

# MANAGE India

AUGUST 2017



## PROJECT SUCCESS PAVES THE ROAD TO GLOBAL LEADERSHIP

PMI India National Conference 2017 will lead discussions on how India must use project management to achieve its development goals

In this Issue



August 2017

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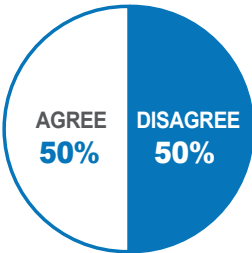
VOICE YOUR OPINION-AUGUST POLL

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

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RESULT OF MAY POLL

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



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when the results come out in the next issue of Manage India.



Dear Practitioners,

I'm delighted to present to you *Manage India* in its new avatar. Change is always exciting; it is about embracing new ideas and experiences, shaking off inertia, and moving in a different direction. I hope you enjoy the new, enhanced features in *Manage India*. It is now handheld-compatible and social-media-integrated. I urge you to read, share, and comment on *Manage India* articles. Look out for new columns in the next few issues.

PMI India's ninth Project Management National Conference to be held on 16-17 September 2017 in Chennai is a few weeks away and we are all prepared for two days of learning, sharing, and networking. Chapter volunteers have worked hard to put together a program schedule that aims to not only enhance the knowledge of our delegates but also provide them life-enriching moments. If you have not registered yet, [click here](#) to be part of the biggest professional development event for the project management community in the region.

We kicked off this year's edition of the PMI India and *The Economic Times* CEO Round Table series on 8 August in Mumbai. It was the first in the three-part, multi-city series of discussions around the theme – *India@75: Opportunities and Challenges*. It was a highly engaging discussion with CEOs from a wide range of industries – infrastructure, telecom, real estate, finance, manufacturing, and consumer packaged goods. The entire event coverage will be published in *The Economic Times* and aired on ET Now in the month of August. It will also be available on the PMI India YouTube channel later for viewing.

The seventh edition of the Champion-designate ceremony took place in Kochi on 17-18 June. I'm extremely proud to see the way this home-grown program has expanded over the past few years. The new Champions represent industries such as IT, infrastructure, pharmaceutical, oil & gas, and media and information. We now have 122 Champions advocating project management in their organizations.

PMI has made the Certified Associate in Project Management (CAPM)<sup>®</sup> examination more accessible and convenient. You can now schedule an online proctored exam at a time and place of your convenience. [Click here](#) to know more.

We will be launching the sixth edition of *A Guide to the Project Management Body of Knowledge (PMBOK<sup>®</sup> Guide)* in September. You can pre-order your copy at the [PMI<sup>®</sup> Store](#).

We will be releasing its Hindi version during the national conference. Members will be able to download their free copy from the PMI<sup>®</sup> Store on our website.

The other resource available for pre-order is *The Agile Practice Guide*. A joint effort by PMI and the Agile Alliance, the guide provides practitioners a deep understanding of the applications of agile project management. [Click here](#) to know more about it.

Our cover story this time is on the theme of the Project Management National Conference 2017, *Project Management — Powering India's Global Leadership*. We are presenting to you a quick roundup of India's strengths across industries and insights from our very own PMI India community leaders.

We would also like to hear your thoughts on India's global leadership. Join the PMI India social media community and tell us what you think. Also, don't miss the opportunity to meet and discuss with fellow practitioners at the conference in September.

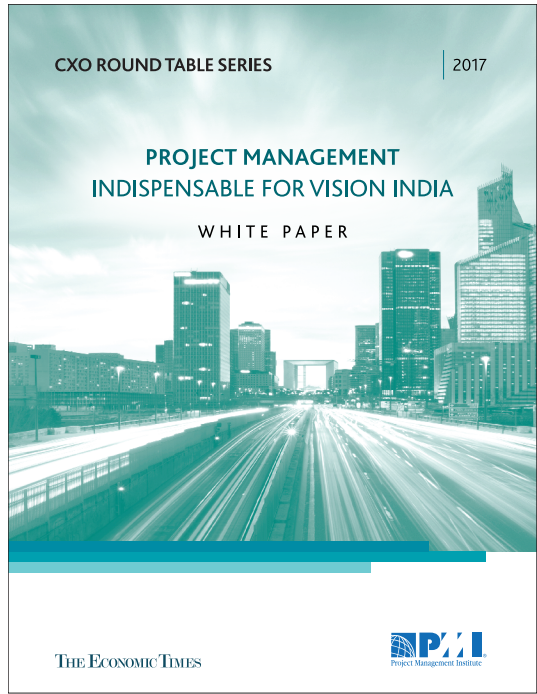
Warm regards,

**Raj Kalady**  
Managing Director, PMI India

# CXO ROUND TABLE SERIES

Project Management Indispensable for Vision India

Manage India publishes the executive summary of a white paper recently published by PMI India in association with The Economic Times. The white paper is based on insights drawn from a series of CXO roundtable discussions that PMI India had organized in 2016, culminating in the Project Management National Conference in Mumbai.



Today, project management success stories abound in India – the largest election in the world in 2014 in which preparations were made for 814.5 million citizens to cast their vote; the largest religious gathering in the world during the Maha Kumbh Mela of 2013 in Allahabad, Uttar Pradesh in which more 120 million pilgrims participated; the Indian Space Research Organisation’s Mangalyaan or Mars Orbiter Mission which at Rs. 4.5 billion (\$74 million) was a successful first attempt at a fraction of the cost compared to other such missions in the world; the new Chattrapati Shivaji International Airport in Mumbai, a world-class structure built around a fully-functional, existing airport, to name a few.

These achievements prove that the country has mature project management acumen. However, to replicate these successes throughout the country – across big and small projects in the public and private sectors – the country needs to produce a sufficient number of certified project managers. How can India add 700,000 more managers every

year for the next 10 years and ensure its growth momentum continues unimpeded?

PMI India and *The Economic Times* jointly organized a series of roundtable discussions across four cities in India that brought business leaders from a wide range of industries and senior bureaucrats together. These discussions were held between September and November 2016, culminating in a session during the PMI India National Conference in Mumbai.

This white paper captures key messages from those discussions: the most nagging challenges, areas that need immediate attention, thought-provoking ideas, and recommendations that will greatly improve India’s overall project performance.

Besides views and insights of experts from both project sites and boardrooms, the white paper features an in-depth interview with PMI President and CEO Mark A. Langley, who highlights the critical link between project management and organizational success. Managing director, PMI India, Raj Kalady writes about the proven benefits that organizations gain when they invest in project management. Besides actionable insights offered by the experts during the CXO roundtables, the white paper features articles from business leaders on various ways to improve India’s project success rate.

The white paper recommends measures to improve project performance in both the government and private sector. First, to address the project management talent gap, organizations must adopt project management as a formal discipline and develop project management competency frameworks. Second, organizations must institutionalize project management training in both standard project management practices and need-based, project-specific training of tools, technologies and processes in a continuous manner. Third, the government must include project management certification as a key criterion in awarding contracts to agencies. And fourth, organizations must build strong, trusting relationships and turn owner-contractor relationships into fair and equitable partnerships. [Click here](#) to read the white paper. [MI](#)



# PROJECT SUCCESS PAVES THE ROAD TO GLOBAL LEADERSHIP

PMI India National Conference 2017 will lead discussions on how India must use project management to achieve its development goals

By Panchalee Thakur

Several factors weigh in India’s favor as it vies for a place among the developed countries in the world. As the second fastest growing major economy with the largest young population in the world, India enjoys an enviable position in the developing world. However, to attain global leadership, it has to maintain the momentum and set the stage for a growth marathon.

State investments in infrastructure creation, policies that encourage a healthy business ecosystem, and a stable and supportive political environment have renewed confidence that India can make it happen at the world stage. But policies, political will, and investments alone will not bring about change – India will need to plan and execute big and small projects

across sectors with a much greater success rate to make a difference on the ground.

PMI’s 2017 *Pulse of the Profession®* showed that organizations in India reported the lowest average monetary waste on projects compared to other regions, which was US\$ 73 million per US\$ 1 billion invested, followed by China and the Middle East.

While this is encouraging, India still has a long way to go, to achieve consistency in project performance across sectors.

PMI India National Conference in Chennai will bring experts from different fields together to discuss how the country can use project management to accomplish its socio-economic goals. The conference theme, *Project Management — Powering India’s Global Leadership*, will draw thoughts and ideas

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from speakers from some of India’s leading organizations on the role project management will play in India’s march forward.

Local Industry, Global Ascent

India has proved its expertise in several industries and established its global prominence. Project management has been a key differentiator in the success stories that several of these industries have scripted. The emerging industries will gain immensely by imbibing a project culture that provides a link between strategy, goals, and project outcome.

IT-IT enabled services (ITES): The Poster Child

India is the global destination for IT and business process management (BPM) services. The IT-BPM industry earns a combined revenue of over US\$ 155 billion and employs close to four million people.

A large part of the credit for the success of the industry goes to its mature project practices. IT-ITES companies are some of the earliest adopters of project management, and continue to be the top employers of certified project managers in the country.

Infrastructure: Ambitious Targets

With poor infrastructure impeding growth, the Government of India has launched a number of projects to improve the state of roads, highways, ports, railways, and airports,

and enhance power generation and telecom coverage. The government has ambitious targets, with investments of US\$ 59 billion (Rs. 4 trillion) pledged towards infrastructure during the last budget. The government wants to construct 41 km of highway a day and lay 3,500 km of railway track in this financial year.

All these projects call for efficient project delivery, with consistency in achieving schedule, cost, and quality targets. PMI’s *Job Growth and Talent Gap 2017-2027* report published earlier this year said that India will require seven lakh additional project professionals every year till 2027, to cater to increased demand. An earlier PMI-KPMG study concluded that the shortage will be acute in the infrastructure sector – around 30 lakh project professionals by 2022.

Real Estate: New Game-Changers

The real estate industry is India’s second largest employer after agriculture, and is expected to reach US\$ 180 billion by 2020. The housing sector alone contributes to 5-6 percent of the country’s GDP. It has attracted a large global capital flow, with US \$5.7 billion in 2016 itself. Recent developments such as the launch of Real Estate Investment Trusts (REITs), the implementation of the Real Estate Regulation & Development Act (RERA), the Goods and Services Tax (GST), and demonitization are expected to be game-changers in this sector.

Real estate companies will now have to bring more transparency and accountability into their business. There is increased pressure to complete projects on time, thus forcing their attention back to the basics – implementing standardized processes, proven project practices, and effective controls. Only by adopting project management can real estate companies contribute to Prime Minister Narendra Modi’s vision of housing for all by 2022.

Space Research: Toast of the World

India has made huge progress in space research, with the Indian Space Research Organisation (ISRO) having achieved





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- Lou Rodriguez, Rodriguez Consulting



(the Mars Orbiter Mission), and a record it set by sending 104 satellites into orbit in a single launch.

What has drawn world attention to ISRO’s successful missions is also the cost of its space programs. Mr. Modi famously compared Mangalyaan to the Hollywood movie *Gravity* and said that at US\$ 73 million, India’s mission to Mars cost less than the making of the movie. ISRO is today at the frontier of frugal engineering, and that has been possible largely due to the mature project management practices it follows.

Healthcare: Massive Capacity Building

India has been playing host to medical tourists from around the world. Buoyed by demand from both within and outside the country, healthcare providers are making large investments to enhance infrastructure and improve the reach of their services.

The growth is so far driven by the private healthcare sector. But to cater to the increased demand, India needs to drastically improve its healthcare infrastructure, and make healthcare accessible to those in smaller towns and rural areas. It is estimated that India will need to add 1.75 million new beds by the end of 2025. Capacity enhancement at that scale will be possible only if healthcare providers adopt project management to plan and execute projects.

Must-dos for India to Reach Global Leadership

Manage India spoke to leaders from the PMI India community to determine what India needs to reach global prominence across industries.

“Success breeds success. Global experts forecast that India’s leadership will grow by leaps and bounds in the 21st century. Our nation’s “demographic dividend,” a humongous pool of young, talented, innovative, English-speaking workforce, they say, is a defining factor. However, our rapid growth as global leaders will not happen by default. Today’s VUCA (Volatile, Uncertain, Complex, Ambiguous) world with cut-throat competition means we will need to work hard and work smart to keep delivering. Effective, innovative P3M (project, program, portfolio management) will help India leapfrog competition by delivering significantly higher project success rates than the global 35 percent average.

Achieving these results requires strong leadership. We will need to be innovative, inspiring, caring and visibly ethical. We need to nurture and grow leaders in our team.”

KARTHIK K. RAMAMURTHY, PMP  
Founder and Chief Consultant, KeyResultz  
Former president, PMI Chennai Chapter

“Today, businesses face tremendous challenges and competition. Many of them have shifted their priorities and are struggling to survive, with turnover and profits going down. Business must innovate to take the customer experience to the next level and increase demand for their products/services. Today’s innovation needs top-class project and production managers who can apply new trends and techniques to project management and product development.

However, this has resulted in increased work pressure for managers. They need to develop emotional intelligence or the ability to: identify and manage emotions (of the manager and the team) and effectively channelize them in decision making; harness emotions to apply them in problem solving; and develop empathy — a difficult skill to master, and which differentiates a project leader from a manager.”

GIRISH KADAM  
PMI Region Mentor (Shadow)  
Region 11, Southern Asia

“India is growing at a fast pace across sectors and is poised to become a global leader.

Our nation has been completing many projects on time and bettering international standards of time and quality both in the private and public sectors. The Delhi, Bangalore, and Hyderabad airports, and the Delhi Metro are prime examples of consistent project management performance. Space technology is another area where India has been exceeding all global standards of excellence. ISRO has achieved the maximum success rate at a minimal expenditure by adopting frugal methods. All these have been made possible through innovations and excellent project management.”

BRAJESH KAIMAL  
PMI global volunteer and founding member,  
PMI Trivandrum, Kerala Chapter  
Co-founder and director, Experion  
Technologies Pvt.Ltd.

“Today, we are striving to build skills and a project environment for the adoption of professional project management skills in different segments. In some segments like IT, power generation, oil production, or heavy industries, professional project management elements are in place. However, as a nation we are yet to adopt standard professional project management practices across segments. The reason behind this is the lack of project management education.

For India to gain global leadership in project management we need to ensure the following: Spread the knowledge and value of project management to all levels of public and private professionals and organizations; document each project, including learnings, and make it available through the internet; and make project management knowledge available in a simple way in multiple languages.”

B G JAYARAM  
PMI Region Mentor  
Region 11, Southern Asia

“India is at the cusp of a growth opportunity. Our key advantage is the 500+million youth, which means every fourth skilled worker added globally will be an Indian.

We should move from cost arbitrage and a service mindset to innovation, and build global products. Technology has the ability to leapfrog development across industries. Our vast consumer base is an opportunity to spur innovation and build affordable products across industries.

Project, program, and portfolio management practices help deliver the expected benefits of a project. That is more important than just delivering on traditional measures like scope, cost, and time.”

RAMAM ATMAKURI  
PMI global volunteer  
Vice Chairman, LV Prasad Eye Institute

“India is on an economic growth trajectory. Foreign investments in the country are increasing. Organizations in India are a treasure trove of ideas and have capabilities for innovation. India has been a birth place of some of the world’s greatest leaders and innovators. These great leaders have deep personal aspirations. The ‘bigger picture’ behind their dreams needs to be effectively conveyed throughout the organization.

Project management is the enabler to achieve these dreams. It is the essential ingredient for any organization’s success. Project managers achieve the leadership vision through the application of rigorous project management. The application of global best practices is important to achieve the maximum with the limited resources that organizations plan to deploy. Given the risks associated with today’s business environment, a structured approach is inevitable. Project governance and organization is required to ensure success of projects and push India to gain global leadership.”

TEJAS SURA,  
PfMP, PMP  
Member, PMI International Organization for  
Standardization - Member Advisory Group

ANNOUNCEMENT

The following readers of *Manage India* have won a free delegate pass each to attend the PMI India National Conference 16-17 September 2017 in Chennai.



**SAVITA NIKAM**  
consultant, Mastercard India Pvt. Ltd.



**VIMAL WAKHLU**  
telecom and information technology consultant, and member, Working Groups of United for Smart Sustainable Cities

WINNER – MARCH CONTEST

**Q:** *Women can make better project managers because...*

**A:** a nurturer better understands that with great power comes great responsibility.

*“I came up with this slogan as being a woman, I believe managing skills, responsibilities, and understanding are God’s gifts to women. With these qualities coming naturally to women, they manage projects of any field in a better way.”*

WINNERS – APRIL CONTEST

**Q:** *Name the best earth-friendly project*

**A:** The solar project at Kochi International Airport Limited

*“India has been a world leader in the past, and ecology or earth friendliness has been at the core of our cultural ethos. This project, which makes the Kochi International Airport the world’s first airport to be powered completely by solar energy, is a demonstration of how even with modern technologies we can be the leaders in earth friendliness, and that has been the inspiration behind this theme.”*



**SUKU GEORGE**  
assistant manager, Ernst and Young



**RAVI AGARWAL**  
delivery manager, Infosys

WINNERS – APRIL CONTEST

**Q:** *Name the best earth-friendly project*

**A:** The solar project at Kochi International Airport Limited

*“I chose the solar power at the Kochi International Airport because the project is an eye-opener to society that it is possible to power an entire international airport through solar energy. Also through PMI I strongly believe this project will get the right boost so that others can adopt the same and be self-reliant in their energy needs.”*

WINNER – MAY CONTEST

**Q:** *What makes working on projects truly aMAYzing?*

*“The reason is very simple: Each project or a group of projects (big or small) is a journey in itself. The journey brings forth not only human interactions and emotions but also includes the science and art of management, encompassing all the ups and downs – the innovative and run time decisions, just is equivalent to the journey called life, thereby making it truly enriching and aMAYzing.”*



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Chairperson, Board of Manipal Global Education Services Private Limited



**A. S. Kiran Kumar**  
Secretary, DOS & Chairman, ISRO



**Mark Dickson**  
Chair, PMI Board of Directors



**Commodore G. Prakash**  
Chief of Staff, Southern Naval Command, Indian Navy



**Preetha Reddy**  
Vice Chairperson, Apollo Hospitals Group



**Anshu Gupta**  
Goonj, Founder Director



**Anu Vaidyanathan**  
Indian Writer, Entrepreneur and Triathlete



**Gaurgopal Das**  
International Life Coach

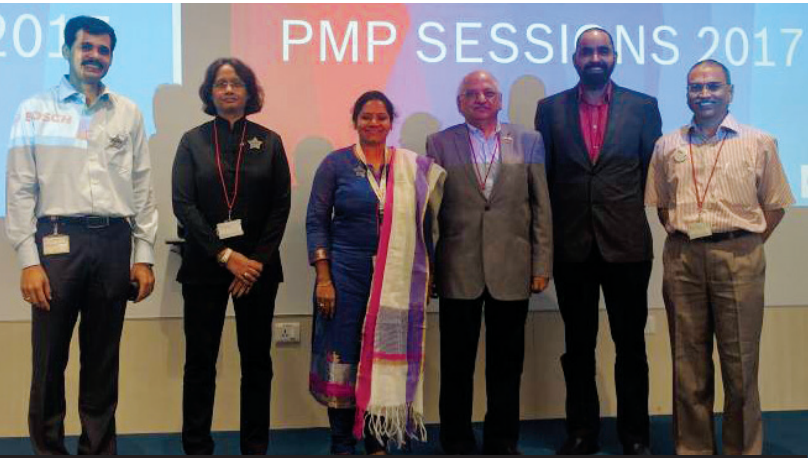
CONFERENCE HIGHLIGHTS

- 2 Days of learning & sharing
- 800 - 1000 Delegates
- 18 PDUs
- Diverse delegate profile
- Networking
- AGILE Dedicated track
- PMI India Awards
- Keynote Speakers
- Cross Industry Participation
- Paper Presentations

For further enquiries, contact: [registration@pmi-india.org](mailto:registration@pmi-india.org) | [www.pmi.org.in/conference](http://www.pmi.org.in/conference)



# PMP LECTURE SERIES AT ROBERT BOSCH



PMI volunteers behind the lecture series at Robert Bosch in Bengaluru

**R**obert Bosch Engineering and Business Solutions hosted a series of lectures as part of a program to prepare the company’s Project Management Professional (PMP)® certification aspirants for their upcoming examination. This four-day program was kicked off on 11 April at the company’s Bengaluru center and was conducted by project management practitioners from various disciplines and industries. The lectures were scheduled over four days from 18 April to 9 May.

As many as 180 project managers took part in it, including those who joined in through Skype from another Bengaluru location and Coimbatore.

In his keynote address, Vadiraj Krishnamurthy, vice president at Robert Bosch, said the business environment in the company is changing as it moves into the space of Internet of Things. It has ushered in changes in business models due to trends in the mobility sector, the VUCA (volatility, uncertainty, complexity and ambiguity) world, and significant increase in complexity in both technical and social systems. He also explained the changes the company is going through with respect to agile transformation and practices, an agile mindset, technical and product knowledge, and stressed on the necessity of collaboration between project managers, and the need for business clarity from senior managers.

Vijay K Paul, past president, PMI Bangalore India Chapter was invited to share his views on the need for project management for business success. He spoke about the evolution of project management methodologies, opportunities in project management, and the skills and competencies required. He also gave an introduction to PMI and PMI Bangalore India Chapter, chapter initiatives, and contributions.

Dr. Kamala Sharma, project manager, Shell India Markets Pvt. Ltd., provided an introduction to PMI’s *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*, explaining the project management framework and processes in a simple and effective way. The other PMI representatives who attended the kickoff were Shine Sahadevan, head of organization markets, PMI India; Praveen Jangira, vice president - technology, PMI Bangalore India Chapter; and Ranganatham G V, program manager, PMI Bangalore India Chapter.

The volunteers who lent their support for the kickoff were Vanishree T J, Chandra Sekaran Narayanan, Srikantaswamy Bisilavaadi, Smitha Srinivas, and Manjunatha B V. The lecture series was handled by volunteers from Robert Bosch – Padmaja Yedida, Raghavendra Muliya, Heddoori Manjunath Ishwar, Sreekala Sunder Rajan, Maheshwari Panka, Reena John, and Sathish Kumar C. The PMI Champion volunteers were Ananth HV, Magna Infotech; Anand Lokhande, Shell India Markets Pvt. Ltd.; Raghudeep Madineni, Cyient; and Prasann Patil, Dell EMC. [M](#)



A section of the audience at a lecture

# CERTIFICATION PROGRAM FOR SAIL



Project executives from SAIL, along with the trainers, at the certification program

**I**n view of the recent experience of project execution in Steel Authority of India Ltd. (SAIL), the organization felt the need to train and expose its executives associated with projects to modern concepts and practices in project management through professional certification, so that they are able to handle future projects in SAIL more effectively.

This certification program, held during 8-12 May, was managed by Management Training Institute (MTI). MTI is an apex training facility based in Ranchi, that imparts training to SAIL employees across its plants and units. Twenty-three project executives nominated by senior executives from seven locations (which comprised four plants and three corporate divisions), attended the training program.

The L&T Institute of Project Management, Vadodara, which is a Registered Education Provider (R.E.P.) of PMI India, conducted the training. Karthik K. Ramamurthy, PMP, former president, PMI Chennai Chapter, provided faculty support. Raj Kalady, managing director, PMI India, addressed the participants through a live video link on the value of PMI certification and best practices to improve project outcomes. The trainees learned about the Knowledge Areas identified in the *PMBOK® Guide*. Once a Knowledge Area was covered, there was an interactive session to discuss possible questions and find the “best choice” answers. The trainers also discussed the critical concepts for the PMP® examination and useful tips for taking the examination.

# 'UNCONFERENCE' AT THOMSON REUTERS



Leaders from Thomson Reuters at the panel discussion

PMI India and the project management community at Thomson Reuters organized the fifth annual Project Management Unconference in Bengaluru in June. Around 120 delegates, including Thomson Reuters employees, customers, and partners, and PMI guests, attended the event.

Unlike in a traditional conference where the flow of information is mostly one way, an 'unconference' follows a format in which delegates actively participate in the sessions. The sessions promote the collaborative spirit among the participants and encourage knowledge exchange.

The theme for this unconference was "Leveraging project management to transform customer experience." It relates to envisioning the application of project management principles to bring about a positive customer experience. The event aimed at fostering awareness and providing a forum to discuss project management techniques and methodologies that can be leveraged to bring about this transformation.

There were two sessions of World Café – a simple, effective, and flexible format modelled after a coffee shop experience that facilitates the exchange of dialogues in a large group by breaking it into small groups. Each session started with a question crafted around the theme, and the groups were invited to discuss and share their insights with the larger audience. The premise of this format is that the wisdom emanating from a group is higher than the sum of the wisdom of the individuals in the group. The first session was around evolving markets driven by changes in technology, regulation and external, macro factors. How can long-standing product and service organizations with rich legacies handle this challenge and maximize opportunities?

The second session was around customer touch-points and the challenges of maintaining customer satisfaction over the course of the customer journey from on-boarding to final billing. How can organizations ensure that there are no broken service delivery chains and that end-to-end customer satisfaction is achieved?

Some of the takeaways from the first session were: Don't get complacent about competition; don't get bogged down by complex internal processes; empower the project team to deliver on customer requirements; invest in innovation; and don't resist change.

Some the takeaways from the second session were: Start early involvement with the sales teams to ensure deliverable scope and timelines; empathize with customer needs; and invest in building and supporting self-service modules for customers.

There were three keynote speakers and four short talks. Basu Dutta, management consultant and transformation leader, PMI Bangalore Chapter spoke about benefit realization and its relevance in the customer experience transformation journey.

Leaders from Thomson Reuters took part in a panel discussion. The panelists were Karen McNulty, head, customer proposition program management office, the sponsor for the event, who had flown down from Switzerland; Ilango Periannan, Head, EBO-OTC Operations Center; and Mohan Patnaik, Global Head - Operation Centers & RMO.

The event was a success thanks to the time and effort of a team of volunteers comprising Manish Sadashiv, Ramya Ramachandra (committee chair), Ranjani Balasunder,

Gayathri Krishnan, Aparna Kishore, Kariappa Mekerira, and Chaithra Chikkegowda. Jacob Varghese and Shine Sahadevan from PMI India supported the team and provided the delegates updates about PMI, and responded to their queries.

*(Aparna Kishore, a volunteer from Thomson Reuters, contributed this article.)*



Basu Dutta addressing the delegates



It is a full house as around 120 delegates take part in the 'unconference'

## PMI WEST BENGAL CHAPTER



Chapter members get honored for receiving PMI credentials

### Learn and Earn Sessions

Beating the hot afternoon sun on 20 May, more than 20 project management professionals attended a “Learn and Earn” session organized by PMI West Bengal chapter on “Consulting for project managers” at the IBM office at DLF II, Newtown.

The speaker, Anindya from IBM provided insights into how a project manager can become a consultant

to the customer. He gave tips and techniques on developing and delivering a winning presentation.

On 24 June, the chapter conducted a session on stress relief through meditation and pranic healing. Chapter members received guidance on various simple yet effective ways to reduce stress from instructors Debasree Roy Chowdhury, Sanjay Agarwal, and K.K. Chakraborty. The

session covered meditation and the application of pranic healing to improve health, relationships, prosperity, and spirituality.

On 24 June, Chapter President Sumit K. Sinha visited CSM Technologies, Bhubaneshwar. On the agenda were discussions with its top management on conducting regular “Learn and Earn” sessions and seminars for professionals in Bhubaneshwar and those around the city.

### Interaction with Rotary Club

President of Rotary Club Renaissance, Chirabrata Majumder, invited PMI West Bengal Chapter to a Club board meeting at Deshapriya Park on 17 June.

The chapter took this opportunity to talk about its education and training capabilities, its engagements in the social sector, and the recent regional conference that it hosted in Kolkata.

### Member Felicitation

Four members of the chapter were given a token of appreciation on 24 June for completing their respective PMI credentials. The members are Rajarshi Arun, PgMP; Snigdha Ghosh, PgMP; Subhajit Ghosh, PMI-ACP; and Arijeet Bose, PgMP.

## PMI MUMBAI CHAPTER

PMI Mumbai Chapter has collaborated with Bombay Management Association and Real Estate Management Institute to spread knowledge about project

management practices.

PM Conclave 17, the annual conference of the chapter, will be held in Mumbai on 18-19 November. The theme for this year’s conference is

“PM in an era of disruption.”

PMI Mumbai Chapter is one of the finalists for the Chapter of the Year in category II, which is a chapter with a member strength of 301–1,500.

## PMI PUNE-DECCAN INDIA CHAPTER

### Monthly Seminars

On 22 April, Debangshu Ghose, PMP, senior project manager, Mphasis, conducted a seminar on project best practices from the IT infrastructure sector. At the next monthly seminar on 20 May, members got a glimpse of project management in India’s space mission.

Dr. Suresh Naik, former project director, Indian Space Research Organisation (ISRO) spoke on project management in ISRO’s Mangalyaan or the Mars Orbiter Mission. Dr. Naik gave a detailed presentation on ISRO’s project management governance, and the key project management principles and practices deployed in this project across

Knowledge Areas. He answered queries from the audience regarding knowledge documentation, cost management and review mechanisms that were the key success factors behind this project.

The seminar on 17 June was focused on critical success factors for projects in India. Girish Kelkar, past president, PMI Pune-Deccan India Chapter, and founder director, V3C3E3 Consultants Pvt. Ltd., categorized the critical success factors into four groups — namely project feasibility, management support, clear and realistic objectives/mission/goals, and industry or global changes.

### Polio Awareness through Zumba

Rotary International, along with the World Health Organization, United Nations Children’s Fund and other bodies, has been working in more than 200 countries over the past 30 years to eradicate polio. On 30 April, Rotary International organized a unique awareness program in Pune by organizing the largest Zumba fitness class in the world and thereby attempting an entry into the Guinness Book of World Records. PMI Pune-Deccan India Chapter was the co-organizer of the event at Balewadi stadium. Chapter members and volunteers contributed by spreading the word and through active participation.



Chapter members show their support for polio awareness through Zumba in Pune

# PMI TRIVANDRUM, KERALA CHAPTER



Long-standing members of the chapter with PMI leaders at the felicitation ceremony

### Waves2017 in Trivandrum

PMI Trivandrum, Kerala Chapter conducted its annual project management conference, Waves, on 10 June in Trivandrum. This is the biggest event of the project management community in the state and provides practitioners a platform for networking, learning, sharing, and growing. The conference theme was “Project management – leadership and agility, the success enablers.”

Over 300 professionals from various industry sectors including IT, space research, construction, banking and finance, and various state government departments attended the conference. Chapter president Jayakrishnan P S welcomed the audience and Raj Kalady, managing director, PMI India, delivered the presidential address. Governor of Kerala, Justice (Retd.) P. Sathasivam, inaugurated the conference.

Justice Sathasivam spoke about the importance of contractual clauses in project management. He presented the award for “the best project execution with a social cause” to the

Trivandrum City Road Improvement Project and the greenfield stadium project in Trivandrum to the Infrastructure Leasing and Financial Services.

The keynote speakers were Dr. Jayakumar, managing director and CEO, Vizhinjam International Seaport Ltd. who spoke about the biggest port project of Kerala. Padma Bhushan awardee Dr. A. Sivathanu Pillai, the founding managing director and CEO of BrahMos Aerospace gave an insightful talk on the topic “Project

mindset & leadership — the DNA for success.” Professor Saji Gopinath, CEO, Kerala Startup Mission, presented a paper on “Analytics for agility — a key to project management success.”

PMI India felicitated two members of the PMI Trivandrum, Kerala Chapter, Paul Chakola and Akhila Gowri Shankar, with the Long-Standing Member Award.

There was a post-lunch session by illusionist Raja Moorthy, who is the director of the Academy of Magical Sciences. This was followed by a talk by Dr. Roshy John, global practice head, Tata Consultancy Services, on “Are robots going to take away jobs?” There was a special session in which enterprising young professionals presented their career stories. Vinay Menon, an English professor and standup comedian, spoke on “Why I teach life skills in college.” Syed Nazir Razik, program director, Eli India, spoke on “Business agility and leadership.” Tejas Sura, managing director, Cubic Turnkey Pvt. Ltd. gave a talk on “Managing complex mega troubled projects.” Lekshmi Kumar, associate professor, Asian School of Business and former deputy general manager, Spencer’s Retail Ltd., gave a talk on “Organizational agility with special reference to supply chains.” [MI](#)



Delegates enjoy the energizer session at Waves2017

# PMI INDIA CHENNAI CHAPTER



Chapter leaders and members at the one-day event

### Members’ Day– Embracing Change

PMI Chennai Chapter hosted its first Members’ Day on 25 June for which over 160 enthusiastic members of the chapter showed up. The event was centered on the theme, PM 2.0 – Embracing Change.

Members’ Day commenced with the “Tamil Thai Vazhthu,” which is an invocation to ‘Mother Tamil.’ The traditional inauguration ceremony was attended by Aparna Chandrashekar, facilitator, HR consultant and coach; Biswajit Chakraborty, COO, accounting and settlement, Willis Towers Watson; Prasannaa S, president, PMI Chennai Chapter; Viju Varghese George, Member’s Day project director; and Koushik Srinivasan, vice president – finance, PMI Chennai Chapter. Jawahar Venkatraman, vice president –

governance, PMI Chennai Chapter, delivered the welcome speech in which he provided the rationale behind Members’ Day and its theme.

Ms. Chandrashekar gave an inspiring speech on her journey to become a professor and how to embrace career change. She urged delegates to stay flexible and agile, find their mojo, and live in the present moment.

Umasanker Kandaswamy, chief recruiting officer and co-founder, AVTAR Career Creators, spoke on “Creating an intentional career,” in which he touched upon “intentionality” and powering change. He engaged participants by conducting a “speed networking” contest. Reminding chapter members of what Charles Darwin had said, he said, “It’s not the strongest or the most intelligent who will survive but those who can

PROJECT MANAGEMENT TALKS AT ERICSSON

best manage change.”

Sivaram Athmakuri, vice president – advocacy & outreach, and Mr. Srinivasan opened the floor for an exciting “unconference” session. To set expectations from the session, they borrowed a quote from Kiruba Shankar, CEO, Business Blogging Pvt. Ltd.: “The collective knowledge of the audience is always higher than that of any one speaker.” The delegates were then asked to provide their inputs on two themes: proactive things done to manage change effectively, and reactive things that can be done after facing change.

There were several enthusiastic responses from the participants for the first theme including having a to-do list, accepting/ reasoning change, performing SWOT analysis, and looking for role models and mentors who have managed change effectively. For reacting to change, some of the ideas were to understand the reality and prioritize, embrace change, assess change, innovate, and mitigate risk due to change.

In a post-lunch session, Mr. Chakraborty spoke on the topic “Live life king size,” or in other words knowing how to realize one’s

potential and learning how to maximize it. Ravikumar Ramachandran, account security officer, DXC Technology, followed up with an informative session on “The future project management professional,” in which he spoke about the need to assess oneself, the numerous career options, and the habits of great performers.

Members took part in a quiz on information security. Swetha Surendran, Ravi Shekhar, and Ilayaraja Balachandran won the first, second, and third prizes respectively.

**Engineering and Construction Forum**

PMI Chennai Chapter organized the first Engineering and Construction Forum meeting of 2017 for project planning and control professionals on 15 July at the Indian Institute of Technology, Madras. Rahul Shah, Head Building Information Modelling (BIM) Strategy, L&T Construction, spoke on “BIM – Join the revolution.”

*(Chapter news contributors are Narauttam Das; Rekha Unni, PMP; Jayakishore S.R., PMP; Akhila Gowri Shankar, PMP; Bhavesh Thakkar; and Sivaram Athmakuri, PMP, PMI-ACP, PMI-PBA)*



Delegates enjoying a session on Members' Day



The members of the core team behind the Ericsson event

India Chapter; Arun Bhati, founder and COO of Orahi; Rakesh Mawa, head - technology consulting practice, Ericsson; Jacob Varghese, head - IT, defense and aerospace markets, PMI India; Pritpal Singh Chhinna, head - aerospace defense (strategic initiatives), Wipro Limited; and Rohit Shukla, head - quality & project office - IT & Cloud, Ericsson India.

PMI India also conducted a small quiz on project management, in which Rajesh Raman won the first prize.

More than 80 project management professions attended the event. It was a perfect opportunity for professionals to network and listen to experienced and qualified speakers. The organizing team members were Garima Dutt Sharma, Neeraj Sharma H, Rajesh Raman, Soumi Basu, Sumit Sinha, and Vinay Kumar Agarwal.

The discipline of project management is enormously versatile and can be adapted to any industry or business. Its strength is in focused teams of experts who can quickly adapt, organize, and troubleshoot.

On 26 May, project management community members in Noida hosted a half-day event at Erizone, Ericsson Noida, jointly with PMI North India Chapter. The event was open to PMI North India Chapter members, who could register for it through the chapter website.

The theme of the event was “Driving success with project management.” Experts from different business areas and industries spoke on various aspects of project management and how to drive success with project management. The speakers were Amit Mittal, Head - N&V and IT Operations, Ericsson India; Pritam Gautam, president, PMI North



Participants at the Ericsson event

# OFFSHORE CENTERS MUST SHOWCASE EXPERTISE TO WIN CORE PROJECTS



By Vimal Kumar Khanna

A large number of global companies run offshore centers in distant countries. These companies augment their project teams in the global head office with the offshore teams. Projects are distributed across the offshore center and the head office, with managers across locations leading their respective project teams.

There is a perception in the management in the head office of some global companies that offshore teams are not capable and experienced enough to be able to execute core and complex projects. Hence, they offload only simple projects to the offshore center. For example, if a company is developing products, it offshores only projects such as adding simple features to products and maintenance of legacy products. Projects to develop core features of the products continue with the head office team. The value addition of the offshore center to the company's revenues is then low. Further, since the offshore center does not offer opportunities to work in challenging projects, it is unable to hire, retain, and motivate good talent, especially capable and experienced professionals.

I suggest the following techniques for managers of offshore centers to convince the head office management to offer them high-value, core, and complex projects, which can significantly increase the contributions of the offshore center to the company's revenues and help it hire, retain, and motivate talent.

## i) Showcase expertise and experience of offshore employees

The offshore center management should share the profiles of their key and senior technical and management employees with the head office management, highlighting their expertise and experience in handling large, core, and complex projects. Even if these employees have not got such opportunities in the current company, similar projects in their previous companies should be

highlighted. The offshore center management should not only showcase the existing talent but also highlight the availability of talent in the industry in the vicinity of the center. With exciting projects, this talent can be attracted to join the offshore center in the near future. By building a case around talent availability, the offshore team can gain the confidence of the head office for high value projects.

## ii) Gain advance knowledge of projects to train talent

Managers in the offshore center should work closely with the head office management to get advance information on upcoming core projects of the company and prepare their teams for winning such projects. For example, offshore managers must work towards getting advance information on new key products being planned and gather as much information as possible about the core features of these products. This will help them train and groom their teams extensively in the business domains of these products and in the technologies to be used for implementing the core features of these products.

With such in-depth knowledge, the offshore team will be in a strong position to establish its credentials for the project when the head office management decides to distribute the project tasks. It will allow the head office management to compare the strengths of the offshore team and the head office team in implementing the core features of the project and decide who to trust with implementing these. Since the offshore center will have developed expertise in implementing core features of the product, implementation of a large number of these core features will be offloaded to it for execution. With this approach, the offshore center management will be able to win core and complex projects for its teams.

*(Vimal Kumar Khanna is the founder and managing director of "mCalibre Technologies". This article is an excerpt from his book, Leading and Motivating Global Teams: Integrating Offshore Centers and the Head Office.)*

# CHAMPION-DESIGNATE GRADUATION CEREMONY

The seventh edition of the Champion-designate graduation ceremony for the PMI India Champion program was organized in Kochi on 17-18 June. Members of the champion advisory committee, several key contributors from the Champion program, and key functionaries of PMI Trivandrum, Kerala Chapter attended the ceremony.

Raj Kalady, managing director, PMI India, pinned the badges on the graduating Champions. All the participants came dressed in traditional attire, adding a special touch to the event.

The new Champions represent the following organizations: Mphasis, Tata Projects Ltd., Infosys, Essar Project India Ltd., Cadila Pharmaceutical, ONGC, Cognizant, Thomson Reuters, Tata



The Champion-designate ceremony is awash in cream and gold as men turn up in traditional Kerala mundus and women in kasavu sarees



PMI India Champions at the teacher training at Sharda University



PMP aspirants at the exam preparation session in Kolkata

Consultancy Services (TCS), IBM, ABB India Ltd., and GSPC LNG Ltd.

East Region

PMI India Senior Champion Jaydeep Chakraborty and PMI India Champion Subhajit Ghosh facilitated a Project Management Professional (PMP)® exam preparation session for members of PMI West Bengal Chapter. It was an opportunity for chapter members who are aspiring to take up the PMP® certification exam to get a better understanding of exam requirements and useful study tips.

Eight professionals from IBM, TCS, Wipro, Linde India, Tata Consulting Engineers, AECOM India, and Bentley Systems India joined the session. Three PMP certified professionals from earlier batches shared their experience and motivated the participants.

North Region

Senior PMI India Champion Koti and PMI India staff have been working with Sharda University in Greater Noida to initiate a teacher training program at the university. The effort received a boost after an agreement was signed between the university vice chancellor and PMI India to conduct a faculty development program.

This program is part of a one-year roadmap for Sharda University, which is divided into four main steps:

- 1) Faculty development;
- 2) Curriculum development and alignment with PMI's Certified Associate in Project Management (CAPM)® for students;
- 3) One batch for CAPM® professional development units for students; and
- 4) Introduction of Management Development Program in project management.

As the first step, PMI India Champions Mohit Jain, Kamaljeet Singh, and Gaurav Jain conducted a four-day program for the university teachers on 3-4 June and 10-11 June.

Nine professors attended the program that was divided into modules over the four days. Each session was designed to maintain the focus and momentum of the aspirants in achieving the PMP certification.

(Champion Update contributor is PMI India Champion Kush Kumar)MI

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:  
WHAT HAS BEEN THE ROLE OF YOUR MENTOR IN YOUR LIFE?

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.

CONGRATULATIONS!!!

JAYDEEP CHAKRABORTY  
SENIOR CONSULTANT, TATA CONSULTANCY SERVICES

Below is the winning response for last issue's Short Takes

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

In the current VUCA world, the main objective of a project is to deliver value for the stakeholders. However, often the project manager is solely focused on delivering the fixed scope within a fixed budget and timeline. The focus is more on the outputs rather than the outcomes of the project and the tangible benefits that is produced. So although the project has outlined the benefits at the inception, there needs to be a change in the mindset of the project manager. He/she must focus on project outcomes and ensure that during project execution such benefits are realized.

TERMS & CONDITIONS

The contest is open to PMI members and PMI credential holders in India only.

- Each contestant can send only one entry for each contest.
- The closing date to send your entry is 20 September 2017.
- No responsibilities will be taken for entries not received.
- The Manage India editorial team reserves the exclusive right to make the final decision on the winner.
- The winner agrees to the use of his/her name and photograph by PMI India in PMI publication material.
- The winner will be notified through the email address provided at the time of entry submission.



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