

MANAGE India

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The Show Behind the Scenes

Event management company, DNA Networks, follows project management to set high standards and meet stakeholder expectations



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By Invitation:
Managing Projects in the Agile World

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The Show Behind the Scenes

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Bollywood actor Katrina Kaif performing at IPL 2 closing ceremony in Johannesburg, South Africa in April 2009.

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Letter from Managing Director, PMI India



Raj Kalady at the Project Management Conclave for the automobile and pharmaceutical sectors.

Dear Project Management Practitioners,

It has been six months since we launched *Manage India* and readers have encouraged us with their kind words of appreciation.

We are moving forward and shifting gears in our advocacy efforts. On 25 June, we had a first of its kind activity, the Project Management Conclave for the automobile and pharmaceutical sectors. The delegates, who participated in the event, expressed great enthusiasm. They have expressed interest in knowing more about project management and how to join our community.

We are looking forward to the PMI Conference in Hyderabad in November this year. Planning for the conference has already begun. We sent out the initial communication and the response has been highly encouraging. We have received hundreds of registration requests from members and credential holders. This has motivated the conference organizing committee. There are interesting speakers and we

are confident that it will be a great event in terms of both learning and networking.

I hope you have marked your calendar for 13-15 November. I promise it will be a great learning and networking opportunity.

Regards,

A handwritten signature in black ink, appearing to be 'Raj Kalady'.

Managing Director, PMI India

Letters to the Editor

Dear Editor,

I really liked the cover story on beating recession through project management. It's very true that project management helps in optimizing of raw materials and also in assembly-line productions.

I would like to take this opportunity to ask you if project management follows the principles of TQM and Lean Production when situations are tough. Further, would any implementation of project management in large industries such as aviation, railways, and automobiles be a great inference?

Thanking You,
Rajesh C. Mathur, Ahmedabad

Dear Editor,

Project management goes through four essential steps—plan, strategize, scale and implement. While going through the last issue, I found that there were instances where the first, second, and fourth steps were followed but, the third step--scaling the project--was not mentioned. Could you shed more light on the same?

Also, your feature article was very interesting. I would like to request you to mention examples of project management in events and large-scale gatherings. Being an event management professional, any example of project management processes in event management would help me a lot.

Your issues are a great boon to readers as it tells us how to go about situations by breaking them down in steps. I hope that you continue this wonderful magazine and give us more inputs.

Regards,
Madhu Hari, Mumbai

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

BY INVITATION

John Morrison, Engineering Manager, Quality Assurance, Communication and Collaboration Products Group, Sun Microsystems, writes on the rugby approach

Managing Projects in the Agile World

Managing projects in the agile world requires the ability to balance stability with flexibility, order with chaos, planning with execution, optimization with exploration, and control with speed. This approach helps in dealing with project unpredictability and dynamism by recognizing and constantly adapting to changes.

In a whitepaper, 'The New Product Development Game', Hirotaka Takeuchi and Ikujiro Nonaka suggest that 'the rules of the game in product development are changing.' Under the traditional approach, a product development process moves like a relay race, sequentially from one phase to the next. Takeuchi and Nonaka discuss the 'rugby approach' of dedicated, self-organizing teams. Here, team members, like actual rugby scrum teams who work together to gain control of a ball, work together to deliver a product. The new approach has characteristics such as built-in instability, self-organizing project teams and overlapping development phases. These self-controlled and self-organizing teams require little direct project management as we know it.

Agile projects value working software, which is a profoundly different emphasis from traditional projects. In agile projects, working software is the ultimate quantification of project status. Traditionally, the project manager is 'the outsider' who controls the team's progress and makes assignments. In the agile world, he or she is expected to be part of the team and function from within the team's boundary, while acting as a facilitator.

In the case of Scrum (a popular agile methodology which we follow in our group), the responsibilities of a traditional project manager are

distributed among the scrum master, the product owner and the team. In Scrum, the project team meets at a sprint planning meeting where the team plans and schedules its own work using a sprint backlog. The sprint backlog is a list of tasks to be tackled during the duration of a sprint (approximately four weeks). The project manager plays the role of the scrum master who facilitates daily meetings of the team, understands any impediments and works to remove them. The team decides what tasks to be taken up and estimates the time needed to complete the same. Team members derive metrics based on their daily activities and report the same. Some of the responsibilities of the project manager in the agile world include:

- Handle reporting—the team generates most of the data in the course of its normal work. The project manager can take this input and present it to different entities; and
- Facilitate daily meetings—the project manager's profile includes running the daily meeting as per the rules and timelines, keeping the team focused, facilitating status reporting, and capturing action items.
- Remove impediments—these could be administrative requirements or technology challenges;
- Team members report impediments and the project manager (acting as the scrum master) acts on the challenges;
- Facilitate sprint planning meetings—before starting a sprint (iteration), the project manager facilitates the planning meeting to get the team to decide and commit to tasks. He or she plans for the sprint;
- Facilitate sprint retrospective meetings—unlike the 'lessons learned' meetings, the project manager facilitates retrospectives after every iteration;
- Facilitate, track, and monitor estimation—the agile team makes the estimates while the project manager captures and tracks the estimates. The project manager leads the project, and not micro-manage activities;

The project manager in the agile world is called to lead. He or she has to keep the team on track, help resolve issues, have good interpersonal skills to handle any people issues within the team, communicate and negotiate with stakeholders, and report on project status. The project manager represents the team to the world outside and is responsible for protecting the team from external influence and distractions.

“Traditionally, the project manager is 'the outsider' who controls the team's progress and makes assignments. In the agile world, he or she is expected to be part of the team and function from within the team's boundary, while acting as a facilitator.”



John Morrison,
Engineering Manager, Quality Assurance,
Communication and Collaboration
Products Group, Sun Microsystems

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

Published by Project Management Institute, 2009

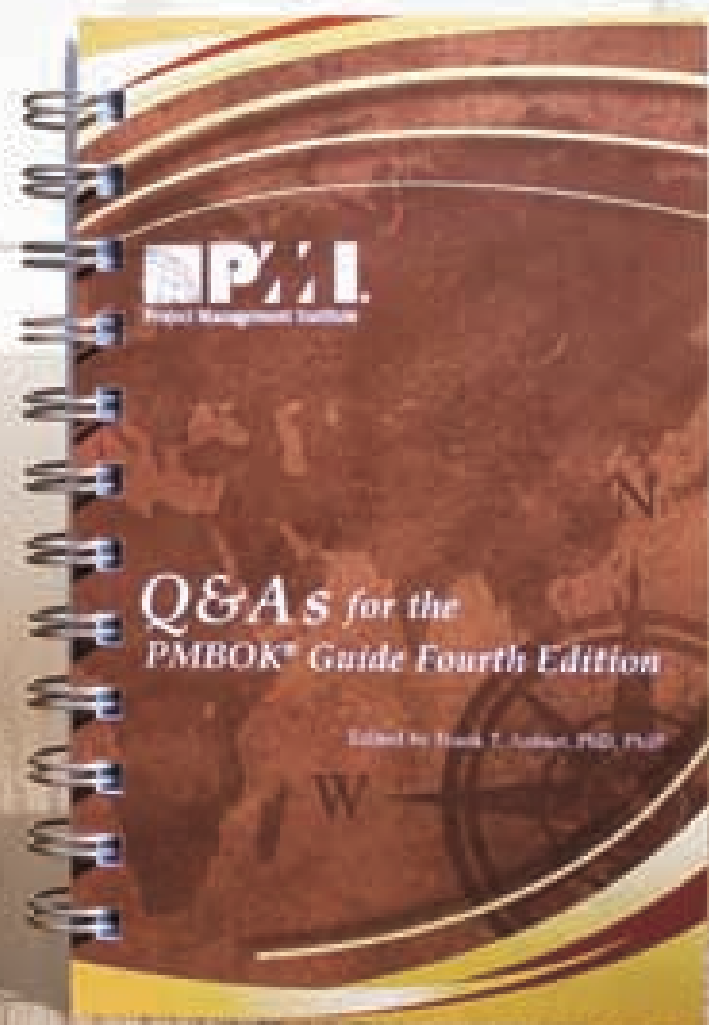
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Q&As for the PMBOK® Guide is an excellent study tool for those preparing for any PMI certification exam.

Ask for PMI titles at your favorite local bookstores and online retailers, or come to PMI.org/Marketplace.



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Beyonce entertaining the audience in Mumbai in 2007

COVER STORY

The Show Behind the Scenes

Event management company, DNA Networks, has entertained audiences with spectacular shows, whether it's during IPL matches or rock concerts. DNA Networks follows project management to set the standards high and meet stakeholder expectations

When the news about the Indian Premier League (IPL) Season 2 moving to South Africa broke on 24 March, there was much anxiety in India. Cricket fans were upset about being miles away from the scene of cricketing frenzy and IPL well-wishers were anxious that IPL would now lose its relevance. T. Venkat Vardhan, Founder and Managing Director, DNA Networks, had other worries in his mind.

Vardhan barely had three weeks to prepare for the opening and closing ceremony of this mega event. A change in venue meant a completely new set of plan and challenges for his team. But Vardhan

knew that if his team followed the basic project management principles that they have been following all these years, the events would fall in place. Exactly two months later, on 24 May, as Vardhan watched the floating lanterns and fireworks light up the night sky over Johannesburg during the closing ceremony, he knew he was right.

Project phases in events

Large projects involve meticulous planning across project phases and teams. "For the success of an event, planning constitutes 85 percent and actual event execution constitutes the rest. Project management is the key to executing an event well," says Vardhan. According to him, project

management in events revolves around planning for three basic project phases—logistics, production, and implementation.

According to *A Guide to the Project Management Body of Work (PMBOK® Guide)* – Fourth Edition, project phases are divisions within a project where extra care is needed to effectively manage the completion of a major deliverable. Project phases are typically completed sequentially but can overlap in some project situations. The phase structure allows the project to be segmented into logical subsets for ease of management, planning, and control. Each phase ends with a transfer or handoff.

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Within each project phase, DNA Networks has teams handling various segments. "Once we get a brief on the event, we compartmentalize the project into segments like creative, public relation, media, logistics, talent, and production. We analyze each of these segments and come up with a comprehensive plan," says Vardhan. Each team then gets down to work and maps its tasks according to the larger project phases of logistics, production, and implementation.

For IPL 2, Vardhan increased inputs to achieve the milestones within a shorter lead time. "We divided the team into three groups—one for match entertainment at all eight venues, one group for the opening and closing ceremonies, and one group that will service the logistic needs of IPL on a daily basis. We anchored ourselves in Cape Town for the first half of the tournament and, thereafter, in Johannesburg for the second half," he says.

Challenges vary with event type and size

Though organizing an event follows some basic tenets of incisive planning, the category and scale of the event make a lot of difference. The elements that go into turning a charity dinner at a five-star hotel a memorable experience are not the same as for a rock concert. If the look and feel is the most important element in the former, it's sound quality that makes or mars the latter.

"For a Bryan Adams concert that will attract 30,000 plus people, the first priority is to identify a venue that can accommodate large crowds, has sufficient parking, and provide basic hygiene facilities. The next is to plot out a concert sound system that will be adequate for a rich customer experience, and then to design a stage that is imposing and allows for spectator enjoyment," explains



Vardhan.

A cultural program for a sports event throws up a different set of challenges. Here the experience hinges as much on the visual element as sound quality. "For IPL, we had to design the production and creative elements keeping in mind the stadium layout. We brought in a 360-degree perspective so that the stadium audience can have a surround view of the program," he says. Surprise elements, like the lanterns floating in the sky, added to the experience.

For a corporate event that maybe in a hotel ballroom, the set up needs to be intimate yet crisp. "All the production elements are in for close scrutiny. Attention to detail is the most important," he adds.

Using the knowledge base

The *PMBOK® Guide* – Fourth Edition puts 'corporate knowledge base' as an organizational process asset. 'Historical information and lessons learned knowledge bases' form a part of this knowledge base. DNA Networks has documented the experience of over 20 years in organizing events and uses it as an asset to provide customers a bigger and better experience.

"We bring in our experience of past events to resolve challenges that come along the way. This is crucial during the production phase," says Vardhan. At each concert, the venue layout is different and so are the

"For the success of an event, planning constitutes 85 percent and actual event execution constitutes the rest. Project management is the key to executing an event well."

Venkat Vardhan with participants at a corporate event

challenges that come in the way of giving customers a superlative experience. His team uses their technical experience to adapt, change, or add various production elements to resolve challenges at this phase. "When we organized the Roger Waters concert, we needed to provide the audience a 360-degree surround sound for the Pink Floyd anthem songs. The experience should be the same as one would listen in one's home. So we had to install two concert sound systems, no compromise on quality, position the speakers in such a way as to avoid feedback (echo), yet at the same time create quadraphonic sound," he explains.

Charts, checklists, to-dos etc.

Project management tools like charts, checklists, and to-dos are an integral part of an event manager's everyday work. For each activity within a process, a project manager employs tools to assign roles and responsibilities, track progress, review decisions, and make course corrections whenever needed. "For example, for a concert, we have an exhaustive list of things to do. Pre-event categories include advertising, promotions, media planning, public relations, ticketing, website integration, and hotel and flight bookings for artists and the crew. At the site, we need to cater to the artistes and the crew, make arrangements for the public and ensure that production is taken care of in terms of the stage, lights, and

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sound. The other big tasks are ensuring smooth freight movement of artistes' equipment in and out of the venue and getting permissions from customs, tax, and police authorities etc.," says Vardhan. For each of these functions, DNA Networks has a dedicated team so there is no overlap and all functions dovetail and integrate to promote and produce a concert. Each task within these functions has charts, checklists, and to-dos to maintain event milestones. The project manager for each event keeps track of the progress with review meetings and review reports. He or she tracks the progress across all the functions and processes.

Stakeholders in organizing an event

The stakeholders in an event are many. Besides the customer who attends the event, there are artistes and the crew, sponsors, various suppliers of equipment and tent material, the ground owner, and the authorities. As mentioned in the *PMBOK® Guide – Fourth Edition*, stakeholder identification is a continuous process and can be difficult. Identifying stakeholders and understanding their relative degree of influence on a project are critical. Failure to do so can extend

the timeline and raise costs substantially.

In the case of an event, one set of stakeholders whose buy-in could jeopardize the entire program are the authorities. The organizers need to comply with statutory provisions and take permissions from the police, traffic department, and customs department at various levels of planning and implementation. Vardhan points out areas where this set of stakeholders plays a crucial role. These are freight movement of artistes' equipment in and out of venue, getting customs clearance for equipment coming and going out of the country, the tax authorities, police permissions for using the ground and sound systems, permission from the traffic police for allowing large numbers in vehicle movement to the venue and parking, and clearance from the excise department if liquor is being served at the venue. Failure to get any of these clearances on time can scuttle the entire event.

Managing external factors

External factors, over which the organizer often has little control, can play havoc. These factors could range from the weather, political turmoil, and terrorist threat, to even artistes'

tantrums and change of tour plan. Vardhan has weathered many of these storms and knows how to work his way through. "The key to managing external factors is to keep a close watch on these factors; don't get carried away by the actual physical event; don't ignore even the smallest factor that needs to be addressed as it could snowball into the biggest problem later. I keep a list of external issues and address them in advance," he says.

What makes one event more successful than another is how memorable an experience it is for the audience. This, in turn, translates to more value for money for the sponsors and a journey worthwhile for the artistes and the crew. The challenge is in ensuring that all these stakeholders achieve their stated objectives from the project. For an event organizer, the biggest challenge is to meet these expectations each time. It calls for consistency in quality. DNA Networks has found that following project management techniques and tools through the project lifecycle helps them maintain quality consistency, and hence meet expectations.

PROJECT MANAGEMENT IN SOME MAJOR EVENTS

Event	Challenge	How they went about it
IPL Season 2 in South Africa (April-May 2009)	Eight cities, eight stadia, 59 matches, opening and closing ceremonies to be organized in three weeks in new venue	- Used knowledge base - Used wide network of partners - Extensive planning - Huge human resources - Daily review of progress
Rolling Stones concert in Mumbai and Bengaluru (2003)	- Two-city tour - Shifting of massive air and sea freight containers of equipment in 72 hours	- Extensive planning - Huge human resources
Yanni concert at the Taj Mahal, Agra (1997)	- Never before tried venue - Environmental concerns - Concerns over negative public opinion scuttling show	- Studied external factors closely - Used previous experience in organizing concerts - Managed stakeholder concerns with effective public relations - Used special acoustics to minimize effect of sound waves on Taj Mahal

WHAT'S NEW IN RESEARCH

Project Managers to Match Leadership Style to Type of Project

Dr Rodney Turner, Professor of Project Management, Graduate School of Management ESC Lille, and Dr Ralf Müller, Umeå School of Business, Umeå University

General management literature through the last 70 years has documented that competency of a manager can have a direct impact on organizational success. However, in project management, little attention has been paid to the project manager per se. Rather, elements like the tools and techniques and how they are applied receive credit for the success of a project.

Dr Turner and Dr Müller studied how to choose appropriate project managers and match their leadership style to the type of project. The research defined competency as the knowledge, skills, and personal characteristics necessary to achieve desired performance standards. The study focused on one facet of competency, that of personal characteristics, specifically leadership style. The general managerial literature suggests Emotional Intelligence (EQ) is the greatest determinant of leadership ability.

1. The project manager's competency, which includes his or her leadership style, is positively correlated to project success.

2. Different combinations of project management competency are correlated with success on different types of projects.

From the literature, the study chose the 'competency school' of leadership for the research model. This comprised 15 independent variables. For project success, there were 10 dimensions as dependent variables for the model. The study chose a

model with 19 project types as a moderating variable for project categorization.

The researchers conducted 14 interviews to test the model, followed by a web-based survey that generated 400 usable responses. They analyzed the responses to correlate the 15 leadership competencies to performance of project types. This helped them determine which competency styles were important for project success for each type of project. They correlated profiles of managers of high performing projects against 15 competency dimensions for all 19 project types.

The hypotheses were both proven true:

1. The project manager's competency, including his or her leadership style, is a contributor to project success.
2. Different competency profiles, including different leadership styles, are appropriate for different types of projects.

The research concluded that the following leadership competencies had the greatest impact on project success:

- engineering projects: conscientiousness and motivation;
- information systems projects: communication and self-awareness;
- organizational change projects: communication and motivation;

- medium complexity projects: emotional resilience and communication;
- high complexity projects: sensitivity;
- mandatory projects: developing;
- repositioning projects: motivation;
- renewal projects: communication and self-awareness;
- fixed-price contracts: communication and sensitivity;
- re-measurement projects: communication and influence;
- throughout the project life-cycle: conscientiousness and communication, with managing resources also important at design, and motivation and sensitivity at commissioning;
- multi-cultural projects: conscientiousness, sensitivity, managing resources, and communication.

Further, the research found that the emotional group of competencies (EQ) had the most significant characteristics for successful project outcomes: EQ is comprised of self-awareness, emotional resilience, motivation, sensitivity, influence, intuitiveness, and conscientiousness.

The study concluded that to be successful, project managers must be emotionally intelligent rather than be pure tacticians.

Hyderabad (PMI Pearl City) Chapter

Hyderabad: A Place Where Tradition Blends with Modernization

Hyderabad is a city known for its ancient culture, pearls, and more importantly, the Hyderabad biryani. In the last decade, Hyderabad has undergone a tremendous transformation and has become a leading IT, ITES, biotechnology, and aviation hub while retaining its old charm.

The PMI Hyderabad Chapter was initiated in 2001 with 25 members and in the last seven years it has grown to 741 members. The chapter's vision has been to be a globally respected not-for-profit organization and making project management and leadership indispensable to shape academia, business, society, and nation. Its goals are to:

- Provide a common platform/network to exchange knowledge, information, and expertise among the members;
- Bring the best industry practices together by cross fertilization of ideas from industry and institutions;
- Promote and professionalize the

A Guide to Project Management Body of Knowledge – Fourth Edition (PMBOK® Guide) through different means, like education, seminars, workshops, certifications, and piloting;

- Translate the knowledge, skill, and best industry practices to benefit social, environmental, and government projects and other initiatives, eventually to benefit the common man.

The chapter has been conducting unique workshops and training programs to offer a collective platform to discuss and collaborate on the joint needs of project managers. It has increased its reach to the member community through a quarterly newsletter and through energy centers and clusters which focus on dialogue and discussion in the project management community. Over the years, the chapter has invested in creating new and innovative standards in the areas of project management and leadership. In 2006, the chapter received the 'PMI Community Advancement through Project Management Award'.

Executive Board

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Student Leadership Competency Building Initiative

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Technology Platform Management

A Quick Look at the Recent Happenings at the Chapter

- On 19 June, the chapter held its Annual General Meeting (AGM) where all the previous presidents and founders were facilitated;
- On 25 July, it held an upgrade workshop to create awareness among the participants about the

differences between the *PMBOK® Guide* Third and Fourth Editions;

- On 26 July, the chapter held Gyan Tarang, a workshop to bring together the PMPs of the chapter, to brainstorm and collect the best and toughest of questions in each of the

knowledge areas; and

- The culmination of the Gyan Nidhi *PMBOK® Guide – Fourth Edition*, a project initiated by the executive board and brought to conclusion by the entire PMI Pearl City Chapter (PMIPCC) team.

PMI INDIA**MUMBAI CHAPTER****Knowledge Forums**

PMI Mumbai Chapter has been frequently conducting dynamic forums to discuss industry movement and share experiences and insights with members. On 19 July, the Ahmedabad branch of Mumbai Chapter held its 15th PMP Club Meet. Saurabh Parikh, BE, MBA, PMP, an IT industry professional for the past 14 years, was the speaker on 'Program, Project and Portfolio & Management in Corporate Environments'. Parikh highlighted the key differences between projects, programs, and portfolios and focused on stakeholder management, one of the most important aspects of program management. On 8 August, at the 73rd Club Meet, Jacob Z., BSc, MBA, PMP, spoke on 'Effective Communications with Stakeholders'. Jacob works with State Bank of India and has around 20 years of experience in IT. His discussion

revolved around the practical approach in communicating with the stakeholders.

The Mumbai Chapter has also been very active in organizing interactive sessions for members and non-members. On 26 July, Rajesh Patel, CEO and Co-founder, Powerweave Software Services Pvt Ltd, led a session on 'The Four Keys to Project Management Success in Today's Global Scenario'. Patel spoke about managing projects in today's recessionary, competitive, and uncertain environment and discussed workable and practical methods to tide over the downturn. On 9 August, PMI held a leadership workshop conducted by Kaizad Hateria, MS (Psychotherapy and Human Behavior). The goal of the workshop was to enable and empower the participants with techniques and tools to tread on the path of 'inspired leadership'.

CHENNAI CHAPTER**Go Green: PMI Concern**

The PMI Chennai Chapter, one of the oldest chapters in India, celebrated its 7th Annual General Meeting (AGM) on 2 August. 'Global warming' was the theme at the AGM and was attended by a record number of 125 members. Nizhal, an NGO, was provided a stall to emphasize the importance of planting, nurturing, and protecting trees to benefit the environment. As part of the AGM, Mohamed Yoosuf, Vice President, Cognizant Technology Solutions, a doyen of the R&D and IT industries, spoke on maturity models and evolution of outsourcing/services industry. Another highlight was the induction of the new board of directors, elected through an innovative online voting process. The secretary, Vajjiravelu Nemasayee, emphasized the major achievements of the chapter over the past year and certificates of appreciation were distributed to all the volunteers who had contributed to the chapter's success.

Over 100 Delegates Attend Project Management Conclave

The PMI India Project Management Conclave 2009 for the automotive and pharmaceutical industry in Mumbai saw the participation of over 100 delegates, besides Registered Education Providers and Solution Providers. The intensive day-long event was held on 25 June.

Experts from both the sectors spoke at the conference. The event provided project managers an introduction into the formal process of project management tools and systems. Insightful and thought-provoking presentations, stimulating discussions and interactions among attendees made the event a platform for knowledge-sharing and an opportunity for networking. The main objectives of this first of its kind

conclave were to provide delegates from the automotive and pharmaceutical sectors an insight into project management and the role PMI is playing in India.

The conclave was inaugurated by P.V. Narayan, business manager – automotive, pharmaceutical and banking, PMI India, followed by a welcome address by Raj Kalady, managing director, PMI India. Kalady spoke on the value of project management in organizations and the contributions of PMI in India.

The two keynote speakers, Vijay Gharat, project consultant, former general manager operations, Associated Capsules, and Vishwanath C.R., chief engineer,

Volvo 3P, shared their experiences and emphasized the role of project managers and project teams in the organization. There were a total of 16 speakers from a wide range of companies like Abbott India, GVK BIO, Cipla, Wockhardt, Zydus Cadila, Mercedes Benz, Mahindra & Mahindra, Punjab Tractors, Gabriel India, Eaton India Engineering Services, Xtraplus Solutions, and ESI International.

The conference had a highly interactive panel discussion. Panelists from industry and PMI discussed a variety of perspectives on increasingly critical issues in industry, and how project management can aid in resolving them.

PMI INDIA

PUNE-DECCAN CHAPTER

Sessions on Best Practices

The PMI Pune-Deccan Chapter has been organizing seminars for members to help them understand and achieve best industry practices. On 13 June, members had two interactive and inspiring sessions. In the first session on 'Work Life Balance – How to Get a Life and Keep Your Job', members heard Shivakumar C.S. Shivakumar, MA (Public Administration), PGDPM&IR, MBA, PMP, is a training professional with 19

years of experience in setting up corporate universities. Shivakumar discussed the importance and role of the worklife balance in today's environment and elaborated on best worklife balance practices. This was followed by a session on 'Best Practice Guidelines on Using Microsoft Project' led by Ashish Dhoke. Dhoke, a certified MS Project 2007 Technology Specialist, has extensively used Microsoft Project and Enterprise Project Server for project management and project scheduling. This interactive session helped the audience in understanding the scheduling process for a project and how

to track projects successfully.

On 11 July, members heard Satish K. Bora, BA (Electronics and Telecommunication), MBA, PMP, on 'New Trends in Large Deals in IT Space'. The next session on the 'Differences between *PMBOK® Guide* – Fourth Edition versus Third Edition' was addressed by Shantanu J. Bhamare. Bhamare, MBA (IT and Finance), PMP, has over 18 years of professional experience in software projects. He is the recipient of PMI's Volunteer Leader of the Year 2008-Asia Pacific Region Award given by Project Management Institute (PMI), USA.

**PMI India
invites
Nominations
for PMI awards**

Project Management Institute (PMI), India has established a number of awards to recognize and honor contributions to the Institute and for achievements in the project management profession. The following are the award categories which will be processed as part of the PM Conference India 2009

This last date for submission of nominations is September 11, 2009

For details regarding each of the awards and also for nomination submission, please visit the PM Conference India website <http://www.pmi.org.in/congress/awards.asp>. All the winner and runners up awards will be presented at the PM Conference India to be held in Hyderabad, from 13th to 15th November 2009.

In case of any queries, feel free to write to indiaawards@pmi-india.org



PMI Volunteer Opportunities

Join the PMI membership program and sharpen your professional skills. *Manage India* presents a series of articles on PMI membership benefits. Our first article is on the volunteering program.

PMI offers members unique opportunities to grow as a professional and as an individual. Membership in PMI demonstrates to your peers that you are dedicated to best practices and results; you are enthusiastic about quality, productivity, and return on investment; you are serious about your own professional and personal development; and that you are committed to ethical business practices.

By becoming a member of PMI, you build relationships, improve your skills, gain access to the most up-to-date knowledge and learn from some of the best in the field.

Your PMI membership opens the door to a wide range of volunteer opportunities that will help expand your job-related skills and build valuable leadership experience. Your skill-set is matched to volunteer roles. You can progress through four formal levels of learning, from the Learning Volunteer to the Strategic Volunteer Leader.

One of the fundamentals of the success of PMI is the number and quality of volunteers that help us in setting up standards, conducting research, and promoting professional development. Volunteers are the lifeblood and foundation of PMI. They are a passionate group working in their communities and organizations, in hundreds of cities around the world, to spread the word about the benefits of project management. Member volunteers lead chapters, Specific Interest Group

member volunteers lead chapters and virtual communities, help write standards, advise staff, and take on myriad other responsibilities, making them essential for the Institute in the execution of its strategic plan.

Project management practitioners have busy, stressful, time-consuming jobs, yet they come forth in the thousands each year to:

- Help PMI communities and PMI, as a whole, grow and serve their stakeholders better;
- Create standards and credential examinations that further the profession; and
- Serve as advisors to important PMI programs.

Even after finding the time for demanding volunteer positions, most are ready to do it again or move to a different volunteer post after their term or project is complete. In addition to giving back to the profession, these volunteers enjoy benefits for themselves and for their careers that their activities provide.

Volunteering with PMI is not only a way to enrich your membership experience but it also expands your professional network, improves your knowledge base, and helps to hone your leadership skills.

Scope of volunteer opportunity

- PMI Board of Directors
- PMI Components
- Standards and Research Projects
- Project Teams
- Member Advisory Groups

- Certification Governance Council & Accreditation
- Educational Foundation
- Other Board Committees

What could you gain as a volunteer?

- Professional Development Units towards maintaining your PMP credential;
- Influence work in establishing worldwide standards;
- Enhanced credibility and professional development;
- Access to developing standards and information;
- Networking opportunities; and
- Leadership development opportunities.

The dynamic growth that PMI has experienced since its inception as well as its ambitious goals for the future can be attributed largely to volunteers.

To learn more about how volunteers positively shape PMI, watch the recently updated 'Volunteer Opportunity' on-demand presentation and video at www.pmi.org.

Becoming a PMI member gives you access to cutting-edge project management information that is reserved for members only. This includes PMI publications, such as *PM Network*® and *PMI Today*®, and exclusive online access to books and articles through PMI eReads & Reference.

FEATURE

Instilling Confidence in the Project Management Profession

Practitioners of project management are committed to doing what is right and honorable. The profession has set high standards. We aspire to meet those standards in all aspects of our lives – at work, at home, and in service to the profession. The PMI Code of Ethics and Professional Conduct describes the expectations that we have of ourselves and fellow practitioners in the global project management community. It articulates the ideals to which we aspire as well as the behaviors that are mandatory in our professional and volunteer roles.

The purpose of the Code is to instill confidence in the project management profession and to help an individual become a better practitioner. But what are the main building blocks of the code? Those would be the four main tenets: responsibility, respect, fairness, and honesty.

Responsibility is the duty to take ownership for the decisions we make or fail to make, the actions we take or fail to take, and the consequences that result.

Respect is our duty to show high regard for ourselves, others, and the resources entrusted to us. Resources entrusted to us may include people, money, reputation, the safety of others, and natural or environmental resources. An environment of respect engenders trust, confidence, and performance excellence by fostering mutual cooperation – an environment where diverse perspectives and views are encouraged and valued.

Fairness is our duty to make decisions and act impartially and objectively. Our conduct must be free from competing self-interest, prejudice, and favoritism.

Honesty is our duty to understand the truth and act in a truthful manner

both in our communications and in our conduct.

And what happens when the above come together as we practise our profession on a daily basis? We foster trust. Trust within our teams, trust from our sponsors, and trust in the team executing the project from our clients and customers.

We believe that we can advance our profession, both individually and collectively, by living and embracing this Code. We also believe that this Code will assist us in making wise decisions, particularly when faced with difficult situations where our integrity or our values are at risk of being compromised.

For more information on the PMI Code of Ethics and Professional Conduct, please visit the ethics section at www.PMI.org and view the new 'Ethics and You' video.

Submit Your Proposals for 2010 PMI Research and Education Conference

Academic researchers and educators are invited to submit papers, posters, and symposia proposals for presentation at the PMI Research and Education Conference (2010), the world's premier event in the area of project management knowledge creation. The conference will take place in Washington, DC, USA, during 11-14 July 2010.

PMI solicits proffered papers, posters and symposia proposals on any topic related to the theory and practice of project management.

Submissions can be based on empirical, theoretical or methodological research, as well as on educational theory or practice (e.g. new teaching strategies, curriculum design, service learning).

All papers and posters will be subject to double-blind peer review by members of the global project management research and education community. Students are also encouraged to apply.

Symposia that draw participants

from other disciplines (e.g. management, organizational psychology, adult education, linguistics, sociology) or from the practice community will be considered favorably.

Student posters will be entered in a separate student-level competition. PMI will award a prize to the best student poster.

All papers, proposals, and posters may be submitted to PMI before 1 December 2009. View submission guidelines and submit a proposal.



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AND LANDED A NEW JOB
WHILE NETWORKING AT A
PMI CHAPTER MEETING. IT'S
AMAZING HOW EASILY MY
PROJECT SKILLS TRANSFERRED
WITH MY PMP® FROM
FINANCIAL SERVICES TO
INFORMATION TECHNOLOGY. ”

Good things happen
when you stay involved with PMI.

One global community. Many local ways to start, build and advance
your project management career. Our local chapter connects you to
PMI's global network of knowledge, trends and project professionals.
Your participation can lead to better job opportunities and job stability.

Renew your membership today at
PMI.org/mycommunity

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