working styles.

“I have learned some valuable lessons from the Japanese such as their belief in ‘gemba’ or going to the site instead of relying on data alone for project status, the importance they attach to communicating the bad news immediately, their commitment to quality, the lack of hesitation to stop the production line in case they find something lacking, and the extent to which they go in reviews.”

The lessons that he values from the Americans are their action-oriented approach, love for documentation, and lack of hesitation to escalate an issue if it is not resolved.

Delegate Question **Q:** Should communication of bad news be only to the top management? Don’t you think communicating bad news to the team can be demoralizing?

Mr. Padmakumar: Bad news must of course be immediately communicated to the top management. But it must also be communicated to the team. You need the team’s support to quickly find a solution to the problem that you are facing.

Today’s digital enterprises have new ways of doing business which call for an agile leadership style. Anthony A. Thomas spoke about the digital transformation experience at GE, and the new opportunities that digital technologies and data present for business and innovation.

“A GE aircraft engine captures 1 terabyte of information from each flight that it completes. We use that data on the engine’s ‘digital twin’ to understand and predict engine performance in different conditions. We’re now using an open source industry platform, Predix, to turn such operational data into insights for better decision-making,” explained Mr. Thomas.

These are new ways of doing business, and business leaders must imbibe those to stay relevant. “It’s about being customer-obsessed, an end to generic solutions for all, an innovative, outcome-driven approach, risk taking, constant feedback from customers, and re-inventing consistently,” he said.



ANTHONY A. THOMAS
chief information officer
GE Global Growth Organization

To encourage innovation, GE uses an iterative approach to design solutions, celebrate failure to inspire employees to try something new without the fear of being unsuccessful, and respond to change quickly.

“We celebrate failure to tell people that it’s alright to take risks and that we appreciate their effort of doing something over and beyond (their call of duty). When it comes to employee recognition, we need to measure not just ‘what’ came out of an effort but also ‘how’ the effort was made,” he added.

Some of the mechanisms that GE follows for its innovation program are idea pooling to bring people together to collaborate, ‘five whys’ to ask the right questions to get to the bottom of a problem, and ‘why/how laddering’ to start with ‘why’ a problem arose to ‘how’ it can be resolved.

Delegate Question

Q: Do you agree that integration is a big challenge in an iterative model where one project is broken into several elements?

Mr. Thomas: Yes, managing an iterative model and integrating all the elements together is not just about science but also about art. The best approach is to break down a big activity into activities of smaller outcomes.



V. T CHANDRA SHEKAR RAO
CEO
Shreshta Solutions

Projects in the engineering and construction industry are becoming multi-locational, multi-cultural, and worth multi-billion dollars, thereby making construction project management highly complex. “If invention is the mother of necessity, innovation is the mother of business necessity,” said V.T. Chandra Shekar Rao.

The pressure of providing return on investment to clients in capital intensive projects is extremely high, and that pressure falls largely on project managers. He said that clients are unwilling to allow any changes in a project’s schedule in spite of changes in a project’s scope. “That makes it impossible for game-changing innovation during a project’s lifecycle. Innovation must take place outside the project,” he explained.

Mr. Rao believes innovation is a new idea that can be “converted into cash,” or in other words, innovation is a new idea with a tangible business outcome.

He spoke about the role of new technologies in the engineering and construction industry. “Today, with 3D modelling, we can show the client the plan before we start work. With the help of virtual reality, the client can take a walk through the project

model and understand how the final product will look and feel. Real-time data is also helping us to map inventories with requirements and hence manage procurement well,” he said.

A big challenge in large construction projects is stakeholder management. “Project Stakeholder Management as described in PMI’s *A Guide to Project Management Body of Knowledge (PMBOK® Guide)* is extremely helpful in today’s business environment, especially in projects with high visibility,” he added.

Prashanth Nair represents the new, young face of civic administration that is harnessing the power of the Internet and social media to reach out to the public, gather feedback, and crowd-source ideas and resources.

Mr. Nair has a following of over 1 lakh for his Facebook page, Collector Kozhikode, through which he reaches out to people for campaigns, and handles public grievances and queries. A social campaign that he has launched, Operation Sulaimani, is aimed at tackling hunger through crowd-sourcing.

“People associate compassion with altruism, charity, or benevolence. In my view, that approach takes away dignity from the person who is receiving charity. Through Operation Sulaimani, we’re giving hungry people free food without making them lose their dignity. We distribute coupons that someone can use in a restaurant for a meal, and nobody in the restaurant will know that it’s a free meal,” he said.

Another social campaign that Mr. Nair has launched, Compassionate Kozhikode, seeks to improve the lives of those often forgotten by society – those who live in mental health institutes, children's home, and old age homes.

"Soon after I took over as the district collector of Kozhikode, I visited a mental health institute and saw the deplorable state in which inmates live there. I sent the government a list of what is needed at the institute and simultaneously put it up on our website, compassionatekozhikode.in. Within days, we received everything that we needed from the public," said Mr. Nair.

Compassionate Kozhikode does not take money but only donations in the form of supplies that his team has identified. It has also received a good response to its call for volunteers. "Our children's homes now have volunteer tutors who are helping children with their board examinations. I have created Whatsapp groups for each subject through which I get regular updates on their progress," he added. The scholarship program at Compassionate Kozhikode now has a waiting list of sponsors.

He believes youngsters must be exposed to problems in society through volunteering that will make them more conscious citizens.



PRASHANTH NAIR
IAS, district collector
Kozhikode - Kerala

Delegate Question

Q: You belong to a new generation of civil servants who are doing a lot of good work. How has this change come about?

Mr. Nair: The younger generation of civil servants has joined the administrative service as a matter of choice to do something for the larger good unlike in the past when there was no other career choice.

Energizer activity



The Project Manager's Song

PMI Trivandrum, Kerala Chapter volunteers composed a special song for the Project Management Regional Conference. If you are looking for a little inspiration on a troublesome day, this is a song for you to hum. We're reproducing the lyrics below. If you want to hear the song, [click here](#).

LYRICS

If you are in the dark... don't know where to go
would you be the one, who dares to try?
when challenged by the task-
to rise to heights, you've never seen,
or is that too much to ask?

You will be proud of what you've done,
When at the close of day;
You look back on your battles won,
Overcoming challenges
This is your day - a world to win
Great purpose to achieve challenge of your goals

If you are in the dark... don't know where to go
would you be one, who dares to try?
You will be proud of what you've done,
When at the close of day;
your battles won,

This is your day - a world to win
Great purpose to achieve the challenge of your goals
This is your day - a world to win
And believe in your PM competency!
And believe in your PM competency!
And believe in your PM competency!



Lyrics - Inspired from a poem written by Dr.Heartsill Wilson, titled "The Challenge". PMI Trivandrum, Kerala Chapter board member Jayakrishnan P.S. modified the lyrics to give it a project management flavor.

Composed by - Jayakrishnan P.S. and Mathew Thomas

The song was sung by - Mathew Thomas



Composers Jayakrishnan P.S. and Mathew Thomas

Kochi Airport Wins Special Recognition for Solar Project



The team behind the Kochi airport solar power plant project being felicitated by Commodore Prakash. The other dignitaries on the dais include (from left) Mr. Kurian, Mr. Kalady, and Mr. Brajesh Kaimal

PMI Trivandrum, Kerala Chapter presented a special recognition award to the Cochin International Airport Ltd (CIAL) solar project at the Project Management Regional Conference.

The project has earned the recognition for transforming the Kochi airport into the world's first fully solar powered airport. The green airport followed excellent project management in terms of cost, schedule, and scope management. The project team adopted innovative measures to keep the cost per megawatt of power generated low. It is estimated that the solar energy generated will help reduce CO₂ emissions by more than 3 lakh tons over the next 25 years.

The first solar plant of 100 kWp was installed on the rooftop of the international arrival terminal and was commissioned in November 2013. In the next phase, a plant of 1 MWp was installed partly on the rooftop and partly on the ground. The success of these endeavors encouraged the management to turn the airport into an entirely solar-powered facility. In August 2015, that dream was achieved with the installation of a 12 MWp plant. Together, the plants now generate 52,000 units a day, as against a requirement of 48,000 units.

The Kochi airport has another first to its name – when it commenced operations in 1999, it was the first green field airport in India to be operated under a public private participation model. It has also been a commercially profitable venture with dividends being paid out consistently to investors in the past 11 years.

The project's successful management of the tricky issues of land acquisition and the rehabilitation of those displaced have made it to case studies at Harvard Business School, the Indian Institute of Management (IIM), Ahmedabad and IIM, Kozhikode.

Recognition of Long Standing Members

PMI India honored seven chapter members who have completed eight years and more with the PMI Trivandrum, Kerala Chapter. These members are:

- Arun Panicker
- Pankaj Kejriwal
- Sreejith Koottayi
- Sarji Mohammedali
- Ranjithlal Raveendran
- Jayakrishnan Nair
- Biju Therambil



Long-standing chapter members Jayakrishnan Nair, Sarji Mohammedali, and Biju Therambil with their certificates, flanked by Vikram Kumar and Padmakumar on the left and Mr. Kalady on the right

TECHNICAL PAPER WINNER

Experience Based Creativity - Innovative Project Management *Lt. Col. L. Shri Harsha*

Lt. Col. L. Shri Harsha won the technical paper competition for his essay on the need to keep the big picture of project objectives in sight while focussing on innovation-led smaller tasks in a project. He dived into historical examples of project management to understand the evolution of project practices. The paper takes a look at the need for innovation in today's complex processes, and establishes a link between innovative practices and process improvements. Lt. Col. Shri Harsha has defined an innovative practice as the combination of creativity, experience, knowledge, and skills. Over a period of time, these innovative practices result in process improvements and revised organizational process assets and exceptions to standard operating procedures.

"As the project manager transits from standard practices to innovating new practices, education is an integral part of this journey. They should appreciate and develop the ability to leverage creative and innovative practices by integrating them with the standard practices to achieve project and organizational objectives. Finally, it will not be out of place to mention that there is no substitute for experience in this journey of innovative project management practices," he concluded.



Shri Harsha (second from left) receives his citation from speakers Anthony Thomas and Chandra Shekar Rao.

TECHNICAL PAPER RUNNER-UP

'PMPulse' for Large and Complex Programs *Bamini Maheshkumar and Ganapathy Natrajan*

Bamini Maheshkumar and Ganapathy Natrajan won the runner-up award for their paper on what they called the 'PMPulse' model to manage stakeholders in a project. The writers based their 'PMPulse' model, which stands for prepare, understand, liaise, substantiate, and evaluate, on a detailed understanding of stakeholder expectations at different stages of a project lifecycle.

The proposed model is aimed at helping program managers of large and complex projects to understand the pulse of each project they manage including aspects such as project status, risks, and issues for each phase of a project lifecycle. The writers studied findings of leading surveys in 2015 around project failure, besides gathering responses from program and project managers, to draw up the model.

To understand the pulse of every project from the point of view of the stakeholders, the writers conducted online surveys and face-to-face interviews.

"As a result of the stakeholder surveys, the project and change managers were able to clearly see which groups of stakeholders were happy or unhappy with the level of engagement and actively work towards improving relations. When the surveys were carried out further into the programs or projects, we almost always saw an increase in stakeholder satisfaction," they said.



Technical paper author Ms. Maheshkumar receives her citation from Mr. Thomas, and co-author Mr. Natrajan receives his citation from Mr. Rao.

Information. Insights. Observations.

A treasure trove for project professionals!

Research analysis. Survey results. Intriguing case studies and white papers are now just a click away. Stay in touch with the latest in the industry. Start right here!



PMI NTI Case Study

Find out the new practices leading IT companies are adopting to align to changing business realities. [Click here](#)



PMI NTPC Case Study

NTPC Ltd - winner of PMI India award, shares ideas on exemplary use of project methodologies. [Click here](#)



2016 Pulse of the Profession®: The High Cost of Low Performance. How will you improve business results?

Stay competitive by placing strategic focus on people, processes and outcomes. [Click here](#)



Earning Power: Project Management Salary Survey, Ninth Edition

Check out the earning power of project management professionals. [Click here](#)



Excellence Enablers Forum - Case Studies

- When West Meets East: The Cultural Challenges of Offshore Project Management [Click here](#)
- Managing Projects With Remotely Located, Geographically Distributed And Multicultural Teams [Click here](#)
- Managing Attrition in IT Services Industry [Click here](#)



©2016 Project Management Institute. All rights reserved. "PMI" and PMI logo are registered marks of Project Management Institute, Inc.



Raghunandan Menon, conference director



Dr. Vikram Kumar B.T., conference chair



Prasanna, conference co-director



Koushik Srinivasan, compere for the event



Brajesh Kaimal supported in securing conference speakers



Viju Varghese, technical papers track lead



Anu Francis, event management track lead



Deepa Ramachandran, finance track lead



Eldho Rajan, registrations track lead



Jayakrishnan took care of hospitality, welcome kit, & delegate experience



Krishnakumar, marketing and communication track lead



Ramesh Pattnaik, webcast track lead (supported by Dileep K.S. and Kenny Paul)



◀ K.V. Hariprasad, PMI India Champion, along with PMI staff Suvarna Naik Desai attend to delegate queries on the Champion Program at the special booth



The morning rush at registration counters at the venue ▶



◀ Delegates enquiring at the PMI India stall

Karthik Ramamurthy (left) of PMI Chennai Chapter, organizer of Treasure Hunt Quiz, giving away the prize to the winner of the treasure hunt quiz to Binju P. Pathrose. The runners-up of this contest are Vijayanand Narayanan and Hema Menon ▶





◀ Prashanth Nair felicitates a chapter volunteer

The PMI India team along with board members and volunteers of PMI Chennai Chapter and PMI Trivandrum, Kerala Chapter before the curtains come down on the conference ▶



◀ Commodore Prakash interacting with delegates after his talk

A sumptuous spread of local and regional delicacies was served at the conference ▶





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. www.pmi.org

© 2016 Project Management Institute, Inc. All rights reserved.

"PMI," the PMI logo, "CAPM," "PMP," "PMBOK," "PM Network," and "Project Management Institute" are registered marks of Project Management Institute, Inc. For a comprehensive list of PMI marks, please refer to the PMI List of Marks found on our website at www.pmi.org/~media/PDF/Media/PMI_List_of_Marks.ashx or contact the PMI Legal Department.

For Private Circulation Only