

MANAGE India

PROJECT MANAGEMENT INSTITUTE

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The spacious lobby gives visitors a feel of the sheer size of the facility.

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Letter from Managing Director, PMI India

Dear Project Management Practitioners,

We've reached almost the end of the year, and what a year it has been! PMI India stepped up its activities to a new level; we launched *Manage India*; and now, we are preparing for our big event, the PM Conference. The conference in Hyderabad on 13-15 November will be a fitting closing ceremony for a year that was hectic, challenging and, above all, highly fulfilling.

I see a lot of excitement among practitioners regarding the PM Conference. Our special coverage of the conference in this issue will give you an idea of what to look for during these three days. We've been seeing enthusiastic participation of practitioners from across industries in our events. I expect similar response for the upcoming conference.

Our seven chapters are doing a terrific job of spreading the word of project management across various industries and sectors through focused activities. A lot of the credit for making PMI India events a huge success goes to these chapters and volunteers. There have been many volunteers who have literally been burning the midnight oil to ensure all participants have a great experience.

Besides the conference coverage, you will enjoy reading the project

management success story of networking company Cisco. Cisco followed project management to build a world-class center in Bengaluru, the Cisco Globalisation Centre East. A focus area for PMI India is to advocate the use of project management in the social sector. It is encouraging to see how a leading Non-Governmental Organization (NGO) in India, Janaagraha, is starting to use project management to bring in more efficiency. You can look for some views and insights from the NGO sector in this issue.

We continue to receive a lot of reader feedback for *Manage India*. Please keep the mails flowing. I look forward to seeing you at the PM Conference.

Warm regards,



Managing Director, PMI India

Letters to the Editor

Dear Managing Editor,

I went through the September 1 issue and was impressed by the cover story. PMI India's work can be very pioneering and will help global project managers in the learning process. I have been a practitioner of project management for close to 20 years. Oracle Financial Services Software (earlier i-Flex Solutions Limited) has been an SEI CMM LEVEL-5 organization for close to 10 years and I have been part of the entire journey.

In the past couple of years, we have applied project management principles to our sales opportunities and we have seen amazing results in various situations. I would definitely like to share our experiences in this very critical business area with the project management community at large. I've taken classes for aspirants in the Bangalore Chapter and earned PDUs. Please do let me know if I can be of any help to PMI India.

Best regards,

Bimal P. Gupta
Vice President – Pre-sales,

Global Sales & Marketing,
Oracle Financial Services

(Please write to editor.manageindia@pmi-india.org with your feedback and articles.)

BY INVITATION

PM Tools Write Social Sector Success Stories

Project management can help bring in more focus and effectiveness in social sector projects, writes Jasmine Shah. Shah is a member of the Janaagraha leadership team and spearheaded the Jaago Re! One billion votes campaign.

The social sector in India faces tremendous challenges; this includes NGOs and community groups working on a range of development and governance-related issues in both rural and urban India. The potential impact of this work needs no emphasis. While it can significantly impact various development issues, it plays an important role in keeping our governments accountable and our democracy vibrant.

Therefore, it is extremely important for the social sector to operate within the strict bounds of professionalism and use the best available tools and techniques to manage projects successfully.

Unfortunately, this does not match with the current reality. An overwhelmingly large majority of social sector projects in India are managed in an ad hoc and informal manner even today. Project management in this sector has not matured to the extent it has in the private sector. Most of the organizations working in this space rarely take the typical approach to project management — defining clear targets, defining an action plan and timelines, allocating resources, mapping out dependencies and ensuring regular tracking and reviewing.

The reasons for this are varied, some of which are genuine. It is true that the vagaries and external dependencies that a social sector project is subject to are rarely seen in other sectors. This is compounded by the fact that most NGOs have highly heterogeneous teams. There is no

uniform understanding of project management and the tools that enable it. In many cases, especially in rural NGOs, technology skills are lacking. Besides, many NGOs do not feel the need to apply modern project management practices because they do not commit themselves to clear annual and quarterly targets.

But is it a wise choice to not adopt standard project management practices due to the inherent complexity of this space? I would argue otherwise.

Precisely because of the fact that the social sector is fraught with challenges and external dependencies — a chaos or a madness of sorts — it is even more important to deploy relevant project management practices. Besides, in this sector the resources available are so limited and the windows of opportunity so narrow, that one rarely gets a second chance to make an impact. Clearly then, little or no project management reflects poorly on an organization's commitment to change.

Over the last few years, Janaagraha has taken important strides towards better project management in its various programs. Defining clear targets and action plans, and reviewing the same periodically are a norm. Weekly review meetings are conducted within programs and at the organizational level, to ensure alignment of all staff and volunteers. All of these are open-door meetings, where any kind of external input is welcome. This is complemented by a monthly review by the executive body and a quarterly review by the advisory board.

“Strong project management practices were the backbone of the successful Jaago Re! One Billion Votes campaign.”



Jasmine Shah
Janaagraha

Earlier this year, Janaagraha successfully executed India's largest voter-registration campaign — Jaago Re! One Billion Votes — in partnership with Tata Tea. Strong project management practices were the backbone of this successful nation-wide campaign.

Recently, Janaagraha initiated an exercise based on the Balance Scorecard approach to better define organizational goals and ensure alignment among its various programs. There has also been a shift from Excel-based project planning towards professional open source tools for project management. I am sure this will yield significant outcomes in both the short and long term.

TEST YOUR KNOWLEDGE WITH Q&As for the PMBOK® Guide Fourth Edition

Published by Project Management Institute, 2009

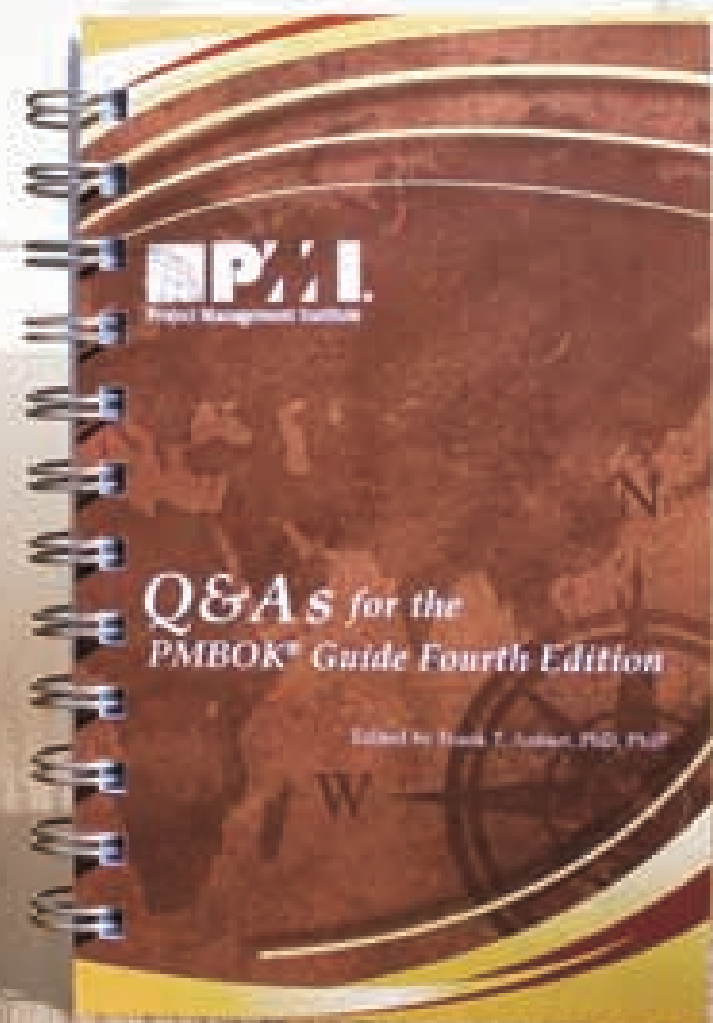
This newly updated complement to the PMBOK® Guide – Fourth Edition, provides 200 multiple choice Questions and Answers that cover the key themes and concepts of project management.

Q&As for the PMBOK® Guide is an excellent study tool for those preparing for any PMI certification exam.

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The open air cafeteria is a place for people to meet and take short breaks during work hours.

COVER STORY

Building on a Vision

Cisco employs project management to construct a world-class campus in Bengaluru, the Cisco Globalisation Centre East. The teams follow Cisco best practices to build a centerpiece for the company.

On October 31 Cisco completed two years at the Cisco Globalisation Centre East in Bengaluru. The state-of-the-art campus on the Outer Ring Road in Sarjapur, Bengaluru, is what Cisco calls the 'centerpiece of the company's globalization vision'. It was a vision that originated at the Cisco headquarters in San Jose, California, and was planned and executed by a global team spanning multiple disciplines. The networking giant relied heavily on project management to conform to global standards and ensure seamless

collaboration among the various teams.

The company committed US\$50 million to build this integrated campus. The first phase, inaugurated in October 2007, accommodates 1,350 people. It is spread over one million square feet. The campus has emerged as a center to showcase the capabilities of Cisco. The advanced Global Briefing Centre is a demonstration of the company's technological prowess. The facility houses the largest campus datacenter

outside the US. Cisco engineers work on the company's next-generation technologies in virtualization and service-oriented network architectures from this center. The teams that operate from here are Cisco Globalisation, Research and Development (R&D), IT, and customer support. Subsequently, after partial completion of the second phase, the number of people in the campus has now grown to over 2,300.

After former President of India, Dr. A.P.J. Abdul Kalam, inaugurated the

COVER STORY

center on 31 October 2007, Cisco Chairman and CEO John Chambers wove magic in the air! For the first time, Cisco publicly demonstrated its TelePresence technology to project life-size real-time images of its top executives in California onto the stage in Bengaluru. The meeting in the virtual world that morning was possible because of the efforts of teams across disciplines which worked for almost two years to make the center happen.

before giving a green signal for the project development to progress.

The specs well-defined

The success of this mammoth project lies in its foundation, or in other words, the well-defined specs and the project-initiating processes. Some of the key parameters at the specs creation stage were a clear and well-defined scope, a defined budget and schedule, a change management process, and quality definitions. Cisco follows certain key global

“Effective change management helped us to manage it well. Some of the challenges have been with respect to materials identified not meeting the original design and a few others were subject to the site conditions.”

Prasad H.R., Director, WPR, Cisco India

The teams that made it happen

The journey began in December 2006, when the company selected Bengaluru for its new center of excellence. The company appointed Wim Elfrink, Executive Vice President, Cisco Services as the Chief Globalisation Officer. He relocated to India to oversee the operations. The key teams which worked on the project were Cisco Work Place Resources (WPR), along with cross-collaboration teams from IT, labs and datacenter; architects and design consultants; project managers; and cost consultants. The WPR team clearly defined the requirements down to the look and feel of the finished product. The architects' team listed out the specifications, based on the definitions and expectations of Cisco. The project management team reviewed the specs, analyzed the aspects with respect to practical construction at site, and refined the requirements based on the local execution capabilities of the vendors. Cost consultants studied the specs and aligned them to the budget,

guidelines for its facilities and that helped the team define the project down to the last nail and screw.

“The guidelines we follow include the size of the workstations, power requirements in the labs and datacenter, and a focus on collaboration spaces,” says Prasad H.R., Director, WPR, Cisco India. At the designing stage, the teams faced several challenges in incorporating the prescribed global standards. Construction of the facility required a substantial amount of local materials. The team had difficulties in meeting the set standards with local materials and integrating various services with the available resources. The company sourced some key aspects of the fit-out development externally. This also helped in capitalizing the Special Economic Zone (SEZ) benefits that the Government of Karnataka extends to the corporate sector.

“We had to do a few alterations at the designing stage given that this was a huge project. Effective change

management helped us to manage it well. Some of the challenges have been with respect to materials identified not meeting the original design, and a few others were subject to the site conditions,” says Prasad. The timeline for design was 24 weeks and the team adhered to it in spite of changes in the initial stages. “Project management was responsible for defining, tracking and enabling the team to adhere to the timelines,” he adds. Project management also helped ensure that the design being developed was buildable, within the budget and value-engineered. The project management team kept the other stakeholders informed on any challenges the material posed, like delivery and quality issues.

According to *A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Fourth Edition*, the initiating process group in large or complex projects may be divided into separate phases. “In such projects, the initiating processes are carried out during subsequent phases to validate the decisions made during the original Develop Project Charter and Identify Stakeholders processes. Invoking the initiating processes at the start of each phase keeps the project focused on the business need the project was undertaken to address. The success criteria are verified, and the influence and objectives of the project stakeholders are reviewed. Involving customers and other stakeholders during initiation generally improves the probability of shared ownership, deliverable acceptance, and customer and other stakeholder satisfaction,” explains the *PMBOK® Guide – Fourth Edition*.

Project development: challenges aplenty

The project charter had defined the time frame to develop the project on site at 60 weeks. It involved three

COVER STORY

basic phases. Pre-construction included defining the scope, budget, and timelines, followed by design, procurement strategy, vendor selection, and finalizing the project execution plan. The next stage included actual construction work and safety management at the site. Post-construction meant substantial completion of the project, acquiring the certificate of occupancy from the local government authorities, and the submission of closeout documents. The two main parties involved in this stage were the developer who built the shell and core, and Cisco teams who managed the interior fit-outs. The challenges at this stage were many: sequencing of events, vendors meeting targets, and quality assurance. The team overcame the challenges methodically by applying key project management techniques and tools.

To enable sequencing of events, project management had to closely inter-weave the activities and trigger the right vendor/activity at the scheduled time. To ensure the vendor met the accepted schedule, the team conducted regular reviews. It monitored the progress of work and put the vendor on an incentive scheme that was attached to the project milestones. This helped achieve the original schedule. In terms of quality of delivery, the management had put together a quality team. The team involved the vendor and the project management, the other internal teams, and the architect. The teams conducted everyday quality walks to ensure quality delivery.

On the whole, strict adherence to the set goals of quality, cost and timelines at this stage was possible because of regular involvement of vendors in the design construction review meetings and weekly status update meetings.

“We put several project management practices to good use at this stage. We set up a complete commissioning team, including a third-party testing agency. Their tasks included pre-commission tests, an equipment readiness check-list and commissioning tests.”

Prasad

Deployment and testing: crucial stage

At the time of deployment, the project went through another round of quality checking and testing. Quality control inspections were conducted by the architects, project management and vendors. This helped assure that the project conformed to the specs.

Testing was another crucial aspect at this stage. The main goal of testing was to ensure that the project met the design parameters. The testing period stretched over a period of 12 weeks. This included pre-commission readiness. Quality control teams put all functional and operational systems through a test. All mechanical and electrical equipment and hardware went through readiness checks. The factory test reports of finishing products checked and verified.

“We put several project management practices to good use at this stage. We set up a complete commissioning team, including a third-party testing agency. Their tasks included pre-commission tests, an equipment readiness check-list and commissioning tests,” says Prasad.

According to the *PMBOK® Guide—Fourth Edition*, “Quality planning should be performed parallel with the other project planning processes. For example, proposed changes in the project to meet identified quality standards may require cost or schedule

adjustments and a detailed risk analysis of the impact to plans.” The *PMBOK® Guide—Fourth Edition* identifies some of the most frequently used quality planning techniques. The plan quality inputs are scope planning, stakeholder register, cost performance baseline, schedule baseline, risk register, enterprise environment factors, and organizational process assets. The tools and techniques are cost-benefit analysis, cost of quality, control charts, benchmarking, design of experiments, statistical sampling, flowcharting, proprietary quality management methodologies like Six Sigma and CMMI®, and additional quality planning tools, like brainstorming and force field diagram.

Since the time it was inaugurated in October 2007, the Cisco Globalisation Centre East has lived up to the expectations of its stakeholders. The campus has grown, both in terms of the facilities it provides and the number of people it accommodates. Cisco expects its centerpiece in the East to provide the right environment to develop talent, foster innovation and build stronger relationships both within and outside the organization. The project that took two years and US\$50 million to build is today the center for futuristic technology development. Cisco wants to continue to wow the world with its technology, and Cisco Globalisation Centre East is the new cradle for innovation.

WHAT'S NEW IN RESEARCH

Learning from the Experience of Others

Dr. Frank Anbari compiles *Case Studies in Project Management*, a set of 10 case studies. We give you the gist of two such cases, the Glasgow Science Centre Tower and Miller Park Stadium.

Teaching the principles and applications of project management can be quite a task for educators and trainers. To help arm instructors with pragmatic teaching tools, PMI offers a compilation of 10 case studies. The case studies have been compiled and edited by Dr. Frank T. Anbari, and are based on the work of students of George Washington University.

The editor chose these case studies because of the highly challenging projects they elucidate. These projects are broadly recognized as successful project management exercises. The detailed project management case studies form the basis for instructors to use as guidebooks for course work design and content.

In addition to the in-depth case study descriptions, there are several reader questions at the end of each phase of the project. Teaching notes and background information guide education providers in the use of each case study. An instructor's set is also available, which includes one case with teaching notes and 15 copies of individual cases.

The following are two such case studies:

Case description: A 42,000-seat baseball stadium, the result of a project undertaken to replace County Stadium, home of the Milwaukee Brewers since 1953. Readers get all

the details of this successful stadium project, which was designed to have a natural grass playing field and convertible roof to make a comfortable environment for players and fans, whatever the season.

Case description: Rising 400 feet above the River Clyde in Glasgow, Scotland, the Glasgow Science Centre Tower is the tallest freestanding structure in the country, boasting a 20-mile view over the city and the surroundings. Readers get project details of this tower, built in conjunction with the Glasgow Science Centre.

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PMI INDIA

PUNE-DECCAN CHAPTER

Knowledge Enhancement Events



A section of the audience at a seminar in Pune

The PMI Pune-Deccan India Chapter has been hosting seminars and workshops on different aspects of project management for various industries.

In September, practitioners took part in two such events. V. S. Mantrala, who has over 20 years of experience and is currently working on an Enterprise Resource Planning (ERP) implementation at Tetra Pak, was the

main speaker on 'Project Management Through Early Equipment Management (EEM)'. EEM is an important element of Total Productive Management (TPM) that originated in Japan. It is all about doing things right in the first place. EEM helps one to follow a step-wise approach to avoid last-minute surprises.

The second event was a 'Project Leadership Workshop' which was conducted by Swati. Swati, with over 20 years of experience in software, is a local partner of Palatine Group USA. The four-day workshop was a hands-on exercise designed to develop project leadership competencies. Participants were asked to execute a six-month project using a computer-simulated project environment. The workshop design was based on the experiences and principles of accelerated learning.

In October, Anuraag Gupta, who works with Laymen Consultants as a financial trainer and speaker on finance, held a workshop on

'Chanakya's Project Management Ideas'. The workshop put into practice age-old principles used by Chanakya and illustrated in his book, *Kautilya's Arthashastra*. He covered all facets of project management from planning of projects, to understanding a project in detail, execution of projects and successful completion of projects.

Shrikant, who currently heads Test Automation Center of Excellence in SQS India, spoke about test automation. His presentation covered topics like a quick introduction to regression test automation, regression test automation methodology and setting correct expectations around test automation.

A Musical Journey

The chapter also organized a fund-raising event on 23 October. It was a musical evening of Hindi film songs from the black and white era. The evening traced the golden era of Hindi music from 1945 to 1968, when melody ruled the silver screen.

HYDERABAD PEARL CITY CHAPTER

Conference Fervor Builds Up

The PM Conference to be held in Hyderabad on 13-15 November presents exciting prospects for the project management community to learn and grow. It brings together eminent speakers and experienced project professionals and provides a platform to exchange ideas and share amazing success stories.

Through the months of September and October, the chapter has been

gearing up for the big event. The chapter organized pre-conference workshops in September and October on various topics, like *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* – Fourth Edition, Microsoft projects, function point estimation, program management and earned value management.

On 2 October, the chapter observed Gandhi Jayanti by conducting a volunteer meet. Suresh Chandra, chapter president, and V. Srinivasa Rao, PM Conference chairman, attended the meet. They shared their experiences in volunteering

and updated volunteers on PMI volunteer benefits. Rao highlighted the need to mobilize delegates, promote the conference for setting up stalls, and generating interest in the conference among companies from different verticals. Another volunteer meet took place later in the month, which was a curtain raiser for the main event in November. The executive committee, PMO, all the active volunteers and all other PMIPCC members participated in the network meeting.

PMI INDIA

NORTH INDIA CHAPTER
(DELHI CHAPTER)

Action-Packed Calendar

This year has been an eventful and action-packed one for the North India Chapter. The chapter had representation at the PMI Asia Pacific Congress in Kuala Lumpur, Malaysia in February. The event was a valuable platform for volunteers from PMI chapters to share their experiences and issues and work out joint collaboration opportunities for common goals. The conference had an exciting agenda. Renowned speaker Fredrik Härén gave the keynote speech on 'The developing world: the need for innovation in a rapidly developing world' at a well-attended session.

New Collaboration Platform Launched

The Delhi Chapter successfully launched a new collaboration platform between chapter board leadership and chapter members, drawing huge appreciation and involvement from members. Ever since the launch of this group in March, interactions between chapter members and board members have increased multi-fold.

Focus on Government

Defence Public Sector Undertaking (PSU), Bharat Electronics Limited, approached the chapter in July for PMP® training. The chapter conducted training for two batches of senior professionals, including the Executive Director of the National Capital Region.

Networking Events

The chapter has been organizing networking events for information sharing, networking and earning of PDUs for chapter members and non-members associated with the profession. Some of these events were organized in collaboration with ESI International, Tech Mahindra, and Headstrong.



Delhi Chapter members with Steve Fahrenkrog VP, Regional Development, PMI (second from right)

PMI TRIVANDRUM,
KERALA CHAPTER

Skill Enhancement Workshop

The Kerala Chapter of PMI conducted a two-day workshop on software estimation at Technopark, which evoked a huge response from the community. The workshop was attended by about 30 participants from across the state and generated a 100 percent recommendation from participants.

Most of the software estimation topics that are relevant and popular were covered. These included software estimation process, standard software size estimation techniques, IFPUG function point analysis, Mark II function point analysis, use case point technique, object point method, WBS-based estimation, effort, schedule and cost estimation techniques. The training was handled by Anil Chandran R., PMP and Director, PMI Kerala, and project manager, NeST, Tiruvananthapuram, and by K.S.

Mathew, PMP and associate professor, Rajagiri School of Engineering & Technology, Kochi.

PMP Contact Training Programs

After a long gap, PMI Kerala restarted the contact training program for PMP® certification. This followed the huge success of the estimation workshop conducted earlier. Two sets of training programs were conducted during the months of July and September 2009 in Tiruvananthapuram. These programs were based on the *PMBOK Guide®*—Fourth Edition. Both the training programs had participants from across the state and abroad, working in various industries.

The highlight of these training programs was that they were conducted by qualified PMPs who are also practicing project managers. The trainers included Anil Chandran R., PMP; Brajesh C. Kaimal, PMP; Chitharanjan Damodaran, PMP; Indu T. Ponnappan, PMP; Manoj Krishna, PMP; Rajeev Rajasekhara Panicker, PMP; Rinoth Jacob Kurian, PMP; Sreevalsan Venugopan, PMP; Sunil Plavians, PMP; and Vikram Kumar B. T., PMP. Both the training programs

received good feedback and 100 percent recommendation from participants.

Session on Software Testing

In these times of IT budget cuts and near-zero discretionary spend, Quality Assurance (QA) as a function has become a soft target for cost drive-down measures. QA managers and validation service providers are challenged to reinvent themselves to ensure significant reduction in the Total Cost of Ownership (TCO) of applications. To overcome these challenges, QA organizations are adopting different approaches, like QA Center of Excellence as a shared service, specialized testing CoEs, focus on non-functional testing, and early lifecycle validation.

In his session, Harish T. Krishnankutty, Group Test Manager with the independent validation solutions unit in Infosys Technologies Limited, covered the details of each of these approaches and the experiences of organizations that have successfully adopted them. This session was attended by over 100 professionals in and around Tiruvananthapuram.

Guide to Project Management Conference



PROJECT MANAGEMENT CONFERENCE, INDIA

A PMI Team India Event

13th, 14th and 15th November 2009, Hyderabad

Venue: Hyderabad International Convention Center (HICC)

Conference Theme: Unleash the Power of Project Management for a Better Tomorrow

Project Management Conference, India is a three-day professional development event, hosted by Project Management Institute (PMI). It provides an opportunity for thousands of professionals across industries to exchange ideas on today's project challenges and emerging trends.

Day 1, 13 November

16:00 - 17:30
Registration

17:30 - 17:40
Welcome Address
Raj Kalady
Managing Director, PMI India

17:40 - 18:05
On the Theme of the Conference
V. Srinivasa Rao (VSR)
Chairman, PM India Conference 2009

18:05 - 18:47
Keynote Speech: Transformation and Revolutionization of Auto Sector in India
By Chief Guest
Jagadish Khattar
Former Managing Director, Maruti Udyog Limited
Founder, Carnation Auto

18:47 - 19:19
Keynote Speech: Project Management as a Strategic Competency
By Guest of Honor
Peter Monkhouse
Member, PMI Board of Directors

19:19 - 20:19
Panel Discussion: PMI as a Global Catalyst for Academia, Business & Community Transformation
Moderator: Steve Fahrekorg
Vice President, Regional Development
PMI USA

Panelists
Brenda Treasure
Doug Treasure
Madhu Pillai

20:19 - 20:24
Vote of Thanks
Suresh Chandra
President, PMI Pearl City Chapter

20:24 - 20:26
National Anthem

20:26 - 22:00
Cultural Program and Dinner

12:35 - 14:00
Exhibition Visit/Lunch

14:00 - 14:45
Break Out Session 1

Platinum Sponsor

Invited Speaker: Turning Around Failing Projects: Key Takeaways
Ravi Kumar,
Global Delivery Head,
Enterprise Solutions, Infosys Technologies Ltd

Invited Speaker: Challenges of Telecom Infrastructure Development
Nikunj Vyas,
Head - Unit, Reliance Telecom

Invited Speaker: Implementing PMO for Business Benefits Realization: Case Studies
Ajay Parasrampur
Founder, i2m & PM Academy

14:45 - 15:30
Panel Discussion: PMI Team India Direction and Vision 2012, Value to Project Management Community in India

PMI Chapter Presidents in India
Brajesh C., Kerala
Karthik R., Chennai
Amar Bhaskar, Bengaluru
Suresh Chandra, Hyderabad
Girish K., Pune
Tejas Sura, Mumbai

Day 2, 14 November

9:30 - 11:00
Keynote Speech: The Developing World: The Need for Innovation in a Rapidly Developing World
Fredrik Hären
Founder, The Interesting Organization (interesting.org), Sweden's leading creativity company

11:00 - 11:35
Exhibition Visit/Tea Break

11:35 - 12:35
Business Transformation and Corporate Performance
New Product/Service Development and Introduction
Academia and Community Transformation
Business and IT Alignment

Pawan Sharma, Delhi

15:30 - 16:00

Exhibition Visit/Tea Break

16:00 - 16:45

Keynote Speech: Indigenous Missile Programs in India - Program Management Challenges and Best Practices

Dr. Prahlada

Chief Controller, Defence Research and Development Organisation (DRDO) Government of India

16:45 - 17:30

Break Out Session 1

Diamond Sponsor

Invited Speaker: Program Management in Managing Business Changes

Alan Guthrie

Senior Program Director & Head of Global Delivery Enablement, HCL-Axon

Invited Speaker: Inspiring Leadership for sustainable Project Success

G. Narayana

Chairman, Excel Industries

Invited Speaker: Project Management Best Practices & Challenges in Consulting Engagements

Hari Kumar

Managing Director, Deloitte US India Offices

18:30 - 20:00

PMI India Awards Ceremony

Keynote Speech: Global Distributed Delivery Model - Power of Technology for Effective Project Management

Ganesh Natarajan

Vice Chairman & CEO, Zensar Technologies

20:00 - 21:30

Dinner, Networking & Cultural Program

Day 3, 15 November

9:30 - 10:30

Keynote Speech: Program Management Office 2.0 (PMO 2.0)- Aligning PMO with Business - A Case Study

Dr Harold Kerzner,

Executive Director, IIL

10:30 - 11:00

Exhibition Visit/Tea Break

11:00 - 11:45

Keynote Speech: IT as a Catalyst for Business Transformation - The Power of Project Management

Som Mittal,

President, NASSCOM

11:45 - 12:30

Keynote Speech: Chandrayaan - A Mega Project from Indian Space Research Organization (ISRO)

Dr. K. Radhakrishnan

Director, Vikram Sarabhai Space Centre, ISRO

12:30 - 14:00

Exhibition Visit/Lunch

14:00 - 14:30

Business Transformation and Corporate Performance

New Product/Service Development and Introduction

Business & IT Alignment

Invited Speaker: Academia & Community Transformation

14:30 - 15:15

Breakout Session 1

Gold Sponsor

Invited Speaker: Opportunities and Challenges in Managing Projects with BPM Enabled by SOA

Lalit Yagnik

Executive IT Architect, IBM

Advisor to American Express for BPM/SOA

Asia-Pacific IT Specialist Profession Leader

SOA CoE Lead, Global Business Services, India

Invited Speaker: PM Issues in Large R&D Project

Prof Rajeev Sangal,

Director, IIIT Hyderabad

Invited Speaker: Project Based Approach for Effective Change Management in Crisis

Sriram Papani

Vice President, Oracle Corporation, India

15:15 - 15:45

Exhibition Visit/Lunch

15:45 - 16:45

CXO Panel Discussion: Project Management - Key Driver to 'Run', 'Grow' & 'Transform' an Organization

N. Krishnan

Managing Director, Software Technology Park of India

Rupinder Goel

CIO, Bharti Airtel

Sri Kumar

CMD, Karnataka State Police Housing Corporation

Upendra Giri

CEO, Astrowix

16:45 - 17:00

Valedictory & Closure

A. V. Ramam

PMI Component Mentor for Western Asia Region

About the Venue

Hyderabad International Convention Center (HICC) is a world class, state-of-the-art venue, the first of its kind in South Asia. It is among the world's best convention centers. HICC is 22 miles from Hyderabad airport and is in the center of the business district. It is close to places of business and leisure.

FEATURE

How to Manage IT Maintenance Projects

Suvrutt Gurjar, PMP gives the lowdown on some project management tactics



The majority of the projects in the IT industry are of two types: development projects and maintenance operations. For IT service providers who perform maintenance services for their customers, IT maintenance operations almost invariably fall into the category of 'management by projects'.

This article discusses the most important project management aspects that managers of IT vendors providing applications maintenance services should consider. In an IT development project, an IT application gets developed, normally from scratch. An IT maintenance project involves making relatively smaller but continuous enhancements in already running IT applications. Let us take a look at various project management aspects in IT maintenance projects.

Planning: The global delivery model in the IT industry involves project teams in different countries and geographic locations. A project manager typically needs to plan for:

- Familiarizing the team on cultural aspects.
- Continuous skills upgrades of team members.
- Rotating of the team members between onsite and offshore locations and working closely with overseas deputation cells for applicable VISA requirements etc

Scope Management: In development projects, the scope of deliverables, except for the scope change requests, is finalized at the beginning of the project. In maintenance projects the scope centers around:

- Meeting / exceeding the service levels.
- Working on 'value adds' and reporting on progress made.

Cost Management: The IT maintenance project manager needs to consider the following cost management aspects:

- With projects running for multiple years, the team members sometimes need to step into the next role.
- Team members rotate between onsite and offshore locations and this calls for continuous project organization planning and cost estimation.
- The IT vendor needs to keep the applicable direct cost escalations in mind while planning projects.

Quality Management

- Compact but effective checklists are useful to ensure uniform code quality.
- Automated software testing tools can be used to ensure quality.

HR Management

- Training on cultural aspects for the team.
- Management of project teams' skill change requirements.

Communications Management (performance reporting)

In maintenance projects, the customer is mainly interested in SLAs to measure the performance of the project. Project reporting and tracking centers around meeting the SLAs. So a traditional Gantt chart is not a suitable option to plan and track progress. New delivery and performance measurement techniques are also evolving, like 'work unit concepts', where each work type is assigned weighted work units to compute the work done, and other models, such as pay per incidence and pay per performance.

Domain Knowledge and Technical Knowledge

Maintenance operations call for greater emphasis on business domain knowledge. Enhancements requests to

the IT application are mostly necessitated by some urgent business change and hence call for better understanding of business domains.

Project Documentation and Knowledge Management:

Documenting work done during each phase of the project execution is important, especially in development projects because it becomes the base for the subsequent maintenance phases.

- Knowledge management: As maintenance projects generally run into multiple years, having a robust project execution data and documentation capture system that is easily accessible to the entire team is very critical.
- Project documentation: Due to the very nature of maintenance projects, the turnaround time has to be short. Ready documentation helps in cutting short the response time.

Risks in Maintenance Projects

Since turnaround times are short in maintenance projects, a reliable estimation technique for small chunks of work (enhancements and bug fixes) is critical. Project managers should contribute to organizational baselines on various metrics, such as productivity and timeliness, and review the estimation with project leaders and subject matter experts.

These are some of the important aspects of managing IT maintenance projects. If a project manager implements these aspects properly, it definitely will lead to less maintenance in project management itself.

Suvrutt Gurjar is a senior delivery manager with Syntel. He has 18 years of experience as a project manager, program manager and delivery manager.



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