

MANAGE India

PROJECT MANAGEMENT INSTITUTE

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By Invitation:
Ravi Mani, vice-president,
organizational excellence,
iGate on the importance of
knowledge management

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Letter from PMI India, Managing Director

Dear Project Management
Practitioners,

The past couple of months have been exciting for us at PMI India. We are gaining momentum in our efforts to advocate the practice of project management across industries in India.

We are increasing our visibility and spreading the message of the importance of project management through a series of activities. One such activity was the PMI Knowledge Forum power breakfast across four cities (Mumbai, Delhi, Bengaluru and Hyderabad) with project management guru Dr. Terry Cooke-Davies. The series of talks saw enthusiastic participation of practitioners and aspiring project managers. Dr. Cooke-Davies also spoke at the TCS facility in Mumbai and Hyderabad, and at the Intel and Oracle facilities in Bengaluru.

I'm delighted to announce that we are going to host PMI India Congress in November in Hyderabad. This event is being organized by Team India (all the seven PMI chapters) and PMI India office. We will give you further details about the conference through the website. I request you to keep your dates blocked for the Congress and submit applications for speakers. We need help from volunteers to make the event a huge success. Please write to conf.volunteer@pmi-india.org if you would like to volunteer for the conference.

The PMI India website is also ready and we request your feedback on the same. Please visit www.pmi.org.in.

In May, three of us from PMI India attended the PMI Global Congress,



Uday Yedur, Deepak Venkateshan, chair of the board Ricardo Viana Vargas, PMP and Raj Kalady at the PMI Global Congress in Amsterdam.

EMEA in Amsterdam. It was an immense learning and networking opportunity for us.

PMI India signed an MoU with the Federation of Indian Chambers of Commerce and Industry (FICCI), the premier industrial body in the country, last month. This paves the way for the setting up of a center of excellence for the promotion of project management in India.

The economic slowdown has brought in more attention on fine-tuning existing processes in organizations. The focus is on optimum use of available resources. Organizations have found that the route to achieving such operational excellence is through project management. In this issue of *Manage India*, we feature Levi Strauss, which is managing the downturn by practicing some of the methods that project management advocates.

We hope you enjoy reading the issue. Please write to us with your feedback at the link below.

Regards,

A handwritten signature in black ink, appearing to be 'K. J.' or similar, written over a light blue horizontal line.

Managing Director, PMI India

(Please write to editor.manageindia@myciol.com with your feedback and articles.)

Letters to the Editor

Dear Editor,

It was a pleasure to read the March-April issue of *Manage India*. I particularly enjoyed reading the cover story. Your coverage of the election system in India was timely and enlightening.

We associate project management with the corporate world and do not think it has relevance to other areas as well. I was pleasantly surprised to find that one of the oldest systems in this country, the election process, follows modern-day project management principles. It goes to show how project management can make a difference to businesses everywhere.

I look forward to reading more such articles. All the best.

Regards,

Savita Mandal

Dear Editor,

Congratulations to PMI India on bringing out a magazine dedicated to the project management community.

The chapter news update gives us a fair idea of the work that goes on across the country. I request you to add a section in PMI India news on events to look forward to in the next two months.

Regards,

Ashish G.

BY INVITATION: Ravi Mani, VP, Organizational Excellence, iGate on how to make the most of the available knowledge in teams and individuals

Manage Knowledge for Project Success

Successful project management involves extensive planning at the start of the project in order to achieve the project's goals and objectives. It also involves organizing resources efficiently, controlling the way the project is executed, making course corrections and motivating the team.

When a new project is begun, it is often difficult to identify a project manager who has gone through all these challenges in his/her projects earlier. But, if the organization has a long history of projects, you could pool some of those resources and knowledge for the current project.

For the success of a project, it is important to leverage the tacit and explicit knowledge within an organization. This knowledge may be embodied in individuals or in organizational processes and practices. We need to devise multiple mechanisms to store and utilize this knowledge effectively.

Embedded Knowledge:

Invite suggestions from people on various subjects, ranging from domain, technology, people management, scheduling, (project) tracking, and managing risks, to effective communication with customers.

When a project starts, ask the project manager to write a one-pager about the customer, details about the project, business objectives of the project and benefits expected.

Invite experiential papers on various topics to highlight the subject better. For instance, for a project on bankruptcy management, a paper about bankruptcy chapters and how and when they apply to different companies would help in understanding the subject better.

Encourage people to form teams and come out with training/orientation material on various topics. This may be used to train newcomers and when a new project starts.

Identify one topic every month and announce a contest inviting best practices write-up. This could be in the areas of requirements management, risk management, managing customer expectations, people management and onsite-offshore communication. In this way, you collect and can share information with team members at appropriate times.

Encourage people to form groups and draw up guidelines and frameworks in different areas, such as estimation guidelines for projects whose scope is not clear and methodology to manage large projects.

Some people are good with devising tools to simplify operations. Announce a competition to submit such tools. They may help improve productivity.

Encourage each project manager to come out with case studies at the end of each project with best practices and lessons learned.

Tacit Knowledge:

It is said that only about 20 percent of the knowledge in an organization can be captured explicitly, and the remaining knowledge lies with individuals alone. It is important to explore ways to extract this knowledge and use it in projects.

Depending on the expertise of people, classify them as reviewers for different types of projects.

For example, classify some as experts in large development projects and some in projects based on certain technology/domain.

Encourage people to register as trainers and use their skills for a set of people. This way you will use the knowledge that exists in the trainers and share it throughout the company.

Organize contests for story-telling and invite people to share their project success stories.

Identify mentors and classify them to mentor different types of projects. When such a project starts, take their help to mentor project managers and team members.

Organize quizzes on various topics and invite experts within the company in that area to conduct these sessions. You may store all these quiz questions and answers in one place for people to make use of later.

Knowledge management is extremely important in project management. The successful use of the knowledge that exists in a company helps in managing projects successfully, thus meeting the goals of each project and achieving customer delight.

We have successfully implemented most of these suggestions at iGate and found them working well for us.

“For the success of a project, it is important to leverage the tacit and explicit knowledge within an organization.”



Ravi Mani,
VP, Organizational Excellence, iGate

\$12,000,000,000,000

(That's 12 Trillion Dollars*)

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PMI is an autonomous, non-profit, global membership association dedicated to advancing the practice and science of project management.

* Figure in U.S. dollars. Source: Managing Capital Projects for Competitive Advantage, McKinsey Quarterly, June 2008

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Denim factories in and around Bengaluru are working overtime to deliver ahead of schedule.

COVER STORY

Red Tab Beats the Blues

The economic slowdown has brought the focus back on maximizing resources to achieve project goals. Levi Strauss adopts project management approaches to manage the supply chain, deliver new products ahead of schedule and retain brand image.

A slow economy means consumer spending has shrunk and brand loyalty has to withstand the onslaught of cheaper brands. In the garment industry, the more-for-less approach seems to have spread across the value chain. Organizations are asking vendors to deliver faster and produce new products at the same or reduced price. Retailers are trying to liquidate inventory fast, even if it means at a lesser price. In the midst of this frenzy to beat the slowdown, the possibility of brand value erosion is high. Smart organizations are using project management to manage the

supply chain, maintain quality, and in the end, give consumers the same value for their money as before. Project management helps extract optimum value from available resources, and hence, enables organizations to look beyond short-term measures to cut corners. It helps them retain brand integrity and brand loyalty even in tough times.

Levi Strauss is known for its innovative and market-defining trends. It has expanded the scope of innovation to manage internal resources and the supply chain during the slowdown. Andrew Razeghi, professor at Kellogg School

of Management, says, “When the going gets tough, the tough innovate.” Companies like Levi's are following that principle with the help of standard project management approaches. Levi's is trying to achieve more for less, and introduce innovation in everyday processes and tools.

H. S. Vishwanath, country sourcing manager, Levi Strauss India, says, “The biggest challenge during a recession is demand forecasting. For the garment industry, fast movement of inventory is crucial. But that is not possible without accurate forecasting. We have adopted a

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collaborative approach with our suppliers and retailers to ensure all players in the value chain continue to gain in this relationship.” Levi’s has a supply base that is dynamic, efficient, cost-comparative and highly relative to business needs.

Vishwanath manages the organization’s sourcing on the basis of emerging market information. According to a Levi’s study, in normal times 30 percent of its top customers give the company 70 percent of its business. Retailers depend on information like this to maintain inventories, but during recession these analyses could go wrong and throw retailers’ planning completely out of gear. Levi’s is now co-planning strategies with the entire sourcing chain and with retailers to ensure demand and supply equilibrium.

Trust Through Transparency

Creating an environment of trust is the key to managing a project



“ We have adopted a collaborative approach with our suppliers and retailers to ensure all players in the value chain continue to gain in this relationship. ”

H.S. Vishwanath,
Country Sourcing Manager,
Levi Strauss India

successfully. Trust allows the manager better flexibility to put new processes and methods in place. “At every level of the sourcing chain, transparency is important to maintain trust during these volatile times.

We conduct transparent analysis of factors like available stocks, rate of sale and percentage of non-moving stocks with our vendors,” says Vishwanath. Levi’s believes transparency helps build trust among all the players in the sourcing chain.

Suppliers have to be confident the

company would pick up fabric and garments from them, and retailers have to be confident that the company is not dumping unwanted stock on them.

Inventory that stays on the shelf for three to three-and-half months is considered all right. But retailers would not like to waste precious on-shelf space beyond that. “We are co-planning with retailers to identify non-moving products and liquidate them. For the top five retailers, we have tailor-made strategies to help



Levi's is introducing new styles during the recession to continue to attract customers

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them move stocks fast,” reveals Vishwanath.

Planning is the Key

Project planning is crucial for the success of a project. While delivering a talk in Bengaluru recently, project management guru Dr. Terry Cooke-Davies quoted studies to point out that in the past 15 years project planning has not improved. Lack of planning is one of the main reasons for delays and unsatisfactory results in projects. The recession calls for even more detailed project planning. Vishwanath says, “We are relying on elaborate planning to meet fast-changing market demands. We are asking suppliers to give us fabrics and garments at a shorter lead time. Earlier, 35 days was the normal delivery cycle. Now we have reduced it to 20 days.”

Levi’s has managed to reduce lead time through better planning and making the most out of the available

resources. “These times are the real test of a relationship. Market volatility can work either way for an organization and its vendors. It can push the two away or can bring them closer. In our case, the relationship has become more compelling now, with immediate, tangible benefits for both the parties,” he adds. Shorter lead time means lesser risk of inventory loss or distress.

Team Work, Collaboration Always Work

Some smart thinking and decision-making is needed to quell fears of business loss, and in turn, faith. A drop in demand leads to cancellation of orders at the last minute. But some quick planning can save suppliers from loss. “For instance, a supplier of fabric has dead stocks because of a large cancellation. Our designers who study market trends closely, have identified an emerging style. In normal circumstances, we would

place an order with a supplier for the new fabric needed for this style. If the suppliers work with us as a team, we can immediately identify the excess fabric lying with the supplier and use it for the new styles. This way we can bring new products to the market in a shorter time,” Vishwanath explains. The company has developed new products in these difficult times with this collaborative approach.

Manage Your Risks

Doing business during a recession involves higher risks than in normal times. One of the biggest challenges is to reduce financial exposure. It is important to be updated about the industry, the financial health of the suppliers, and prepare backup plans. The project management principle of managing risks to manage time holds true here. An organization needs to manage the risks now so that it does not lose project time later. “It is important to consolidate the source base. Bet your money on those who

CHALLENGE	METHOD/APPROACH	RESULTS
Demand forecasting	Co-planning with strategic players in the supply chain	Comprehensive analysis & management of supply chain
Non-moving stocks	Transparent analysis of stocks, rate of sale & rate of non-moving inventory	Liquidate/minimize stocks
	Create new products in lesser lead time	Create space for new products
Financial crisis in suppliers		Develop trust through transparency
	Keep formal and informal information-gathering routes open	Create a stable supply base
	Help cushion blow to suppliers	Help implement environment-friendly & cost-effective solutions
Drop in quality		Help suppliers deploy new technology
	Keep backup options ready	
	Extra vigilance about compliance norms	Maintain brand integrity
Customers counting every rupee spent		Satisfy loyal customers
	Keep check on vendors with delayed delivery, high attrition and employee strikes	Reach out to new customers

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Levi's is ensuring fast movement of inventory by co-planning, which helps understand the requirements of each player in the supply chain.

are financially stable. Help them invest in new technology now. And be vigilant about suppliers who are on shaky ground," says Vishwanath. But how do you identify them? Look for the warning signs, like delayed delivery, high attrition in the company and potential employee strikes. Keep your backup options ready in case one vendor fails to deliver.

Levi's is managing risks by also helping vendors weather the volatility. "We help them in long-term planning and if they want to invest in advanced technology. We also help them devise cost-reduction measures. Factories are looking at greener options that are also lighter on the pocket, like using Compact Fluorescent Lamp (CFL) and solar energy. We help them adopt new, cost-saving technology. And they share their savings with us. It is a mutually beneficial relationship," maintains Vishwanath.

Quality Never Goes out of Style

Quality counts even more during tough times, though ironically, it is usually the first victim. Consumers are more vigilant about what they buy during the downturn and demand their money's worth. But by cutting corners vendors could compromise on quality. "During these times, one has to be even more vigilant about quality controls. Consumers are more concerned about quality now. For us, we cannot allow the brand integrity to be affected. The level of diligence from our side has gone up significantly now," he adds.

Project management principles are helping organizations like Levi's to not only tackle the recession, but also use it to their advantage. They have introduced a new sense of vitality and focus into everyday business. They have developed more fruitful and enduring relationships with vendors. They have managed their risks well and ensured that quality does not suffer.

Good business starts with good conduct, even in bad times. Organizations like Levi's realize that good old principles – be honest, respect relationships, honor loyalty and deliver the value your brand promises – can never go wrong. The recession has helped the company go back to the basics with project management approaches.

"These times are the real test of a relationship. Market volatility can work either way for an organization and its vendors. It can push the two away or can bring them closer."

H.S. Vishwanath,
Country Sourcing Manager,
Levi Strauss India

WHAT'S NEW IN RESEARCH

The Human Side of Project Management: (Eastern Culture Perspective)

Qian Shi, Jianguo Chen, Guangshe Jia and Jiming Cao
School of Economics and Management, Tongji University, Shanghai, P.R. China

A study on the human side of project management focuses on project management skills, rather than operation management skills. The study regards project management skills as the most important factors for the success of a company.

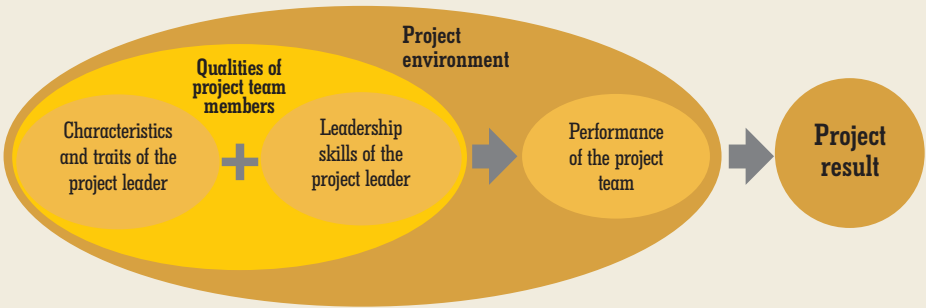
There are usually two types of skills that a project leader should master. One is the technical skills of project management, such as cost management, time management, quality management, and contract management. The other is soft skills such as motivation skill, incentive skill, and communication skill.

The questions addressed in the study were:

- What are the soft skills a project leader should have?
- How can a standard to select an excellent project leader be defined?
- What should project leaders learn to empower themselves to successfully

lead a project team?

After completing a literature search and preliminary interviews the authors conclude that there are basic characteristics and traits that a project manager must have, to be effective. These traits are then coupled with leadership skills as the graphic below illustrates.



Questionnaires were developed to research the following:

- Project team performance (200 survey forms sent), and
- Project leadership (500 survey forms sent).

To gauge project team performance four indicators were queried, as listed below in order of rank:

INDICATOR	SUB-INDICATOR
1. Basic qualities	1.1 The quality of the project leader 1.2 The quality of project members 1.3 The stability of the project team
2. Task allocation	2.1 Clear objectives 2.2 Clear organizational structure 2.3 Clear task delegation 2.4 Clear responsibility 2.5 Incentive mechanism
3. Team cooperation	3.1 Sufficient communication 3.2 Efficient coordination and collaboration
4. Team spirit	4.1 Harmonious relationship between project leader and project members 4.2 Mutual respect, understanding, trust, and unity 4.3 Positive attitude of project team

For leadership traits and characteristics, the five most important in order of rank were:

- Sense of responsibility;
- Being proactive;
- Self-confidence;
- Ability to deal with pressure; and
- Decisiveness.

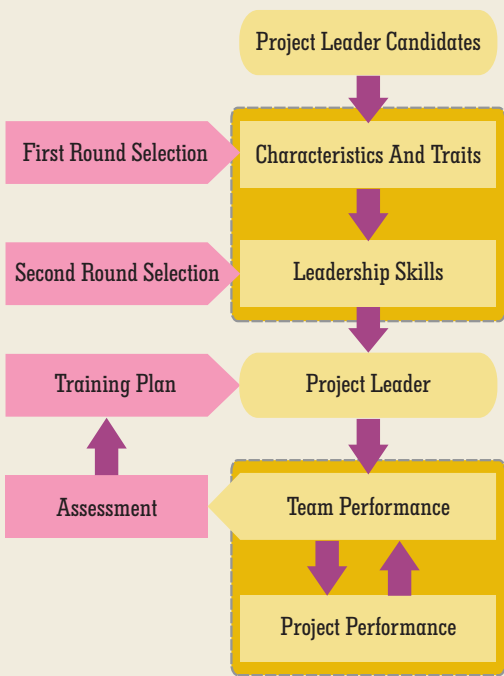
As regards leadership skills, the following three stood out as most important:

Oral communication skills: In Chinese culture oral communication is considered more important than written communication, as most problems are solved face to face, rather than in writing.

Ability to build harmonious relationships: Personal relationships are very important in China, and generally must be established before cooperative interaction can begin.

Motivating and incentive skills: This includes the ability to deal with and motivate individuals from different cultures.

A regression analysis was then completed to determine the relationship between each leadership skill and project leaders' performance. This analysis resulted in a system for first selecting and later evaluating project leaders.



The first round of selection depends on the aforementioned traits of responsibility, pro-activeness, self-confidence, ability to deal with pressure, and decisiveness.

The second round of selection focuses on leadership skills, especially “soft” skills.

INDICATOR	SUB-INDICATOR
1. Communication skills	1.1 Oral communication skills 1.2 Written communication skills 1.3 Comprehensive skills
2. Interpersonal skills	2.1 Being able to deal with people of different background 2.2 Persuading skills 2.3 Motivating and incentive skills
3. Coordination skills	3.1 Being able to deal with conflict 3.2 Building harmonious relationship within different parts in order to achieve project goals 3.3 Controlling skills
4. Team-building and delegation skills	4.1 Team-structuring skills 4.2 Identifying the ability of project team members 4.3 Delegation skills 4.4 Integration skills
5. Problem spotting, analyzing and solving skills	5.1 Timely problem-spotting skills 5.2 Problem-analyzing skills 5.3 Judging and decision-making skills 5.4 Problem-solving skills

The three most important skills are those mentioned earlier: oral communication, building harmonious relationships, and motivating skills.

While the results of the research may seem to be of value only to those residing in Eastern cultures, they also assist Western project managers in dealing with their colleagues in an Eastern setting, by helping them better understand the temperament and cultural differences in leadership skills that exist. With the advent of virtual project teams, this type of research becomes increasingly relevant.

ANNOUNCEMENT

PMI India Project Management Conference in November



PMI India is hosting the first PMI Project Management Conference in the country. The conference is taking place on November 13, 14 and 15 in Hyderabad. This event is being organized by Team India (all seven chapters in India) and PMI office in India.

The theme of PMI Congress 2009 is *Unleashing the Power of Project Management*. There would be multiple tracks over these three days that would explore project management from different perspectives. In

addition to eminent speakers from India, global experts are scheduled to speak at the event.

Block your calendar for PMI Congress. Do not miss your chance to network, learn, and earn PDUs.

For more information on volunteering, speaking opportunities, sponsorship or attending PMI Congress, please get in touch with your local PMI chapter. You may also visit the newly launched PMI India website, www.pmi.org.in.

PMI INDIA

Taking Project Management Across Industries

The Chennai chapter is one of the oldest and most active PMI chapters in India

Chennai, a thriving center for trade, education and culture for decades, has emerged as a knowledge economy city in south India in the past decade. Chennai is India's second largest exporter of software, information technology (IT) and IT-enabled services (ITES). The city is also home to several prominent educational institutes.

Chennai's economy has a broad industrial base in the automobile, technology, hardware, manufacturing, and healthcare industries. PMI Chennai Chapter has taken project management to a wide base across these industries.

PMI Chennai Chapter was founded in 2002, and the founding board was headed by Dr. P. N. Sridharan. Today, the chapter has close to 1,200 members, with more than 60 percent from India, around 35 percent from USA, and the rest from other countries, like UAE and Singapore.

The vision that guides the chapter:

- Provide a forum for project managers, and promote PMI principles.
- Facilitate the project management community to share project experiences.
- Provide training in the core competency and advanced knowledge areas of project management to the growing population of project managers.
- Support Project Management Professionals (PMP)® in their certification efforts.
- Support PMP® in their post-certification efforts to share the knowledge gained with the community.
- Support and provide training in project management at school and university levels.

PMI Chennai Chapter engages members through regular activities, like training programs, competitions, lectures/seminars by experts, conferences, field visits, demonstrations, and examination and certification support. The chapter has a research and publications division that caters to the requirements of members.

Chapter Board

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Chennai Chapter Communiqué

The chapter launched its newsletter, *Chennai Chapter Communiqué*, in August 2007. The aim of the newsletter is to update members and customers about the

latest events and happenings in the field of project management. It also shares perspectives on and insights into project management with members.

Communiqué has had four issues so far. The chapter has utilized the newsletter to discuss the objectives

and responsibilities of the board. The newsletter is also a vehicle to enhance volunteer programs, provide career tips to aspiring project managers, and share insights into market trends and developments with the project management community.

From Pune to Japan for Summer Fiesta

Shantanu Bhamare, PMP, vice president, PMI Pune-Deccan India Chapter, spoke at the Japan Summer Fiesta 2009 in June. He was there at the invitation of PMI Japan Chapter.

Bhamare was part of the content contributors and content reviewers teams to update and rewrite the most influential global standard by PMI, *A Guide to the Project Management*

Body of Knowledge (PMBOK® Guide) – Fourth Edition. He presented the differences between the third and fourth editions of the *PMBOK® Guide*.

PMI INDIA

'Project Management is Dream Engineering'

Dr. Terry Cooke-Davies, a global thought leader in project management, addressed aspiring project management professionals in a series of events held by PMI India office in April. Dr. Cooke-Davies, who has over 30 years of experience in project management, addressed professionals in Mumbai, Bengaluru, Hyderabad and New Delhi as a part of PMI Knowledge Forum.

Dr. Cooke-Davies spoke on the need for senior management to recognize that project management can bring about business change management.

"We face a few fundamental challenges in managing projects. Businesses underestimate project management basics, and that project planning is different from risk management in business otherwise. Project management is dream engineering; we do not plan a project

from a known present but from an unknown future. In risk management, we plan from the known present," Dr. Cooke-Davies explains. The other challenge that project managers face is to embed and align a temporary organization (the project) into the permanent organization.

"Recent studies have shown that project planning has not improved in the past 15 years. Plans are made with the help of estimators who lack the skill of planning, and hence decisions based on these plans have a high possibility of failing," he adds.

Managing director, PMI India, Raj Kalady pointed to last year's *Flash Report* of the Ministry of Statistics and Program Implementation which said that the amount of money spent on projects in India due to delay is Rs.3,70,000 crore. "We need to bring



Raj Kalady (left) and Dr Cooke-Davies at the event in Hyderabad

about a change in attitude if projects have to succeed in this country. Plan your projects well, be proactive, base your decisions on facts, observe and measure work progress, and introduce best practices and conduct root cause analysis," says Kalady. Participants showed enthusiasm in the question and answer session that followed the talk.

New PMI e-Learning Programs

PMI has introduced two new e-learning offerings: PMI Publication Quizzes and Project Movie: A Practical Application of the *PMBOK® Guide – Fourth Edition*.

PMI Publication Quizzes is a convenient, affordable way for PMI credential holders to earn Professional Development Units (PDUs) towards their continuing certification requirements. Individuals purchase a 'quiz bundle' from www.pmi.org/marketplace. This bundle contains an article and a link to a quiz specifically prepared on that article to test their learning. The subject matter for the quizzes are articles from PMI magazines and journals, and white papers from events, including PMI global congresses and research conferences.

Since *PMI Publication Quizzes* is accessed via the Internet, it eliminates the time and added expense needed

to travel to events or training classes. The intention of the program is to make it easier for credential holders to earn a small number of PDUs towards the total needed to maintain their credential. Each quiz awards between one and two PDUs. This program is especially beneficial to credential holders in regions of the world with fewer opportunities to earn PDUs through PMI Chapter events or PMI Registered Education Providers (R.E.P.s).

In **Project Movie**, a web-based self-study course, a scenario is presented in which the project manager of a documentary film learns how to apply the principles of *A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Fourth Edition* to his project. This scenario brings the concepts of the *PMBOK® Guide* to life in an interesting way. This course is targeted at

practitioners who are starting their project management career. For example, it can help project practitioners prepare for the Certified Associate in Project Management (CAPM)® examination, or can serve as an easy-to-follow guide to the changes and new content in the *PMBOK® Guide – Fourth Edition*. *Project Movie* will replace the existing *Project Management Methods and Mechanics* Web-based self-study course.

This online course takes approximately 15 hours to complete, and participants have convenient access to it any time for one year from the date of registration. This course can be purchased through Marketplace at www.pmi.org.

PMI INDIA

AHMEDABAD CHAPTER
Interact with Leaders

Ahmedabad is an emerging center for the IT and IT-Enabled Services (ITES) industries and forms the base for a large number of professionals aspiring to be project managers. The Ahmedabad branch of PMI Mumbai Chapter is providing a platform for experts to share their knowledge and experience with the community. The branch held two PMP Club meetings in April and May. The objectives of these events are to learn from leaders in the industry, build relationships with practitioners and share experiences with members.

At the 12th PMP Club meeting on April 19, Harin Khosti, PMP, spoke about project management planning. At the next PMP Club Meeting on May 17, Parvez Misarwala spoke on how to set up a Project Management Office (PMO). Misarwala has worked as a senior project specialist and has been instrumental in setting up a PMO in an IT organization.

MUMBAI CHAPTER
PMP Club: Forum for Learning

Mumbai Chapter has been regularly organizing PMP Club meets for members in the region. Below is a highlight of the club meets held in April and May.

PMBOK® Guide – Fourth Edition: Transition from the Third Edition:

Madhav Prabhu, a project management professional and information systems auditor, spoke about the significance of the *PMBOK® Guide* for project management professionals.

Ethics - is the way to go: Sandip Motiwale, who has worked in IT consulting, software product development, process automation, instrumentation and manufacturing industries, discussed how excellent project execution has a lot to do with professional and ethical conduct of the project team.

SCRUM - agile development in software development project: Sabu Mohamed, who has more than 20 years of experience in various areas of leadership and management, spoke about how agile methods are a family of development processes. Scrum, an agile method, is gaining prominence in the software development arena.

Earned value management: Rajeev Andharia, PMP, and Six Sigma (Green Belt) practitioner and trainer, threw light on the need for earned value analysis, how earned value analysis is conducted, and its limitations.

Project leadership – Indian research perspective: Prof Pradeep Pendse is the dean for IT and business design, Welingkar Institute of Management, and the awardee of the Dewang Mehta Award, 2009 for the Best IT Teacher in Management. He spoke on project management as an academic discipline, the need for leadership in project management and what competencies Indian project managers possess.

PUNE-DECCAN CHAPTER
Seminars on Industry Updates

PMI Pune-Deccan Chapter has been actively involved in organizing seminars to update members on emerging industry and market trends. Members look forward to these monthly events, where experts share their insights into and perspectives on various fields with the audience.

On April 11, Utkarsh Kikani, MCA from Surat, spoke on various aspects of the telecom industry, and highlighted the need for project management in a seminar. This was followed by a session by Hemant Urdhwareshe, a mechanical engineer with a post-graduate diploma in business administration, on how companies are improving their bottomline and customer satisfaction, and reducing waste with Six Sigma.

On May 9, members heard Nina Godbole on the 'Importance of security in global delivery projects.' She spoke about privacy issues, present and emerging threats, and risks associated with outsourcing. The next session was on the banking and finance sector, and was conducted by Abhijit Bhate and Amrish Sharma, PMP. The speakers gave an overview of the sector and its need for project management.

On May 12, the Pune chapter organized a seminar on 'Responsibility sharing between project managers and system engineers.' It was addressed by Carl J. Dister, who has over 25 years of experience in product development. Dister is a senior member of the Institute of Electrical and Electronics Engineers, Inc. (IEEE), and certified in both PMP and CSEP.



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