

MANAGE India

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Manage India Special on PMI India Project Management Conference, 2009

Turn inside for the complete coverage of the first national conference by PMI India in Hyderabad on 13-15 November

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A Show of Strength

PMI India Project Management Conference, 2009 places PMI India on the global map, turns the spotlight on project management across sectors, and demonstrates volunteer power in the country

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A Show of Strength

PMI India Project Management Conference places PMI India on the global map, turns the spotlight on project management across sectors, and demonstrates volunteer power in the country



A section of the audience at the conference.

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Letter from Managing Director, PMI India



Raj Kalady speaking at the PMI India Project Management Conference, 2009 in Hyderabad.

Dear Practitioners,

Welcome to the special issue on the PMI India Project Management Conference! We've captured in this issue the essence of the conference held in Hyderabad on 13-15 November. If you've missed the conference, the e-zine will update you on the main achievements and activities during the three-day event. For those of you who were there at the conference, leaf through these pages to refresh your memories about those three high-powered days.

When we started out to plan for the conference in early January, we knew there would be many challenges. It was the first time that a conference of this scale was going to be held in India. It would be a test of our leadership, our volunteer network, and of course, our core project management skills. We were confident that we could pull it off. What we had not visualized, however, was the scale to which the conference would grow. I'm extremely proud that PMI India & Team India put together an event that

was a benchmark of style and substance.

PMI India is founded on the objective of taking project management across sectors. We made significant progress in this endeavor with the PMI India Project Management Conference. The project management awards that we have instituted go to show the high relevance of project management across verticals. The awards have gone to organizations in non-IT sectors. Project management is seeing fast adoption in organizations across the spectrum. Our speakers, who are thought leaders from different fields, highlighted the importance of project management in their sphere of work.

PMI India visualized the conference; Team India (our seven chapters) made it happen. I owe my deepest gratitude to several individuals who spent many long hours, including weekends and holidays, to plan and execute the conference. I'd like to specially thank V. Srinivas Rao (chairman of the conference), all the chapter presidents, with a special

mention of Suresh Chandra (PMI Pearl City Chapter, Hyderabad) whose band of volunteers made a big difference. Thanks to Hirdesh Singhal and his team in the PMO. Thanks to Vijay Prasad for his role in getting international speakers. Thanks also to the track leaders especially the technical team and the awards team.

I would like to thank the CyberMedia team who assisted us in regular and quick updates of the website and sending of mailers. Thanks also to the Brand Portrait team for their assistance in designing brochures, mailers, the backdrop and other marketing material.

Thanks also to the sponsors; we are confident that you will support us in the future as well.

I appreciate the time and effort that Peter Monkhouse, Director, PMI Board, and Steve Fahrenkrog, Vice President, Regional Development, PMI USA, spent on the conference. They traveled to India specifically to attend the conference.

I salute the hundreds of volunteers who offered their self-less service to ensure the event went off successfully. I thank them all.

The success of PMI India Project Management Conference 2009 has instilled more confidence and passion in us to reach for higher goals. I assure the practitioner community that you can expect only better and bigger things in the years to come.

Wish you and your family Merry Christmas and a very Happy New Year!

Warm Regards,

Managing Director, PMI India

Host Speak

'We are experiencing a new avatar of project management'

V. Srinivas Rao, Conference Chairman, on the key takeaways from the conference



What were the factors behind the success of the conference?

Several factors contributed to the success of the conference:

the collaboration of the seven chapters, the power of volunteerism, the support from PMI India and PMI headquarters, the dedicated Project Management Office (PMO) and regular overseeing of progress, and intelligent Work Breakdown Structure (WBS) and execution.

How did you spread the word about the event?

This happened at two levels, pre-conference and at the conference. We leveraged social networking tools, mail blasts and communities on the web to spread the word about the conference to more than 30,000 people. Messages from PMI were consistently delivered by the PMI

Board of Directors, PMI Regional Vice President, PMI India Managing Director and Conference Chairman to over 650 elite delegates at the conference.

What are the key takeaways from the conference?

The three key takeaways would be the experience sharing by experienced professionals from various sectors, the great networking and relationship-building opportunity the conference presented, and the realization that project management is not only for business results but also for nation building.

'Volunteers provided quality time in a selfless manner'

Suresh Chandra, President, PMI Pearl City Chapter-Hyderabad



What were the big challenges and how did you pull it off?

Working remotely from seven different cities to organize a big event was a huge challenge. We had to relegate discussions to late evenings or weekends and holidays. The other challenge was the small staff strength at the PMO.

The key to the success of the event

was the bringing together of resources to execute the project. Having the PMO in Hyderabad enabled increased coordination. PMO volunteers worked long hours. We received phenomenal volunteer support from all the chapters. The PMI leadership and strong support of executive decisions ensured we maintained the momentum of activities.

What is the level of volunteering within the community?

I have come across professional-level volunteering in PMI circles. Volunteers provide quality time selflessly. In volunteering, planning of activity time should be 2-3 times more than at the workplace. Individuals have obligations on the job front, and priorities keep changing.

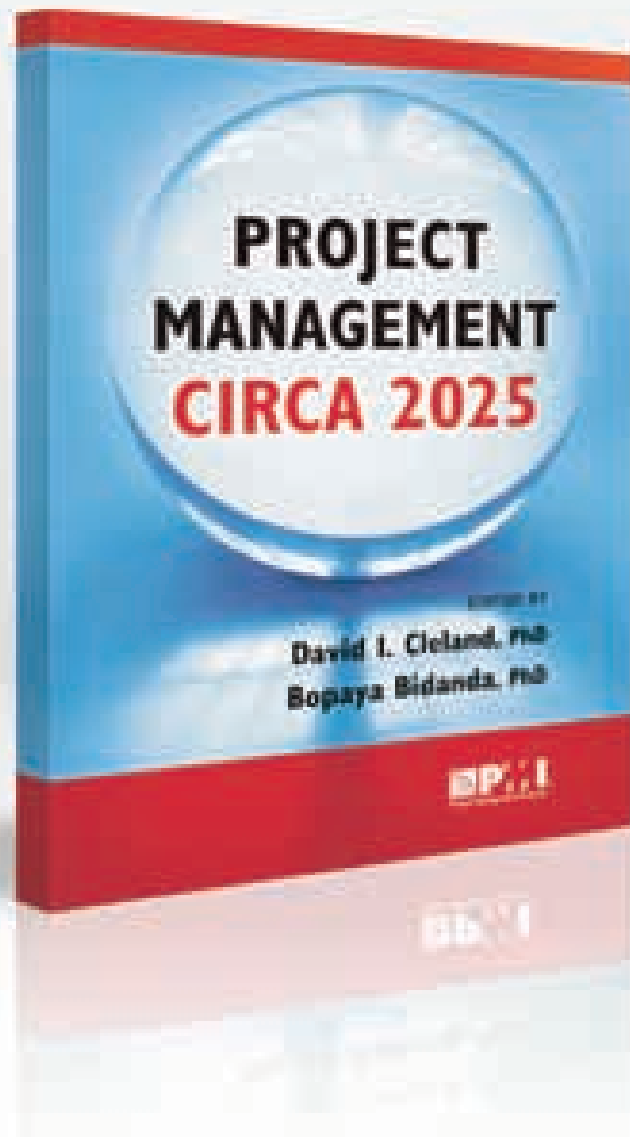
However, the opportunities that PMI offers in volunteering are immense.

It is a platform for professional networking, and an opportunity to interact with CEOs, CXOs and successful top management professionals. Volunteering enables knowledge sharing, provides a platform for taking risks without the fear of failure, developing leadership qualities, working for a social cause, and helps earn Professional Development Units (PDUs).

In what ways did the venue contribute to the success of the event?

Hyderabad International Convention Center is world-class, and we are proud to have hosted the first conference in such a facility. The Hyderabad Chapter contributed to over 60 volunteers for the conference. As the host chapter they ensured that every aspect was taken care of and delegates were 'wowed' with the experience.

Watch interviews with the authors, share your vision of the future and more at PMI.org/FutureofPM.



Project Management Circa 2025

Edited by David I. Cleland, PhD and Bopaya Bidanda, PhD
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Former Managing Director, Maruti Udyog Limited, and founder, Carnation Auto, Jagdish Khattar, lights the lamp to inaugurate the PMI India PM Conference in Hyderabad on 13 November.

COVER STORY

A Show of Strength

PMI India Project Management Conference places PMI India on the global map, turns the spotlight on project management across sectors, and demonstrates volunteer power in the country

15 November 2009. It was the last day of the three-day PMI India Project Management Conference, India 2009. Hours before the curtains came down, PMI Team India, accompanied by the core organizing committee, came on to the dais for a photo call. Moments later there was a spontaneous standing ovation from the audience. It was a tribute to the power of volunteerism and project management skills of the PMI fraternity, which put together a phenomenal show.

The PMI India Project Management

Conference, organized in Hyderabad between 13 and 15 November, exceeded the initial projections by a large margin and registered over 700 delegates from around the country. A key objective of the conference was to highlight the relevance of project management across sectors. The conference fulfilled this objective on several counts: thought leaders from across industries spoke about using project management to transform organizations, delegates from different sectors attended the three-day event, and non-IT organizations

bagged the newly-instituted awards for excellence in project management.

The conference also saw the coming together of PMI India and the seven PMI chapters. The event, which aimed to showcase project management success stories in India, in turn became an inspirational project management success story that used PMI best practices throughout its planning and execution.

Raj Kalady, managing director, PMI India had set high standards. He said,

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"PMI has been holding global congresses across four regions worldwide. I've attended two of them and seen the benefits to delegates. We decided to have a national-level conference on a similar scale in India. It didn't take much convincing on my part at any forum. Almost unanimously everybody agreed that we needed to have the conference." The enthusiasm among practitioners was apparent in the rush for registration. "We had to close registration 10 days prior to the event. The excitement among volunteers was also visible right from the start," he added.

Three days, many achievements

The conference was a demonstration of the power of volunteerism. Volunteers from various PMI chapters planned and executed the conference. Managing a conference of this scale, primarily with the help of volunteers, was a Herculean task. The team pulled it off with the support from volunteer leaders from chapters, assistance from PMI India, and by following program and project management principles.

Feedback from delegates has been extremely positive. Gaurav Bati of GMR said, "PMI Team India did a great job in organizing such a large-

format conference." Another delegate, Nagaraj Murali of NIIT Delhi, said, "PMI did a fabulous job, considering that it was the first conference of its kind in India."

The three-day conference provided a platform for visionaries to share ideas, experts to throw light on the challenges and opportunities in project management across sectors, delegates to learn from and network with thought leaders and peers, and PMI India volunteers to showcase their capabilities.

The conference opened the doors for the country's premier knowledge and industry bodies the National Association of Software and Services Companies (NASSCOM) and PMI to explore common ground. "PMI's work is complimentary to that of NASSCOM. I see PMI to be playing a crucial role in the Indian software service industry's next phase of growth," said Som Mittal, president, NASSCOM.

PMI instituted three awards at the PMI India Project Management Conference for exemplary stories of project management in India. Reliance Industries Limited received The Best Project of the Year 2009 Award, the National Stock Exchange

of India Limited received The Best Project of the Year Award 2009 runner-up, and Jury Award for the Contribution to Community 2009 went to the Indo-German Watershed Development Programme (IGWDP), Rajasthan Regional Office, NABARD (the National Bank for Agriculture and Rural Development). Totally, 11 nominations had been received for the community award and seven for the best project.

Breakout sessions add to the experience

Breakout sessions allowed practitioners of similar interest to get together and exchange notes. The tracks covered technical and operational issues encountered in project management practice. Some of the companies that presented papers during breakout sessions were GMR, Infosys, Mahindra-Satyam, Microsoft, Nokia Siemens Networks, Reliance Telecom, TCS, and Wipro. The automotive segment had a lot of action. There were presentations from Tata Motors and Mahindra & Mahindra, Xylo. There was a session on applying project management practice to film-making and one on, 'Help! My Colleague is Behaving Strangely'. The presenters brought out the common gender issues at the workplace and gave suggestions on how to manage them better.

A number of invited speakers made eclectic presentations. There was Raed S. Haddad of ESI, Dr Bob Barnes of IIL, Hari Kumar of Deloitte, Alan Guthrie, Sriram Papani, Prof Rajeev Sangal of IIIT-Hyderabad, and Prashanth K.S. of KPIT Cummins.

Project management at the core

Excellent use of the principles of project management was visible in the meticulous planning and flawless execution of the conference by a team of volunteers from across the country. Hirdesh Singhal, Conference Project Management Office (PMO) Head,



The world-class venue, Hyderabad International Convention Center, added value to the conference.

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Delegates had a lot to choose from. There were 11 keynote speakers and 26 sessions, including plenary and parallel sessions, three panel discussions and several breakout sessions.

said, "PMI PM Conference was managed like a program. We created a three-tier governance framework of the conference committee, PMO, and congress action team. In the governance structure, we identified the tracks, their executive sponsor, PMO representatives and action teams. For each track, we identified the relevant metrics." Hyderabad was the unanimous choice for the venue since it was easily accessible from all cities. The dates for the event, 13-15 November, were frozen at the initial planning meet itself.

Industry leaders who spoke at the conference, highlighted how project management can make a difference to each individual, organization, and eventually the country's economy. Former managing director, Maruti Udyog, Jagdish Khattar gave an inspiring keynote address on the opening evening, drawing from his vast experience in the auto industry. Vice president & CEO, Zensar Technologies, Ganesh Natarajan gave a perspective on the way forward for the industry. Chief controller, Defence Research and Development Organisation (DRDO), Dr Prahalad gave rare insights into India's missile program from a project management perspective. Peter Monkhouse,

Director, PMI Board, brought in his global project management wisdom. Senior executive director, International Institute of Learning, Harold Kerzner set directions for the future of project management and PMO.

How it all began

PMI has four global congresses across four regions, Asia-Pacific, Latin America, EMEA and North America. Obviously these events are of continental scale. Which meant the Hyderabad event had to be big to match those.

The challenges were many; it would have to be organized and managed with a vast network of volunteers. It was to be a show of strength of the volunteer network. And so it was: a showcase event that established the power of project management to industries across India and proved the capabilities of practitioners in India to a global audience. As the days rolled by, the PMI India Conference web page started to come to life, finally growing into a crescendo of activities towards end-October. Closer to the event, almost 300 delegates had registered online.

It all started in early January 2009. At an all-chapter meeting, the key PMI

fraternity decided to have a global conference in India. Soon Kalady; Vijay Prasad, Director, PMI Board; and Ramam Atmakuri, PMI Mentor, Asia Pacific Region, started talking to key PMI members, developing the idea of the conference and making out a business case for it. Going by the rapid growth of the membership and a hunger in the industry to adopt project management practices, it soon became evident that the PMI India Project Management Conference was viable.

On 11 February, Kalady announced the proposed conference that would become an annual flagship event of PMI India. This would now make 'Brand India' known across the global project management fraternity. It would also help build credentials to host the APAC Congress in 2011 in India.

On 14 February, the complete outline of the conference was drawn at the R.E.P. meeting of the Hyderabad Chapter. V. Srinivas Rao (better known as VSR), who was to be appointed conference chairman later, outlined the details in a mail to all chapter presidents. Soon, key members were identified and the organizing process began. A 10-

COVER STORY



Delegates at the registration counter at the venue.

member core committee was set up to guide, mentor and steer the conference. The committee identified 10 activity tracks for the conference. Each track was assigned an anchor and a core team. It was proposed to have a 70-member volunteers' team representing the 10 chapters, working on the project with a minimum of 25 percent of the team being active at any given point in time. A 40-member core team would steer the conference. PMI gave financial assistance (the conference budget was Rs 70 lakh), and helped with marketing, evaluation of technical papers, participation in the awards panel, sponsorship committee, logistical support, and with bringing in speakers.

PMO on overdrive

The Project Management Office (PMO) was set up in April. Hirdesh Singhal was assigned to the PMO owing his experience in running a Project Management Center Of Excellence at Mahindra-Satyam. Arun Kiran Ponnekanti of Infosys and Vurakaranam Ravi of Cognizant were roped in too. A multi-tiered hierarchical team was set up, consisting of track teams, action teams and volunteer teams. The

organizational structure was now in place. Vurakaranam and Sudheendhra Neela, Vice president, Deloitte, a PMP and a core committee member, would coordinate the distributed teams. Vurakaranam explained, "The multi-layer governance mechanism ensured that the volunteers had the authority so that they take accountability for the outcomes."

We asked Neela how he managed to pull off the record registrations. "It was all through networking," he said. PMI India had taken a spartan approach to marketing the event. The team kept the number of mailers and the frequency low as possible, so as not to intrude on members' privacy. There was no marketing blitzkrieg. Instead, PMI Team India took the route of network marketing. Neela led the registration campaign from the front. "People brought their friends, and they brought their friends," said Neela. It was the network effect in action.

The project management skills deployed and the dedication of the team paid off. The list of speakers was impressive, and the venue, Hyderabad International Convention

Center (HICC) inside the Hitech-City, was imposing yet eclectic. The committee overshot the initial goal of 500 registrations by 200. They garnered full sponsorships from Microsoft, International Institute of Learning and Sabcons. PC Quest came in as media sponsor.

The team is elated at the outcome. PMI India is happy that it has achieved its aim. PMI India Project Management Conference, 2009 now sets the tone for bigger and better events in the years to come.

PMI India Project Management Conference India, 2010 will be held in Mumbai. Till then people will talk of PMI India's first conference with fond memories.

Project Charter

The following objectives guided the organizing team:

- Showcase 'Made in India' projects to share experience in executing best-in-class projects;
- Share the importance of project management as a philosophy for strategic and operational excellence;
- Motivate and inspire the sectors and industries which have scope for adopting project management more rigorously in India;
- Provide a platform for participants to build relationships and network with fellow professionals;
- Recognize the 'best-run projects' and practitioners (PMI India awards); and
- Understand challenges in project management in the new reviving economy.



Honoring Exceptional Achievements

A highlight of the three-day event was the awards ceremony held on 14 November. PMI India honored the achievements of three organizations in project management. The newly instituted PMI India Project Management Awards Program will annually recognize individuals, groups and organizations for the effective application of project management principles and techniques.



Jury Award for the Contribution to Community 2009

went to the Indo-German Watershed Development Programme (IGWDP), Rajasthan Regional Office, NABARD. IGWDP received this honor for sustained performance by applying project management principles to the pro bono service that has improved the livelihood of the rural poor. Chief General Manager, Rajasthan Regional Office, NABARD, K. Muralidhar Rao and Assistant General Manager, Program Development Unit, IGWDP, NABARD, B. K. Singhal received the award.



PMI Distinguished Project Award

was presented to Larsen & Toubro Limited for the Booster Compressor Platform Project (BCP-B2) located off the coast of Mumbai commissioned by Oil and Natural Gas Corporation (ONGC). This award recognizes and honors successful projects that have promoted project management concepts, techniques, practices or theories through the effective application of project management principles.

**The Best Project of the Year 2009 award**

went to Reliance Industries Limited for the KG D6 Deepwater (D1/D3) Gas Field Development Project. This first deepwater development project in India successfully implemented high technology, which is on par with the highest benchmarks in the world. Senior Vice President (Development Projects), Petroleum E&P Naresh Narang, and Vice President (Projects & Development), Petroleum E&P K. Sudarsana Rao jointly received the award.

**Best Project of the Year Award 2009 runner-up**

went to the National Stock Exchange of India Limited (NSE) for its Nationwide Network (N cubed - N3) project. As an endeavor to enhance trading experience and to provide value-added services to members, NSE embarked upon a project to deploy a robust and secure private IP network. Senior Manager-PMO Sudhir Sawant and Project Manager, N-Cubed Nitin Gupte received the award.

Peter Monkhouse, Director, PMI Board presented the award to L&T. Ganesh Natarajan, Vice President & CEO, Zensar Technologies presented the rest of the awards. Managing Director, PMI India Raj Kalady said, "The PMI India Project Management Awards Program recognizes excellence in project management across a broad array of categories for organizations, individuals and community advancement. PMI's commitment to honoring exceptional achievement is demonstrated through these awards, which recognize those who set the highest standards of performance in the field of project management. Winning this award is a testament to the value the profession brings to the industry and to the growing Indian economy."

Straight From the Dais

Haren's Formula for Creativity



You must have always looked at Ferrari, Apple, Sony and BMW and said, "How could they be so creative?" Ask Frederick Haren, the ideas guru from Sweden, you get a dead-pan answer: "They work on a truck load of creative things before hitting the winning formula, and not just sit around and think they ought to be creative!"

This is typical Haren. In his inimitable style Haren had the 700-odd delegates at the PM Conference in thrall. His presentation was peppered with examples, anecdotes and statistics that ranged from the funny to the absurd. According to him, the more the number of people engaged in creative pursuits, the higher the resulting impact on that particular domain. By that logic, in developing countries, the thousands of engineers engaged in researching newer areas will increase the speed of

innovation in every domain.

"Idea is nothing but taking a known thing and taking another previously known thing and combining the two," said Haren. His simple formula extends well. His own presentation style is a mix of mono-acting and a speech. He morphs into his characters and morphs out of them with such ease that it is a unique blend of story-telling.

Haren also spoke about a couple of examples, such as Eurosails and his own Idea Book, which is more of a notebook than a usual management book.

If at all someone was looking for an easy formula to create ideas out of nothing, then Haren has fulfilled that wish. By a clever assumption that ideas cannot come out of nothing but by mixing two previously known things to create a new thing, he brings idea generation to the realm of algebra. So he declares that $idea = p(k+i)$, where 'p' represents people, 'k' represents knowledge and 'i' is information. But here is the catch: if you feed this formula to a computer you will not get any ideas. This is an abstraction of the concept which Haren promotes, that ideas can be had by combining two known things in innovative ways.

Mittal Talks of Tectonic Shift

"We meet all service level agreements. But who are we trying to satisfy?" — That was the question National Association of Software and

Services Companies (NASSCOM) president Som Mittal threw at his audience.

We address business managers today. This implies that the project is delivered and completed the moment it is deployed for use. However, the changing business environment requires us to consider the question of 'user experience' and only that determines the completion of the project, he pointed out. This shift is crucial, with the pricing model changing from fixed-pricing to outcome-based pricing, he stressed.

Mittal noted a significant movement in the market which he paraphrased as, 'large transactions but lowest cost per transaction'. Utility companies and the FMCG sector primarily have moved into this mode in India. "This is going to be the norm of the new world," Mittal said.

According to him, we need to re-engineer the world, and this requires change management. The globalized



Delegate Say

Srinivas Manthrala, AP State Police Housing Corporation: It was an enlightening experience to learn about trends and approaches. I agree that project management is not merely a career path, but a core competence.

Straight From the Dais

world is facing unprecedented changes in the operating environment, user behavior and control of economic activity. He listed the three latest trends as, the shrinking age of the working population; the shifting controls of economic activity, technology reach, and access; and the opening up of new geographies, and new verticals. "Who will take project management to these new players who will emerge in recent future?" he asked.

Mittal also expounded on a new phenomenon which he calls 'tier-ization', which he predicted the IT industry would go through. The present structure of monolithic IT service companies is such that all portions of a contract are fulfilled within the organization with a little help from sub-contractors. "Going forward, large IT companies will depend on specialized niche service providers to fulfill various portions of a contract," he said. He listed the following statistics to buttress the idea of the tectonic shift: a software export target of \$225 billion by year 2020; software exports to form 28 percent of all of India's exports; and 50 percent workforce would be women.

He also predicted that the project manager's work profile would undergo changes. One would have to look at user experience as the ultimate client satisfaction metric and should be able to manage risks more explicitly.

Transforming Auto Sector, Khattar's Way

Delivering the keynote address on the



transformation of the auto sector and interweaving leadership lessons into it, former Managing Director, Maruti Udyog Limited, and founder, Carnation Auto, Jagdish Khattar, said project management should be the DNA of every organization, enabling easier execution and processing of the work flow.

Khattar emphasized the need to make project management a compulsory part of the curriculum. Commitment, leadership and initiative are the key areas in project management, apart from motivation. Besides, project management also includes strategic planning, resource allocation, financial management, and communication, he added.

The best example of excellent project management would be the Indian automobile industry, which is becoming the fastest growing automobile market in the world. India would be the hub of the small car segment in the world in the coming years, he prophesied. Khattar outlined eight thoughts on project management practice:

1. Often project management is not thought of as a subject or a domain – it is personally experienced;
2. The best way to adapt project management practices is to convert every activity into a project;
3. The success of a project depends upon execution, planning, product leadership and motivation of team members;
4. The main reason for a project's failure is lack of planning;
5. Always look out for that stray comment from customers;
6. Commitment, leadership, and initiative are critical to the success of a project;
7. Project management is commonsense, and includes strategic planning; and
8. If you fail to plan, then you are planning to fail.

'Raise Maturity Level in Project Management Practice'

Excerpts from an interview with Dr. Peter Monkhouse, Director, PMI Board

Project management globally is an evolving field. How is India placed in that evolution?

In some industries in India, project management is still much beyond the entry part; in some areas, it is very advanced. Today, the challenge is to manage IT projects while working with large multinational corporations

Delegate Say

Tanuj Mittal, Project Leader, MothersonSumi Infotech & Designs Ltd.: It was an excellent experience and motivating, from both the academic and professional points of view. I was excited to interact with so many people and learn how project managers can impact in many fields in the coming times.

Straight From the Dais



from western Europe and the United States. What you have learnt from them and how you have to work together as partners to adopt your processes is truly remarkable. Project management is trying to find ways to work with multinational and multi-cultural themes in spite of multiple time zones. Those organizations are on the leading edge of things.

We have to raise our maturity level in practicing project management. So we have to be better at doing our business processing, be more consistent, be more predictable about how we do processes, develop better skills in people, etc. Above all, in many ways the project manager will have to grow the most. Not only will he have to do the project within the budget and the time allotment, but also make sure that the project meets the business objective. Organizations are going to start expecting project managers to not only do the traditional on-time budget and scope, but also be prepared to say, 'This project is no longer valid... this project is not meeting the strategic objectives of the organizations,' etc. The project manager will be asked to

look at the surrounding areas of corporate social responsibility. He will be expected to look at how to manage the team, what the supply-chain line for the project is, and the lifecycle costing.

How are project managers going to handle cost analysis, which was earlier managed by the finance department? You are asking project managers to acquire cost analysis skills?

The project manager should be responsible for the lifecycle analysis of the project. The finance department puts together the financial model. But the project manager is responsible for delivering that product or service. The project manager has to consider whether the full lifecycle costing of the project has been done. Or other questions like, 'Have you done a complete supply-chain analysis? Do you have a sustainable supply chain here? Is the supply chain matching with what it should be doing?' In theory the other departments should be doing it. The project manager has to get that big perspective on things. Organizations will ask the project manager to be the check point, in say, 'Are we following our policies for sustainable supply chain?'

Natarajan on Emerging PM Opportunities

Ganesh Natarajan, Vice Chairman & CEO, Zensar Technologies believes PMI will lead, initiate and execute change.

India is a country with limited resources and high goals. The

country is building on its capabilities and growing in earnings. The past 10 years have seen a revolution in job creation. Natarajan believes the country and industry have a lot to gain by adopting project management techniques.

In the context of organizations in today's market environment, a big challenge comes from a global distributed delivery model. Here, project managers have a big role to play. "Designers can design from anywhere. It is the role of the project manager to interact with teams in other countries. Being the project manager means handling the development and management of teams," said Natarajan. He believes project management is a concept in the realm of self-management.

"I believe PMI will lead, initiate and execute change. After the global recession, new opportunities will emerge. The opportunities that 2010 will throw up will be different from those in the past," he added.

Dr. Kerzner's Take on New Roles of the PMO

The business environment is changing. So far organizations had been depending on multiple contractors and would go through a continuous bidding process for every component of a project or projects. Now, organizations prefer a single-source contract.

Dr. Harold Kerzner, Senior Executive Director, International Institute for Learning, says the project manager has got transformed into a business

Delegate Say

Sunil Kumar Sharma, Senior Project Manager, Infosys: One of the most exciting things discussed during the conference was how to change India through project management. This has given us a new vision. The agenda was planned wonderfully. The biggest learning for me was that project management can be applied to everything, like Mr. Khattar said. PMI is doing a great job by raising the standards of project management.

Straight From the Dais

manager. The Project Management Office (PMO) deals in wider areas of business and is not restricted to the triad of cost, time and quality.

“A traditional project would take about 18 months, and would deal with known technology, team members who are mostly stable, well-defined objectives and set a non-compromisable target. It would have a single stakeholder, managed by a single sponsor. The key performance indicator was based on Earned Value Management (EVM),” Dr. Kerzner said.

In a non-traditional project, the time is unknown and every other parameter is the opposite of that in a traditional project. This makes it extremely difficult to predict the outcome. Yet outcome is the key determinant in such contracts.

“The PMO has to now deal with a new model of stakeholder policy and management. The new success criteria not only depend on the triple constraints of time, cost, and quality, but we now also need to add a business component to this,” he explained. The project manager has a new job role. She or he now has to find Key Performance Indicators (KPIs) that make projects acceptable as a success by all stakeholders.

Dr Prahalad's View on Improving Time-to-Market

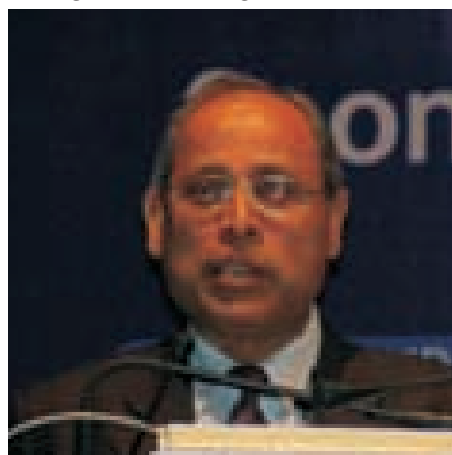
One of the biggest challenges for manufacturers of equipment for space research and defense is faster time-to-market. India's key defense research institute, Defence Research

& Development Organization (DRDO), faces this challenge too.

Dr Prahalad, Chief Controller, DRDO looks to project management to help bring in faster time and risk management. Speaking at the Project Management Conference, Dr Prahalad said, “Earlier it took more than 15 years to deploy long-range surface-to-air missiles, Aakash and Nag. Now they want a second one in half the time. How do you improve time performance? How do you manage the risk and manage the time better?”

DRDO entered into a joint development with the Israel government to share resources. “We can now produce both in India and Israel by funding partially in development and then sending for integration,” he said. This new model of collaboration, where teams in two different countries are working simultaneously on a project that would later be seamlessly integrated, is being keenly observed internationally.

DRDO is depending on project management, among other skills and



approaches, to succeed in this pioneering venture. “Defense and military systems are highly complex and demanding in terms of performance in various metrics. Time and cost management is crucial. So in those conditions how do we handle things? We're doing R&D management, project management, technology management, and risk management to overcome these challenges,” he added.

He said the organization is developing better project management and looking at more and more professionals in project management who can help cut time and cost, and generate skills and mechanisms.

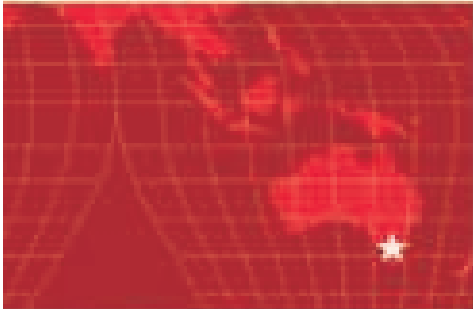
Kiran Bedi's Hi-Five

Former IPS officer and Ramon Magsaysay Award winner Dr. Kiran Bedi was no stranger to the audience. In her video message to the delegates, Dr. Bedi sought to inspire them as is her wont. She outlined five trends that will place Indian business on the road to global excellence:

- Get inspired to stand right;
- Creative people coming together is perfect project management;
- India is going to be healthy, educated and will have empowered women;
- Organize yourself; and
- Develop a winning team.

Delegate Say

Joseph Davel, Progressive Venture: The session with Mr. Haren on creativity and Mr. Hari Kumar's talk on track challenges for consultant were excellent. The conference was an opportunity to network and get cross-functional learning. Project management as a domain co-relates with everything we do. The formula for idea by Haren was interesting.



PMI® Global Congress

ASIA PACIFIC 2010

22-24 February 2010
Melbourne, Australia

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Establish a clear career path by visiting the PMI Career Centre at the congress. Access the PMI resources and tools available to help you advance your career.

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Soak up the sun and have fun in sunny, vibrant Melbourne. The city boasts famous shopping precincts, a passion for food and wine and a fabulous arts scene. There is something for everyone: shop till you drop, dance till dawn, fill up on culture, or simply enjoy gastronomic delights.

Visit www.PMI.org/AP10 for more information.



PANEL DISCUSSIONS

'We want to ignite minds, improve advocacy, and increase membership'

Excerpts from the PMI Team India Panel Deliberations

MODERATOR: V.Srinivasa Rao (VSR),
Chairman, PMI India Chapter

PANELISTS:

Mr. Suresh Chandra, Hyderabad
Mr. Brajesh C., Kerala
Mr. Tejas Sura, Mumbai
Mr. Girish K., Pune
Mr. Pawan Sharma, Delhi
Mr. Ravindranath P.S., Bengaluru
Dr. S.C.Rastogi, Hyderabad
Mr. Jayaram B. G., Bangalore
Mr. Karthik R., Chennai

What is the new avatar of project management?

Lins Paul: What (NASSCOM president) Som Mittal said is right. We are moving from project management to portfolio management. We are transforming from delivering projects on time, cost and quality to business value.

Karthik: Project managers are accused of looking at what is good for their project. Let's look at how many project managers have gone on to become CFOs. Lins spoke about portfolio management. Project managers need to choose projects that are good for the organization.

Srini: They should learn to see how to deliver value, improve profit, cash flow, and improve operating ability. We need to determine the right projects amongst hundreds.

What are the challenges faced by a project manager?

Girish: PMI's methodology has to be taken to the field more aggressively.

We will conduct nation-wide seminars to communicate with project managers on how we can deliver results through project management. One of their comparisons is: what is the difference with the delivery and results with someone without a certification and someone with a certification? As PMI members, we should be setting examples, performing in a far more superior manner than we are doing today. We should catch them young in MBA etc. and give them small modules.

Suresh: Government organizations require project management intervention. Most projects are not aligned with the organization needs. There are delivery delays. PM evolution is applicable across industries. Yet it is not perceived as a strategic tool. We need to bring in this belief. We need to work with ABC (Academia, Business and Community).

The areas of importance are student leadership competency building, scientific management of projects,

and awareness among students. So far, we have covered 5,000 students. Team India has uniquely agreed to make an impact on society by making project management a necessary skill-set.

How do PMI global standards help members, as also so many assets?

Dr. Rastogi: We need to open the boundaries of our mindset. When we talk of certification, we talk of PMP and PMBOK. We need to think beyond these and add value-based knowledge. We can organize global teams just by referring to assets and standards. There is a bank of case studies, books and quizzes. Think beyond and use standards to add value to the organization.

Ravindranath P.S.: We look at global standards to have a common benchmark. Today even Agmark, ISI has a common standard. We need quality assurance. It's a community's agreement about standards. We need to do a lot of work, share, mentor, and make an intuitive change.

Delegate Say

Lavanya, Satyam: The conference was a great opportunity for networking with practitioners from different cities. The sessions were thought-provoking. I'm looking forward to attending many more events like this organized by PMI. The conference had many lessons in store for me as a professional.

CXO PANEL DISCUSSION

Project Management –

A Key Driver to Run, Grow and Transform

MODERATOR:

Upendra Giri, Founder and CEO, Astrowix Corporation & Founder and Trustee, PMI North India Chapter

PANEL:

Sri Kumar, CMD, Karnataka State Police Housing Corporation

Himadri Banerji, Chairman and Managing Director, Bas Management Solutions Pvt. Ltd

N. Krishnan, Managing Director, Software Technology Park of India

Giri to Sri Kumar: The internal security of the nation is facing a crisis. From that perspective, could you throw some light on the topic given to us?

Sri Kumar: Project management is the key driver to run, grow and transform organizations. We have limited resources in the police forces; we have to perform under the gaze of thousands of eyes. And, remember, there is no tomorrow. We have to face (everything) with whatever resources we have. We have to perform.

To run the (police) department we need project management professionals. I found PM very necessary to enable the organization to grow. I'm proud that after we introduced project management techniques in the State Police Housing Corporation in Karnataka. Initially we were a no-loss/no-profit organization. In 2007-08 and 2008-09 we made profits of Rs 13 crore. PM helped our transactions to grow from Rs two crore to Rs 100 crore per annum.

There are 630-odd districts in the country, each getting anything from Rs 400 crore to Rs 1,200 crore per annum for about 2,000-plus projects. We need policing of the projects to ensure the projects get done in time, within the cost framework, and of the quality assured. We need project management to transform the country.

Giri to Banerji: You have seen global companies as a top consultant. Could you relate your experience, especially

regarding transformation?

Banerji: I admire project management professionals, although I am not a PMP myself – the reason being that I was always trying to see the differences between companies in managing, handling, and executing projects.

Project management is nothing but managing project risks. If you know how to manage project risks, you are a good project manager. If you go through the entire project management body of knowledge, you will find that transformation of a person after he gets a PMP...his appreciation of risks and how to handle the risks and how to manage the risks. In most Indian organizations, the effort is to ensure that the project manager tries to adhere to the schedules and the budgets. But in American organizations like Rolls-Royce, the mantra is to also manage project risk.

When you look at large scale projects, one area where Reliance has been definitely a success is at managing resources. Speed is the essence of execution in companies like Reliance.

Giri to Krishnan: You have seen the corporate world as well as government sectors and policies, both from the implementation and donor's perspective. You are now in an organization which has contributed tremendously to the IT sector. A lot of subsidy was given to IT companies, and that was the biggest policy you came up with. From that perspective we want to hear from you.

Krishnan: For about seven years, I was running projects on day-to-day maintenance. You need to plan how to reduce the downtime of machines, like a plant shutdown. How do you optimize your efforts and resources to meet the mean time?

Then I went to work for the World Bank in Africa. Things are pretty tough there. We didn't have resources. As Dr. Banerji said, every day there would be a new risk coming up in your life while the project was going on stream. That's where we recognized our project management needs, and the requirements of the field. And finally I spent about 18 years in research and development, where, of course, the transformational aspects of project management skills were in full play. Because every day you transform yourselves into an R&D product or an R&D system or an R&D idea to stay ahead.

Today I head this organization of technology parks. For 20 years, we have been acting as a single window to the software industry. This is what we run with project management. From a modest Rs 5 crore exports in 1992-93, today India has achieved US\$46.3 billion.

Now, one of the services that we run is that of SOFTEX certifications. From 100 certificates in 1991, today, one of my centers handles about 70,000 SOFTEX forms; this takes a lot of planning and project management. We need to transform ourselves.

We need to look at how to segment the industry, and how the industry

PMI in the News

PMI Honors L&T with Distinguished Project Award

Newtown Square, Pa. and Hyderabad, India, 13 November 2009 Larsen & Toubro Limited (L&T) was awarded the Project Management Institute (PMI) Distinguished Project Award for the Booster Compressor Platform Project (BCP-B2) located off the coast of Mumbai commissioned by Oil and Natural Gas Corporation (ONGC). This award recognizes and honors successful projects that have promoted project management concepts, techniques, practices or theories through the effective application of project management principles. The award was presented during the PMI India Project Management Conference in Hyderabad.

PMI Honors Girish Kelkar, Pune-Deccan Chapter President Local Leader Recognized with Component Leadership Award

Newtown Square, Pa. and Hyderabad, India 18 November 2009 Girish Kelkar, has been awarded the Project Management Institute (PMI®) Component Award for Component Leadership for his role as a leader in the PMI Pune-Deccan, India Chapter and furthering PMI's envisioned goal that "worldwide, organizations will embrace, value and utilize project management and attribute their success to it." This award honors component officers who have effectively guided their component's operation to significant advancements or achievements for PMI.

Mumbai Chapter Receives Component of the Year Award

Newtown Square, Pa. and Hyderabad, India 19 November 2009 The Mumbai Chapter of the Project Management Institute (PMI®) was recognized with the PMI Component Award for Component of the Year, Category II, for contributions to its community, project management and PMI. The PMI Mumbai Chapter, chartered in March 2001, has over 800 members. The chapter received this prestigious award for their carefully drawn election program, exhibiting the high standards they expect and receive from all of their elected officials and members.

Ex-MD recalls Maruti's drive to success

MUT improved its market share to 60 p.c. during market slowdown in 2007

Special Correspondent

HYDRABAD: Memories in the form of project management have gathered here for the annual event of Project Management Conference by the local chapter of the Project Management Institute (PMI) in Hyderabad.

Former Managing Director of Maruti Suzuki India Ltd. and President of PMI Chapter, who is a member of the PMI India Chapter, shared his experience and insights on project management during the event. He said that the success of Maruti Suzuki India Ltd. is a result of effective project management.

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Customers' feedback

Mr. Maruti said, "The success of Maruti Suzuki India Ltd. is a result of effective project management."



Ajay Kumar

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Upendra Giri Receives PMI Recognition

Newtown Square, Pa. and Hyderabad, India, 16 November 2009 Upendra Giri, PMP, was awarded the Project Management Institute (PMI) Eric Jenett Project Management Excellence Award for his outstanding contributions to the practice of the project management profession and has demonstrated leadership and initiative while advancing project management concepts, techniques, practices, or theories.



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