

MANAGE India

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Managing Editor
Raj Kalady

**PMI India
Communications**
Priya Awasare

Project Editor
Panchalee Thakur



PMI Organization Centre
Private Limited 302-305, III
Floor, Balarama, Plot No.
C-3, E Block, Bandra Kurla
Complex, Bandra East,
Mumbai - 400051, India
Phone +91 22 2659 8659
Fax +91 22 2659 2235
E-mail pmi.india@pmi.org
www.pmi.org.in



Design, Spenta Multimedia Pvt Ltd
Peninsula Spenta, Mathuradas Mill
Compound, Senapati Bapat Marg,
Lower Parel, Mumbai - 400 013.
Tel: (022) 2481 1010
Fax: (022) 2481 1021.

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PMI POLL BOOTH

VOICE YOUR OPINION-JUNE POLL

Q. With the business environment fast changing, is work experience becoming redundant?

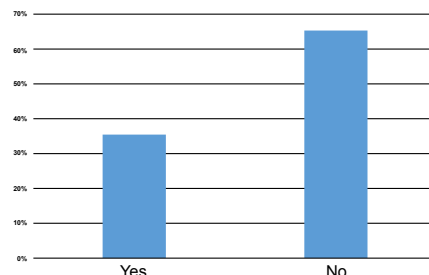
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RESULT OF MARCH POLL

**Q. My current skills are sufficient to effectively
manage today's new project challenges.
Yes 38% NO 62%**

Voice your opinion • Last poll results

*Cast your vote today. Learn if your fellow practitioners feel the same way as you
when the results come out in the next issue of Manage India.*





Dear Practitioners,

For us, as a professional development organization working towards building strong capabilities in project managers, the academic community is an indispensable part of our ecosystem. In the past few years, we have developed strong partnerships and engagements with this community. The biennial Research and Academic Conference (RAC) is an important platform through which we have been engaging with academicians and scholars. We are conducting the fifth RAC from 28 February to 2 March 2019. It is being hosted by the Indian Institute of Information Technology and Management-Kerala, Trivandrum, and co-hosted by the Indian Institute of Management, Kozhikode. If you want to present a research paper, study report, case study or write-up on the conference theme, "Project Management in the Emerging World of Disruption," [click here](#) to submit your paper. Keep a lookout for more details on the [conference website](#) in the months ahead.

I hope you've blocked your calendar for the Project Management National Conference on 12 and 13 October in New Delhi. As you know, the national conference enters its 10th year in 2018 and it's going to be a mega event. I urge you to take part in the contests that we are holding, that will entitle you to free delegate passes to the conference.

At the event, built around the theme, "India in 2022 — Leading in a Globally Disruptive Market," you can expect presentations and discussions around India's position as a global economic force and how the project management community can contribute to that. For more details about the national conference do visit the [website](#) in the months ahead.

We have received a large number of nominations for the annual PMI India Awards program. I'd like to thank members of the community for their encouraging response. All the submissions have gone through the first stage of evaluation. We announced the shortlist of nominees for the second stage on 30 May.

Two years ago, we started a fun section, [PMFundas](#), on our website. We have been receiving regular submissions from our readers. I'd like to see more project managers come forward to share their experiences in this enjoyable format. Anytime in the day when you want a short break from work, look at our [PMFundas](#) collection and share a laugh with your colleagues.

Warm regards,

Raj Kalady
Managing Director, PMI India

MANAGING CLOSURE PROCESSES AFTER INVOLUNTARY PROJECT TERMINATION

BY PARTHA S. GHOSE, PMP



Partha Ghose

A highly daunting situation that a project manager and the project team face is with the involuntary stoppage of a project, particularly if it is a large and complex greenfield project. The aftershocks of such a closure with respect to team morale, handling internal stakeholders, and managing cost till closure are so complex that managing the entire gamut of issues needs a strategic and systematic project management system that covers almost all the processes in a normal project management framework.

This brief articulation is based on lessons learned from the involuntary termination of a large industrial project. It touches upon the major reasons for such termination and how it unfolds a new phase to be managed using project management principles in an environment where negative sentiments prevail.

Major Reasons for Project Cancellation

Projects, particularly large greenfield projects, are undertaken after a detailed study and analysis of the business environment. The business case considers factors such as the market, technological and environmental aspects, risks, and funding. However, even a detailed analysis does not preclude the project from uncertainties or unknown risks. Sometimes these risks arise with such severity that there is no option left but to cancel the project. The following are some of those conditions:

1. Inefficient project management resulting in major cost overruns and a funding crisis;
2. Land acquisition issues, including delay in getting regulatory clearances;
3. Non-allocation or de-allocation of natural resources and/or infrastructure support as promised by the government because of changes in the political environment or a shift in government policies and priorities;
4. Stiff resistance by external stakeholders, particularly Project-Affected Persons (PAPs), associated with rehabilitation, resettlement, or engagement issues;
5. Project funding issues resulting from the promoter's inability to infuse equity, wrongly estimated budget, uncontrolled scope creep, fund mismanagement, or a global economic slowdown; and
6. The management changing hands, leading to a shift in business priorities.

Project Management After Project Cancellation

Whatever be the reason to cancel a project midway, the project does not suddenly stop; only its objectives and course change. There are several premature and unfinished activities across various facets of the project that are left hanging. The following are some such activities that require the project team's time and effort even after the project has been cancelled:

a) Land acquisition process and security:

- Examining land acquisition status and deciding on where to stop the process within the legal framework; and
- Protection of land and physical demarcation to prevent intrusions and encroachments, and ensuring security of the already procured machineries.

b) Manufacturing work in progress (WIP):

In large industrial projects, orders for a substantial number of work packages might have been placed with multiple vendors across geographies which, depending on the schedule and complexity, would be in different stages of manufacturing. Many of these processes cannot be stopped suddenly because of techno-commercial reasons. The team would require to follow these process steps:

- Auditing and assessment of the WIP stage;
- Techno-commercial decision on the process termination points and issuance of termination intimation within the contractual framework; and
- Negotiation and settlement of the terms and conditions for short closure, followed by a formal short closing.

c) Consultancy, design and engineering WIP:

Large industrial projects involve significant design and engineering work across engineering disciplines. On deciding a project's termination, this colossal activity has to be stopped and a commercial settlement reached with service providers, triggering the following actions:

- A notification advising the immediate putting on hold of engineering activities needs to be served to prevent further manpower deployment for these activities; and
- Subsequently, the engineering hours already spent until the notice, as logged by the service

provider, are to be analyzed and settled to create a basis for negotiation, and finally, a commercial settlement reached.

d) Closing of construction activities:

Unlike design and engineering activities, construction activities cannot be terminated all of a sudden, since such action can be unsafe and disastrous, particularly in the case of civil and structural work.

- For civil and structural works, the exact stage of WIP for all the areas has to be assessed and the immediate next stage of termination of work determined, which may involve some additional and enabling work. For example, a building structure under erection must be completed up to a stage where it is safe;
- Likewise, if excavation has been done to construct a foundation, it should be either back filled or provided with appropriate support and platform to prevent the risk of collapse;
- In the case of equipment erection, the stage of erection must be assessed after a proper audit and a safe stage of erection has to be reached;
- Some of the equipment may have to be de-erected, cleaned, packed, and kept in safe custody; and
- Mothballing of some equipment may also be essential.

e) Foreclosure of contracts and purchase order (PO):

Post an audit and assessment and having taken the decision for pre-closure of the various contracts and POs, the contracts and POs have to be foreclosed. A contract cannot be foreclosed unilaterally and arbitrarily without the consent of the contractor or the vendor.

- The contractor/vendor should be notified about the pre-closure and invited for commercial discussion and negotiation within the contractual framework for an amicable settlement; and
- Eventually, a pre-closure agreement should be executed as the final documentation of the process.

f) Project team separation:

As per Robert K. Hurley and Joseph T. Jimmerson (2009) who quote Jerry B. Harvey, in their article¹, project managers and team members are susceptible to experiencing anaclitic depression when individuals, organizations, or belief systems that they lean on for emotional support are withdrawn from them. Added to that is a sense of insecurity.

Hence, breaking a project team and releasing individuals in such a sensitive atmosphere is one of the most challenging tasks for an organization. It is therefore imperative that the entire resource allocation in the organization is critically reviewed, and a strategy for redeployment and a soft separation package with organizational humility drawn up and implemented.

g) Managing external stakeholders:

The psychological state of the external stakeholders of the project tends to be delicate, particularly in the case of PAPs who would have sold their land for the project, or those whose means of livelihood have been affected by it. Their employment and growth prospects — directly and indirectly — are badly affected by the cancellation of the project. Their frustration and anger can erupt in the form of an agitation. Managing such stakeholders is not easy and would need a different stakeholder engagement plan to be executed with the support of the management and the state.

Conclusion


Organizations do not cancel projects — circumstances do. Whatever be the reasons, when a project is cancelled, a new phase unfolds that is beyond the current project management plan. That phase needs to be managed in a structured manner by employing project management principles like the ones originally used, but with a different set of issues and objectives².

However, not all the reasons cited for premature project cancellation occur simultaneously in a project. What occurs frequently in most of the projects is project management failure.

Organizations, therefore, must adapt their project management methodology to ensure project success, and apply the same principles to a project if it is cancelled, along with drawing up a detailed lesson-learned document for future reference.

References:

1. Robert K. Hurley and Joseph T. Jimmerson (2009), Managing the Trauma of a Terminated Project. Extracted from:
<https://appel.nasa.gov/2009/06/01/managing-the-trauma-of-a-terminated-project/>
2. Kenneth Darter (2013), Cancelling a Project, Project management.com. Extracted from
<https://www.projectmanagement.com/articles/278204/Canceling-a-Project#login>

(Partha S. Ghose, PMP, president - project division, Kalyani Steels Ltd., has 42 years of experience in managing large industrial projects in the metals and mining sector. He is a writer and speaker who likes to disseminate his learnings to the project management community.) 

EYES ON THE OFF-ROAD

MAHINDRA AND MAHINDRA SETS UP DETROIT PLANT IN SEVEN MONTHS, WITH A CLEARLY LAID OUT STRATEGY AND THOROUGH PLANNING

PANCHALEE THAKUR



M&M Chairman Anand Mahindra (center left) with Michigan Lieutenant Governor Brian Calley at the launch of the Roxor.

In November 2017 when India's leading automotive company Mahindra and Mahindra (M&M) opened a manufacturing facility in Detroit, US, it captured headlines both in India and the United States. M&M became the first Indian vehicle manufacturer to set up shop in America's car capital, and the first company in 25 years to open a new facility there. The news came in as renewed hope in the turnaround of this city that has in recent years seen bankruptcy, massive job loss, sharp drop in real estate prices, and a declining population.

M&M chairman Anand Mahindra's reported comment at the launch conveys the underlying sentiments: "That's a major milestone where an Indian automotive company is opening up manufacturing in a resurgent Detroit. I think that's a wonderful twist of history."

The company is investing US\$ 230 million in the plant in Auburn Hills, Detroit, that will turn out 5,000 vehicles in a year and reportedly create 250 new jobs. In this plant, Mahindra Automotive North America (MANA) will manufacture its Roxor off-road vehicle, which is a heavily redesigned variant of the Mahindra Thar that the company sells in India.

Besides this plant, MANA has two other facilities in the state of Michigan — a prototype engineering operation in Troy and a large warehouse/logistics

center in Pontiac. Mahindra also operates a plant in Ann Arbor that manufactures electric scooters.

HOW IT ALL STARTED

Serious discussions around setting up a dedicated production plant in the US gathered momentum in the third quarter of 2016. In February 2017, a proposal was presented to the company's board. Among the key considerations for a location for the plant was its ability to house an advanced manufacturing facility and a product engineering division. It also had to be suitable as the company's North American headquarters. Detroit was the top choice since it would give the company access to the city's vast engineering talent and a thriving automotive supplier ecosystem.

Roxor is the brainchild of the company's engineering team, which proposed it to the leadership team at the Detroit-based Mahindra North American Technical Center (MNATC). It is a vehicle inspired by its Thar all-terrain vehicle in India, but heavily adapted for the American off-highway market. A small MNATC team then started developing the program in a "skunkworks" manner — in other words, a fast-track project that looked at disruptive ways to bring the proposal to life.



(From left) Rick Haas, president and CEO, MANA, with Mahindra & Mahindra's Rajan Wadhera, president - automotive sector, and Pawan Goenka, managing director at the event to reveal the Roxor in Detroit.

"The goals for the program quickly centered around showcasing M&M's rugged DNA and brand heritage to the US consumer – with the overarching objective of determining how Mahindra's brand would play in the US in a broader sense," said Rick Haas, president and CEO, MANA. Mahindra is a known brand in the tractors segment in the US, an operation the company runs separately from the other businesses.



Important timelines	Developments
Early-2015	First demo vehicle developed.
Mid-2015	The product planning team held consumer clinics to gather feedback and worked on new concept designs. In-house experts started liaising with regulators and industry bodies to understand policies and gather competitive information on the off-road segment.
Mid-2016	Discussions picked up around the feasibility of starting a production facility in the US.
Mid-to-end 2016	Series of working prototypes of the vehicle developed.
February 2017	Proposal approved by the M&M board.
Mid 2017	Pre-production prototypes developed.
October 2017	Production of the Roxor starts.
March 2018	First set of vehicles roll out of the plant.

PROJECT PLANNING TO FULFIL INVESTMENT STRATEGY

For the MANA management team, it was extremely important to get the investment strategy right. The team had to put in place a plan that would keep costs low and allow for plant expansions to accommodate future spikes in demand.

"On the one hand, as the Roxor creates a new category, we had to be mindful of costs since there was no clear sales history or competitive offerings against which we could benchmark our product. On the other hand, by launching Mahindra's first automotive-style vehicle in the US we had an opportunity to showcase our plant and the product in the best possible light," said Robert J. Eickholt, vice president, manufacturing, MANA.



The mandate for the team was:

- Flexible, quality-oriented, low-investment manufacturing;
- A highly configurable vehicle unmatched in the segment; and
- Allowance for future volume increases and product complexity.

The team faced a number of challenges to fulfil these project objectives, such as:

- Determining they had a viable product and business plan, given that there was no exact equivalent in the market;
- Understanding and following the various certifications, compliance requirements and expected usage applicable in the US off-road market, including state-specific requirements;
- Facility selection and procurement, and completing major renovations of the facility in six months (during a period of expansion and growth in the US);
- Integrator support for a project considered small in the US automotive market; and

- Unique logistics associated with bringing a partial product from India to the US and creating a completely different variant at the US assembly site.

Aggressive Timelines for Product Engineering, Plant Renovations

The company's program management office that generally oversees new product development and program execution was not involved in this project. Instead, MANA used its manufacturing team with deep experience in planning, estimating, procuring, and executing automotive production systems in its planning and execution.

The team made extensive use of Gantt charts with timing flow and critical path analysis to ensure there was no slippage in the project's strict timelines. The project plan was executed and maintained by the Roxor plant facilities and equipment manager.

To ascertain the feasibility of the product in the US market, MANA organized consumer

MANA conducted major renovation to make the space conducive for a production facility, including amenities for the staff. The photos below and on the next page are a few examples of work done.



Corridor before renovation



Corridor concept design



Corridor after high school art installation

clinics, benchmark forums, and segment research. These studies provided insights into consumer preferences and competitor information, which help gauge product demand. The planning and marketing teams synthesized these insights into the overall program objectives to give a final shape to their proposal.

To understand the highly regulated US market, MNATC and MANA developed a group of in-house experts to work with regulators and industry groups. Having a focus group to manage this cumbersome work helped speed things up.

Getting the facility ready on time was critical for the success of the project. The company decided to put together an in-house team to oversee the renovation and hire smaller, local firms with whom the company has had experience working in the past, for the job. "These firms pulled out all the stops to keep the renovation on track. The in-house team at MANA worked directly with them on an hour-by-hour basis to ensure that the entire process proceeded smoothly," said Eickholt.

Since the company had planned the Detroit plant as a low investment facility, it deployed a basic manual vehicle painting and assembly line. When demand picks up, it can be reconfigured and automated. "The manual build process is supplemented by a system of automated process checks such as monitors at each station that provide specific instructions and enable the correct tool for each operator to ensure that all assembly steps are complete," he explained.

It took MANA seven months from the time it took possession of the site to complete extensive renovation and rebuilding work and get the facility production ready. But, for the team there is no time to rest on its laurels. After just two months into production, the company wants to reconsider its production volume. Currently the plant has a conservative production capacity of 5,000 vehicles per year on one shift of operation. Encouraged by the market response, MANA plans to soon start ramping up production and become a formidable player in the American off-road segment. [M](#)



Cafeteria concept design



Cafeteria before renovation



Cafeteria after renovation

PMI WEST BENGAL CHAPTER Design Thinking Workshop



Chapter board members and community leaders at the strategy meeting

PMI West Bengal Chapter conducted a day-long session entitled “Design Thinking – an Immersive Workshop” on 27 January.

The primary objectives of this session were to review and discuss the difference between design thinking and system analysis, and provide insights into and understanding of the key concepts of innovation and digital transformation.

Ashutosh Chatterji, director, and James Liao, consultant, Modern Apps Solution Centers, Microsoft Corporation, based in Washington DC, conducted the session. The speakers presented a case study on a local issue that helped clearly illustrate the approach to the participants. The session was attended by project management practitioners from different industries. They were divided into groups, after which they were given tasks based on real-life situations in which they applied design thinking to craft out a solution.

Skill Readiness for the Future

On 20 January, the chapter organized a talk on “Future Reality Check -Are We Ready?” Aniruddh Basu spoke about the skills that practitioners will need in the future and how day-to-day lives will be impacted with by the advent of artificial intelligence, machine learning, and robotics.

Annual Strategy Event

On 4 February, the chapter conducted a strategy meeting that was

attended by chapter board members, associate directors, Region 11 Mentor Girish Kadam, Ye Yoon Kim from the PMI office in Singapore, and former chapter president and founding member Sonali Bhattacharya.

The event started with a discussion on the chapter’s journey and successes in 2017. This was followed by a presentation of a strategy map for each portfolio, initiative, objective, and key deliverables for 2018. The attendees discussed goals and plans for 2018 to take the chapter to the next level.

Learn and Earn

On 21 April, the chapter hosted an informative and interactive session on project management in a cloud-based project environment. The speaker was Avijit Sen, IBM, project delivery manager. [MI](#)



(From left) James Liao with chapter vice president Tamal Banerjee and chapter director, events, Pratik Singh after the design thinking workshop

PMI Bangalore India Chapter

PMI Bangalore India Chapter is organizing its 13th annual Project Management Practitioners' Conference (PMPC). It will be held at the NIMHANS Convention Centre from 12 to 14 July.

The theme for this year’s conference is “Architecting Project Management for Value Creation.” Value creation is the foundation of any enterprise, and it is the primary reason for a company’s existence. It gains more importance in today’s dynamic world of business where the key differentiating factor in a fiercely competitive world is value proposition.

Besides keynotes by business leaders, there will be multiple technical tracks and poster sessions by subject matter experts from varied industry segments.

For the first time this year, PMI Bangalore India Chapter will bring together the symposiums on engineering and construction and defence, aeronautics and the public sector with the PMPC. It will provide delegates a wider variety in terms of speakers and topics during the three-day conference.

Registrations opened on 2 May. [Check this link](#) for more information. [MI](#)

PMI KERALA CHAPTER

Chapter Students' Forum Launch



Students' Forum members with the chapter leadership team at the inauguration

The chapter started the new financial year with the launch of PMI Kerala Chapter Students' Forum at Rajadhani Business School in Thiruvananthapuram on 5 April. As many as 45 budding managers from Rajadhani Business School attended the event. The chapter leadership team, including Brajesh C Kaimal, PMI global volunteer, chapter mentor

and past president; Rajeev Rajasekhara Panicker, PMI India Champion mentor, chapter mentor and past president; Dr. Krishna Kumar T I, chapter president; and Jayakishore S R, chapter vice president – education, attended the event.

Kaimal spoke on project management as a life skill and Panicker spoke on “Why PMI.” Students learned about the opportunities they will get by becoming part of the chapter's student community and through associations with industry professionals.

On 28 April, the students attended a mentoring session organized by the chapter. Students' Forum members had one-to-one mentoring sessions with chapter past president, K. Jayakrishnan Nair. Nair also handed over copies of PMI's *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* to the school's director, Rajith Nair. Students can refer to the *PMBOK® Guide* at the school's library.



Vinson Kurian (fifth from left) with chapter members after the talk

PROJECT MANAGEMENT IN MEDIA

Chapter members received a rare glimpse into the world of newspaper journalism from Vinson Kurian, deputy editor, *The Hindu Business Line*. Kurian has completed 25 years with the business daily, after stints at *The Free Press Journal*, *The Indian Express*, and *The Times of India*.

Kurian is known for his extensive coverage of the weather, particularly his daily reports during the monsoons season. Last year he was invited by the United Nations to make a presentation at the annual session of the United Nations Economic and Social Commission for Asia and the Pacific in Bangkok on this theme.

The session on 7 April helped project managers understand the project management skills and principles needed in newspaper production. Kurian threw light on the constant pressure of deadlines in an industry that is today facing competition not just from other print publications but also from television and new media. He spoke about the planning and follow-up meetings with teams all round the world that go to finalize the contents of the newspaper every day.

The chapter also held its annual general body meeting that day. Since the meeting was taking place in Thiruvananthapuram, members from the Kochi branch joined through video conferencing. This was the first time the chapter had tried this approach.

COLLABORATION WITH KERALA START-UP MISSION

PMI Kerala Chapter partnered with Kerala Start-up Mission (KSUM) to provide senior mentors to start-ups in Kerala. KSUM organized a mentorship workshop in Kochi on 28 April, in which senior chapter members participated.

RAPID DESIGN THINKING WORKSHOP

Following the success of the rapid design thinking workshop in Thiruvananthapuram in February 2018, the Kochi branch had been receiving requests for a similar event. A design thinking workshop was held on 5 May by Sinoj Mullangath, who had also conducted the Thiruvananthapuram session. Mullangath has over 25 years of experience in user experience designing. At the workshop, the participants learned about creative techniques of problem solving.

ANNOUNCEMENT OF WAVES2018

PMI Kerala Chapter is organizing the eight edition of its annual project management conference on 9 June 2018 in Kochi.

WAVES, the chapter's annual flagship event, will provide delegates a forum to listen to visionary keynote speakers, acquire new professional skills, make new connections, network with over 400 leaders and practitioners, and earn up to 7 PDUs. The theme for WAVES 2018 is "Adapting Project Management for Disruptive Times." [MI](#)



Participants of the design thinking workshop in Kochi

PMI PEARL CITY, HYDERABAD CHAPTER Conference for Engineering and Construction Professionals



Dignitaries at the inauguration of the special conference for engineering and construction professionals

The chapter organized its first exclusive project and portfolio management conference for engineering and construction professionals. The conference was hosted in collaboration with the National Academy of Construction (NAC), Hyderabad on 23 February at the NAC campus.

The theme of the conference was “Transforming Engineering and Construction through Advanced Project and Portfolio Management.” The conference brought together project managers and academicians to discuss ways to realize benefits from the perspective of portfolio management in projects and programs of critical projects.

A number of government agencies such as Road and Buildings, Greater Hyderabad Municipal Corporation, Irrigation and CAD, Panchayat Raj & Rural Development, and Association of Consulting Civil Engineers (India), besides private engineering companies participated. It was a power-packed day, with sessions from industry leaders. There were case study presentations with learnings on how advanced project and portfolio management plays a key role in business success, managing business uncertainty, and fostering innovation.

MEMBER ENGAGEMENT

To improve member engagement, the chapter has moved to Telegram, a cloud-based messaging and voice-over-IP service provider. With this, the chapter will be able to bring all the members onto a common platform instead of juggling with multiple WhatsApp groups.

On 27 April, the chapter conducted a networking session for its members. The session was kicked off by chapter president Sriram Santhana Gopalan with chapter updates and information on the upcoming Gyan Lahari Conference in July. Individual board members presented updates from their portfolios. Prasad Revur, thought leader and senior manager, Pavani Engineers, spoke on “Critical Chain Management - A Practical View of Project Management.” He emphasized resource dependencies in critical chain projects and highlighted key aspects of planning and managing projects.

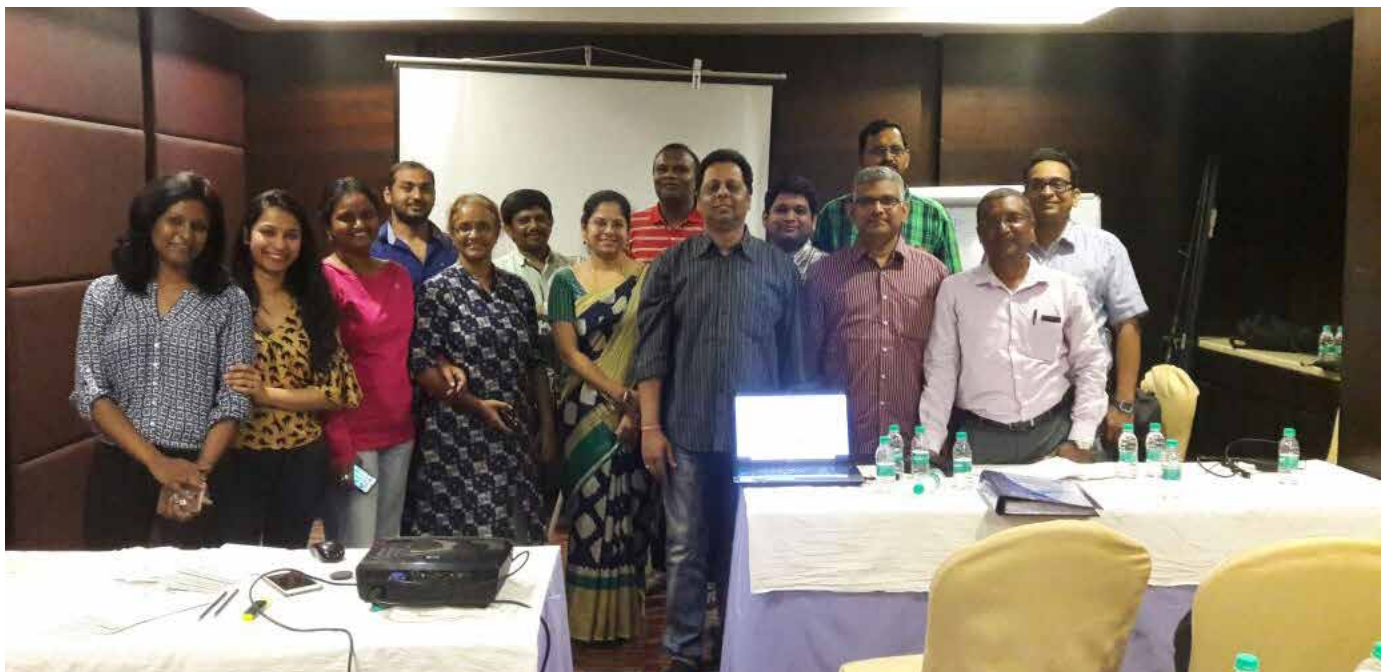
MARATHON FOR A CAUSE

On 20 May, chapter members participated in “Whitathon”, a marathon organized by L V Prasad Eye Institute to raise awareness for early detection of eye cancer (retinoblastoma) in children. This was in commemoration of the World Retinoblastoma Awareness Week, 13-19 May. The funds raised from this marathon will go towards treating children suffering from this cancer. PMI was the silver sponsor for this event.

(Chapter news contributors are Rekha Unni, PMP; Jayakishore S R, PMP; Akhila Gowri Shankar, PMP; and Komal Mathur) [MI](#)



PMI members taking part in a marathon organized to raise awareness about retinoblastoma



Participants of a workshop for those aspiring to take the PMP® certification examination



DISRUPTION IS THE NEW NORMAL

#PMNC18



PROJECT MANAGEMENT
NATIONAL CONFERENCE, INDIA

India in 2022 - Leading in a Globally Disruptive Market

OCTOBER 12-13, 2018 | NEW DELHI | A PMI TEAM INDIA EVENT



RESPOND. REIMAGINE. RENEW.

In these disruptive times, there is a need to take a fresh look at business as usual. To come up with new solutions. It's what we'll explore at the mega 10th anniversary of the National Conference! Incredible speakers. Huge networking possibilities. Fantastic delegate experiences await you.

Express your interest in being at the conference. You will be placed on exclusive priority for the early bird offer. [Click here](#)

BLOCK YOUR CALENDAR



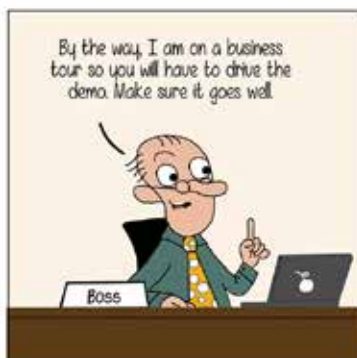
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For details stay tuned to www.pmi.org.in/pmnc18



Project Management FUN-DAS™



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R.E.P. UPDATE UPCOMING LEADERSHIP PROGRAM

The Indian Institute of Management, Kozhikode, Kerala is hosting a project leadership program from 6 August to 10 August. The module has been designed to sharpen the skills of project managers in executing large projects.

The following are the learning objectives of the program:

- To distinguish between elements of uncertainty and complexity in large projects;
- To use structured project methodology to address complexities in projects; and
- To lead the project implementation team effectively to ensure high performance in the project environment.

The course facilitator is Prof. Rupesh Kumar Pati, associate professor in quantitative methods and operations management. Prof. Pati

teaches project management and operations management at the institute. He has designed and conducted courses in project management and taught at several management development programs, besides handling executive management development programs for several top companies in the country.

"The non-repetitive, irreversible nature of activities, and huge capital investment make the knowledge of scientific and advanced skills mandatory for the proper management of projects. The number of tasks and their interrelationship is very complex even in the case of a small project, resulting in cost and time overruns. This project leadership program looks at various facets of designing and managing complex projects and illustrates how good project management practices can result in high performing projects," says Prof. Pati. [MI](#)



SERIES OF WORKSHOPS ACROSS CITIES

Boosting Skills for the Future, Help for PMP Aspirants

The project management community of practice in Deloitte organized a workshop on "Future of Project Management" on 21 March in Hyderabad. PMI India Champion Adil Warsi played a lead role in organizing this event. The purpose of the workshop was to brainstorm on the challenges and opportunities in project management in view of the increasing complexity in business and the market.

Some of the challenges highlighted were the relevance of project management in the agile world, adapting project management practices to newer technologies such as cloud

computing, and integrating project management practices with DevOps practices. It was an interactive session where speakers supported the discussions with real-world examples and case studies.

PMI India Senior Champion Kalyan Sathyavada conducted a preparatory workshop for those aspiring for the Project Management Professional (PMP)® certification. The workshop, hosted by PMI Pearl City, Hyderabad Chapter on 12 May, covered topics such as procurement management, integration management, and agile project management. [MI](#)

Basics about Program Implementation, PMP Preparations

PMI volunteers including PMI Senior Champion Jaydeep Chakraborty and PMI Champion Subhajit Ghosh from the PMI West Bengal Chapter conducted a three-day workshop on project management for improved program implementation for the social sector organization, Save the Children, and its partner organizations in Kolkata.

The workshop was held on 10, 11 and 17 March under the organization's New Horizons Program that aims at skill development and employment generation. Save the Children works in the areas of child protection, child poverty, education, health and nutrition, disaster risk reduction, and climate change adaptations.

The workshop was divided into three streams. Day one focused on the basics of project management where core concepts of project management were applied to the participants' areas of work. The next day they learned about various aspects of risk management for ongoing programs such as understanding the difference between risk and issue, risk profiling techniques and strategies, risk analysis, and probability-impact analysis. On the last day of the workshop, there were sessions focused on detailed analysis,



PMI India Champion Subhajit Ghosh (extreme right) with the workshop participants

brainstorming, and structured discussions.

Over the first two days, Chakraborty and Ghosh gathered inputs from the participants on their pain points in various ongoing projects. On the last day, they helped the participants craft a response strategy to some of those perceived risks.

PMI West Bengal Chapter also organized its first PMP examination preparatory session on the sixth edition of *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*. It was a four-day workshop over two weekends, on 10-11 and 17-18 March. The effort was led by PMI India Champion Suman Das and PMI India Senior Champion Jaydeep Chakraborty.

Eight professionals from organizations like IBM, Genpact, Cognizant, Accenture, Deloitte Touche, and KEC International participated in the session.

(The Champion Update contributor is Kush Kumar, PMP.) [MI](#)

SHORT TAKES



A column that gives you an opportunity to share your ideas with the community. Participate in the June contest and win PMI goodies.

[CLICK HERE](#) TO GO TO CONTEST PAGE.

QUESTION FOR THE JUNE ISSUE IS:

WHAT IS THE BIGGEST DISRUPTION THAT YOU ARE EXPERIENCING AT THE WORKPLACE? HOW ARE YOU PREPARING YOURSELF FOR IT?

Put your thoughts down in less than 150 words and we will publish the best answer in the next issue of Manage India. The winner will also get goodies from PMI.

HERE IS OUR WINNER FOR THE MARCH SHORT TAKES CONTEST

KAUSHIK M.

PMI's Earning Power: Project Management Salary Survey of 2018 shows that project managers with PMP® certification have a higher earning potential. What is the most important quality that organizations find in a PMP certified practitioner?

The Project Management Professional® certification is the gold standard in project management. It exhibits an individual's professionalism, commitment, and knowledge. It shows that he/she understands the *PMBOK® Guide* and speaks the global language of project management. A PMP® certified professional possesses all the three ideal skillsets defined in the PMI Talent Triangle – technical project management, leadership, and strategic and business management. They complete projects on time, within budget, and meet original goals. PMP® certified practitioners can work in any industry and domain as they are well versed with integrating the Knowledge Areas. They can start working at any stage of the project. Using the *PMBOK® Guide* as reference, they apply their knowledge to create the best value for their work. Overall, an organization knows that with a PMP certified professional, their project is in safe hands.

TERMS & CONDITIONS

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

- Each contestant can send only one entry for each contest.
- The closing date to send your entry is 15 July 2018
- No responsibilities will be taken for entries not received.
- The Manage India editorial team reserves the exclusive right to make the final decision on the winner.
- The winner agrees to the use of his/her name and photograph by PMI India in PMI publication material.
- The winner will be notified through the email address provided at the time of entry submission.



PMI Organization Centre Pvt. Ltd.
302-305, III Floor, Balarama,
Plot No. C-3, E Block,
Bandra Kurla Complex,
Bandra East,
Mumbai – 400051, India
Tel No. +91 22 2659 8659 |
Fax No. +91 22 2659 2235.
pmi.org.in | pmi.org