

MANAGE India

SEPTEMBER 2018

INDIA IN 2022 LEADING IN A GLOBALLY DISRUPTIVE MARKET

PROJECT MANAGEMENT NATIONAL CONFERENCE 2018
PRE-CONFERENCE SPECIAL



In this Issue



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PMI POLL BOOTH

VOICE YOUR OPINION - SEPTEMBER POLL

There are more opportunities than challenges in today's disruptive changes.

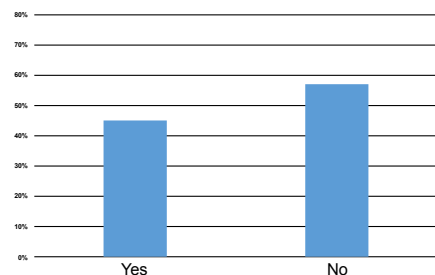
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RESULTS OF THE AUGUST POLL

**Q. I find remote working more productive
than working at the office desk.**
Yes 43% No 57%

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,

Welcome to this pre-conference special that gives you a sneak peek at our upcoming Project Management National Conference on 12 and 13 October in New Delhi. As we get ready to host the 10th edition of the national conference, we want to give you a lowdown on what you can expect on those two days.

The conference theme, *India in 2022 – Leading in a Disruptive Global Market*, encapsulates a thought that dominates conversations from boardrooms and customer meetings to living rooms and networking events. How do we as organizations and professionals stay relevant when there are large-scale disruptions in the market? Can we keep pace with a fast-changing technology landscape?

The conference will provide project managers the perfect platform to gain insights on current thoughts and ideas on how the country, organizations, and professionals can turn disruptive forces in their favor. We have chosen speakers from varied backgrounds to give you well-rounded perspectives on our conference theme. You can look for regular updates about speakers on our [conference website](#).

Over these years, we have been adding new features to the national conference to give delegates a rich and memorable experience. This year too you can expect innovative delegate engagement platforms. Look out for Hunt and Shoot, in which you will have to hunt for the best answers to different project scenarios in the shortest possible time. Another new feature is Pitch Perfect in which project managers will showcase practical, innovative ideas that they have used in their projects. With these new features, break-out sessions promise to be a lot of fun.

Even as you get ready for the national conference, remember to send in your nominations for the PMI India Academic Awards 2019 by 15 October. The awards will be announced at the Research and Academic Conference next year at the Indian Institute of Management Kozhikode that will be co-hosted by the Indian Institute of Information Technology and Management, Kerala.

Going back to the national conference, don't forget to download the conference mobile app to take part in exciting contests and win goodies.

I look forward to seeing you in New Delhi on 12 October.

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

Warm regards,

Raj Kalady
Managing Director, PMI India

MANAGING DISRUPTION: LEARNING IN A DISCOMFORT ZONE, LEADING WITH UNCERTAINTY



Dr. Venkat Srinivas

A narrative that we hear quite often today is that there is a lot of change and uncertainty in the world that makes it difficult for us to cope. However, there is an alternative narrative based on the same market conditions that talks about new opportunities. How many of us use this alternative narrative to describe today's world? Sadly, not many.

Welcome to the VUCA-D world — in other words, a digital world of volatility, uncertainty, complexity and ambiguity. This is a world in which business seems to be constantly disrupted by technology, and market and non-market forces.

Take, for instance, the automotive industry that used to be a relatively predictable one. However, with the advent of technology platforms, electric vehicles, and connected/autonomous vehicles, customers have started expecting something different. The globalization of markets brings new market forces and players into existing markets. Added to that are digitally connected consumers, activists, the government, and the judiciary that are a part of non-market forces in India.

Volatility, the Digital Age and Disruption: Are some industries more prone to disruption than others? Yes, but it's only a matter of time before all industries face disruption because the end-consumer is becoming the same for all mass market products and services.

Consider a smartphone user — she derives a great human-machine interaction as well as instant gratification from the smartphone. Or a shopper on Makemytrip.com or Amazon.com — he accesses everything at his fingertips and can extract high value from transactions, while cutting out the middleman. They are also automotive consumers who expect similar experiences from their car or truck as from a smartphone or an online marketplace.

Industries such as software, retail, and communications are already facing high

disruption. Highly regulated industries such as banking, capital markets, chemicals and oil, and healthcare (in developed economies) might be less prone to disruption. But even in these industries you can follow non-market activity from activists, the government, and judiciary for regulatory disruption.

Digital transformation has been driving the convergence of consumer experiences over the past decade. The consumer who is seeking better value, access, and work-life balance is driven to products and services that offer similar experiences and conveniences as his smartphone. Employees have also changed — expectations of integrated work-life balance, instant or quick feedback, and more empowerment are the norm.

The Game Has Changed: So, how does an organization deal with disruption from technology, and market and non-market forces? Understand trends in disruption and predict themes around which disruption might take place. For example, digital or automation experience, and value transparency and realization are two key areas around which consumer disruption is high. In addition, environmental concerns are high on the agenda of the government and the non-consumer public. Major themes may vary, depending on the specific industry and its relative positioning compared to the class-leading consumer experience (e.g., the smartphone). In the automotive industry, for example, digital/connected and autonomous vehicles, electric or lower emission vehicles, product as a service, improved/transparent fuel economy, and cost of ownership are critical factors.

Take on the Disruptor Avatar: Identify potentially disruptive themes for an industry. Such a list is not prescriptive but probabilistic. Non-market forces should also be considered in this perspective. These themes then become the basis for an organization's plan to handle potential industry disruption.

The second step is to align the team around these focus areas. The core competencies of yesterday and tomorrow may not be the same. Internally, we need to reconstruct the make/buy scenario (including in design and engineering) and focus sharply on areas where we need to develop new internal capabilities and jettison or outsource areas which are not core to the future. Even if we choose to retain such domains within the organization for cost advantage, clearly identify and ring-fence the disruptive domain areas from the domains where incremental improvement is the game.

The third aspect is about organizing the team for innovation in the identified areas of potential disruption. Given the nature of disruptive technology and domain specialization, adopt a flatter and simpler organization so that domain expertise can flourish, and ideas around identified themes can find management sponsorship. To be a disruptor, an organization has to invest disproportionately higher resources in selected areas of disruption.

The final and most important aspect is about leadership in disruptive times. Leaders (not managers) play a critical role in leading self, others, and the organization. Since a disruptive environment potentially can turn a “safe project” into a risky one or even a failure, leaders must recover quickly from setbacks and learn from failure. At a personal level, curiosity about these themes and their interdependencies on other aspects of business need to be probed and understood. One has to upskill oneself in these new fields. Re-visit the decision-making style – away from intuitive decision-making to one that is combined with insights from data and analytics. This is a significant mindset and behavioral challenge for leaders as it involves adopting human-machine collaboration in decision-making.

Leading others needs a higher degree of connectivity and experimentation, keeping in mind that this is not a prescriptive journey. A higher degree of trust and leadership by example is a must to facilitate one’s peers to also make this transition. Leading the organization requires simplicity, agility, and empowerment. Failure, especially failing fast, has to be celebrated to

ensure that the team gets a strong and consistent message that taking measured risks is not just acceptable, but also required. Leaders and team members need to get used to being in a discomfort zone and learn to make decisions in an ambiguous, uncertain context.

Managing the Fuzzy Front-end: It is particularly challenging to integrate disruptive solutions in existing or traditional business models or product categories, which by definition follow a more prescriptive and relatively risk-averse approach. To bring in disruptive elements requires a high degree of adaptation and process flexibility. The fuzzy front-end of a disruptive project might stay fuzzy for a long time, much to the discomfort of traditional process-oriented practitioners of product development. It requires strong leadership, conviction, and direction to make such an integration happen. Risk management and mitigation in such projects would play a larger role than in traditional work streams.

In conclusion, volatility and disruption are here to stay. It is possible to anticipate potential areas of disruption and gear up the organization towards being the disruptor, rather than being at the receiving end of disruption. Internal organizational realignment is required to get ahead of the disruption curve and build required skills and competencies. Most importantly, leadership styles have to be a healthy balance of intuitive and big-data-driven and analytics-based decision-making. Leading peers and the team through this requires simplicity, agility, and empowerment. Learning in a discomfort zone and decision-making in uncertainty, while managing risk, are critical to thriving in the new disruptive digital age.

(Dr. Venkat Srinivas is principal chief engineer & head – product development, Mahindra Truck & Bus Division, M&M Ltd. He has 28 years of research and product development experience in the United States and India. He has a B.Tech from the Indian Institute of Technology - Madras; MS and PhD degrees from the University of Maryland, USA; and an MBA with high distinction from the Ross School of Business, University of Michigan, USA.)

INDIA IN 2022: LEADING IN A GLOBALLY DISRUPTIVE MARKET

Manage India examines the advantages that India holds and the capabilities that organizations must build to achieve greater agility for business success

Panchalee Thakur

India has set an ambitious target of growing into a \$1 trillion digital economy by 2025. The propulsion towards this economic growth will come from different industry sectors, many of which are already in advanced stages of digitalization. Some of these sectors are IT, IT-enabled services, electronics, telecom, e-commerce, financial services, internet of things (IOT), and media and entertainment.

A recent report by Google and The Boston Consulting Group, *Digital Consumer Spending in India: A \$100 bn Opportunity*, says that Indian consumers will adopt digital spending in a big way and contribute to US\$100 billion by 2020. The increased penetration of broadband services, particularly mobile broadband, a fast-growing smartphone population, and affordable data services are major attractions for the domestic consumer of digital services. From buying movie and flight tickets online to subscribing to movie and music streaming services and using digital payments for financial transactions, the Indian digital consumer is making her presence felt.

Around the world, organizations are relooking at the way they run their business to cater to the growing tribe of digital consumers. PMI's 2018 *Pulse of the Profession®* report, *Next Practices – Maximizing the Benefits of Digital Technologies on Projects*, shows that disruptive technologies are shaking up the global marketplace. As many as 91 percent of the organizations interviewed in the survey said that they have been impacted by digital technologies. The report captured insights from 1,730 project management professionals globally, including PMO directors and CXOs of major national and multi-national organizations.

The top three technology disruptors identified by the survey respondents are cloud solutions, IOT, and artificial intelligence (AI). The rest are 5G mobile internet, voice-driven software, building information modelling (BIM), advanced robotics, 3D printing, blockchain, autonomous (self-driving) vehicles, large-scale energy storage, gene sequencing, and genomics.

ADVANTAGE INDIA

Organizations in India are aligning their businesses to these top technology disruptors as identified by the *Pulse of the Profession®* report. Here's a look at where India stands:

Technology Disruptor No. 1 – Cloud Solutions

Gartner projected the public cloud services market in India to have reached US\$1.81 billion last year, with big and small businesses moving towards infrastructure as a service (IaaS), software as a service (SaaS) and platform as a service (PaaS). A Google-Accel report estimates that the SaaS market in India will grow to US\$10 billion by 2025, seizing eight percent of the global market.

India is a hot market for cloud services, with Indian start-ups such as Zoho, Freshworks, Kissflow, and Chargebee fighting for space with the big players such as Google, Amazon, and Microsoft. In the talent market, cloud computing skills are among the most sought after, thus leading to a skills shortage.

Technology Disruptor No. 2 – Internet of Things

The Ministry of Electronics and Information Technology has set a goal of creating an IOT industry of US\$15 billion in India by 2020, which will account for five percent of the global IOT market.

DIGITAL TOOLS FOR HIGHER EFFICIENCY



92 percent of the executives interviewed placed organizational agility, or the ability to rapidly respond to market conditions and external factors, as critical to business success*.

**Achieving Greater Agility – The Essential Influence of the C-Suite*

A recent report by the National Association of Software and Services Companies (NASSCOM) says there are currently around 120 companies that offer IOT-related solutions in India. The segments that are leading this growth are smart lifestyle, connected homes and buildings, healthcare, and manufacturing. Investment activity has been concentrated in lifestyle and wearables, embedded computing, industry internet, and connected homes.

Technology Disruptor No. 3 – Artificial Intelligence

India aspires to become a global AI and data analytics hub, fast catching up with global AI leaders China and the US. India generates a huge amount of digital data that makes it a good testbed for AI and data analytics solutions. With Aadhaar, we have the world's largest biometric database — of over one billion citizens. The social media footprint of Indians is growing — with 270 million users, India constitutes the largest user base for Facebook in the world.

According to a NASSCOM-CRISIL report, India has the second largest data and AI talent pool after the US. The AI Task Force set up by the Ministry of Commerce and Industry recently submitted its recommendations, urging both the government and private sector to find common ground to boost the AI sector.

MANAGING DISRUPTION: INSIGHTS FROM THE C-SUITE

PMI collaborated with *Forbes Insights* to understand how C-level executives are accommodating changes in their business to stay relevant in the midst of these market disruptions. The report, *Achieving Greater Agility – The Essential Influence of the C-Suite*, calls on business leaders to find greater agility with the following four tenets:

- Adjust strategies on a continuous basis;
- Empower employees to make key decisions on challenging projects;
- Respond to ambiguity and uncertainty with flexibility and speed; and
- View unanticipated change as an opportunity for transformation.

The report is based on data collected from a survey of 506 senior executives from across the globe, representing industries such as technology, manufacturing, banking, consumer products and retail, energy, and investment/asset management.

As many as 92 percent of the executives interviewed placed organizational agility, or the ability to rapidly respond to market conditions and external factors, as critical to business success*. Eighty-two percent of the respondents reported that proficiency in agile approaches was important for the

LEADING CHANGE THROUGH THE PMO



implementation of strategic initiatives. And 84 percent agreed that organizational agility was necessary to succeed in digital transformation.

However, in spite of increased awareness of the need to have organizational agility, not many had made real progress with it. Only 27 percent of the executives considered their organization as highly agile. In other words, the rest of the decision-makers were uncertain of how prepared their organization was to quickly adopt new strategies when faced with changes in the market.

The report shows that agility can be a game-changer, with tangible benefits for an organization's bottom-line:

- 41% of the respondents said profits and/or revenue have improved because of agility;
- 50% credited agility with their ability to be faster to market;
- 47% credited agility with helping them make faster decisions; and
- 47% said agility had helped with responding to and meeting customer/consumer expectations.

When the benefits are clear, why are companies not prepared for agility? It appears that culture is one of the biggest impediments to achieving organizational agility. Cultural misalignment could be in the form of deeply entrenched corporate practices and

processes that discourage employees from offering new ideas and challenging the status quo, reticent CIOs who cling to legacy systems that hamper data collection and analysis of agile performance, or the lack of support for agile initiatives among employees. Only a quarter of all the executives surveyed said their cultures were strong enablers of agility.

The report recommends people management, procedural overhaul, and a new mindset as key enablers to achieve cultural change. It also calls on the CEO to act as a champion for cultural change and greater agility.

The other important catalyst for change is the project management office (PMO). Fifty-four percent of respondents and 82 percent of highly agile organizations strongly believed that the PMO was a leading factor of organizational success. Yet, in less than half the organizations was the PMO fully utilized for this purpose.

Clearly, organizations can adapt to disruptive changes only when the change agenda is set and pursued from the top. It is equally important to rope in the PMO to rally employees, drive greater adoption of fail-fast strategies, build small and nimble teams, and assign accountability as the organization transforms itself for the digital age.

PROJECT MANAGEMENT IN AN UNPLANNED WORLD



P K Hari Ram Narayanan

Today we have tools that help different members of a team collaborate in real time. And a consequence of this is that the portion of work we plan in advance has come down.

What is the relation between collaboration and planning? Let me illustrate with an example. If you had to meet a friend to go shopping with, how would you do it before the age of cellphones? You had to plan the place and time precisely so that you did not miss each other. However, the way it works now is you loosely get to the same area around the same hour and then call each other and figure out the rest.

We see the same trend happening in projects also. The more tools we have to stay in sync in real time, the less we plan and the more we get into a let's-start-somewhere-and-figure-out-as-we-go mode.

TOOLS FOR THE UNPLANNED

The model of project management that is traditionally followed, was designed for the planning world. Gantt charts, dependencies, and a work breakdown structure are some examples of these. When these were developed, it took a good amount of time to propagate any change across the team. While these tools still have value, managers also need to be familiar with others specifically designed for the unplanned world.

What could these tools be? We may be familiar with some of them, though not necessarily in the context of projects.

A 'feed' like the ones you see in social networks could be a great place for a team to keep track of unplanned work. As the work takes form, status updates can be posted to keep everyone in sync. Comments to such posts can come in really handy when opinions on a course of action need to be

sought. For someone in the team who was away, a quick browse through the feed can make sure they don't miss anything crucial. Millennials who have grown up with social media as part of their diet, would naturally be able to relate to this way of getting things done.

A discussion forum for a specific project is a great place to have lengthier discussions on various things that affect a project. It is a great place to brief a team on something that all must know. This is also a much less intrusive alternative to holding a team meet.

A chat channel involving the team could be a place where much of the conversations around work takes place. You could also create channels around topics where quick calls need to be made, including all the decision makers. Thanks to developments in AI, our chat rooms are now not just filled with our colleagues, but also chat bots and notifications from integrated apps. These can chat to us, giving important updates like a crucial ticket that has not been resolved within a specified time.

Gone are the days when you finished typing a document or a spreadsheet and mailed it to your team. Today, online documents let us 'co-create' reports and presentations in real-time. It happens that while a speaker is typing out the contents of the tenth slide, a designer is already adding a doodle to the fourth one.

A team that uses such collaborative approaches will be able to get going with very little planning. The whole team getting into a room to decide the course of action may never be needed. Such a team that is not fixed to a particular course would also be more open to new ideas and nimble in the face of changing requirements.

A tool that helps manage projects today must be designed to support such collaborative requirements. One which follows classical

approaches alone will not quite cut it. The ability to have online interactions in the context of the work is a crucial requirement.

WORKING WITH MILLENNIALS

Money does not motivate millennials, rather it is the sense of purpose and meaning that they find in the work: a lot of research has indicated this and it tallies with our own experience. Work which involves adherence to a fixed plan may not fit into this category. Those doing the work may feel like cogs in a wheel, whose contribution is in no way special.

On the other hand, work that can turn in any direction at any time, and where everyone's ideas can make a difference, looks exciting. In a team that collaborates well, a good amount of work can be done this way.

IMPROVISATION IS NOT NEW TO INDIANS

In the world of software, a lot of work involves exploring new areas, and this again is not very amenable to planning. "A joke we have going in Zoho is we have never shipped a product on time ever," says Sridhar Vembu, the CEO of Zoho, "and the reason we don't ship on time is we don't set a particular time for the product to be ready. This goes totally against the grain of what we know as traditional project management, so it needs some explaining. Let me give you an analogy. A predictable project may be like keeping the trains running on time over well-laid tracks, whereas software projects are like laying a track over unknown terrain. How can you set a deadline to this? There is too much uncertainty, there are too many unknowns. The only way you can manage these projects is to improvise on the go."

This improvisation is something we Indians are already familiar with, it is very much part of our culture. The word 'jugaad' we use here, captures the spirit of this. It is about building solutions by using existing resources in new ways that were not expected even by the creators of these resources. A farmer who uses an engine from a scrapped motorbike to draw water from a well is a typical example. Such solutions may not be the most elegant,

Figure it out on the go.



but they extend the scope of things, create abundance from scarcity, and usher in more innovation. Improvisation is very much part of our arts as well. For example, in Carnatic music, there are sections like the *alapana* and *tanam*, where the musician makes up original music live on stage.

A world of unplanned projects may look chaotic. But as the Zen saying goes, 'the arrival of chaos must be regarded as extremely good news.' For, only from chaos can emerge something new and better. Only then can disruption take place. If we Indians draw from our roots, we can rise from this chaos as leaders. [MI](#)

The author is the head of marketing for Zoho Projects, an online project management app by Chennai-based company, Zoho.

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some truly accomplished speakers



PROJECT MANAGEMENT NATIONAL CONFERENCE, INDIA 2018

India in 2022 - *Leading in a Globally Disruptive Market*

12-13 October, 2018 | New Delhi



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President and CEO,
Project Management Institute



Amitabh Kant
CEO, NITI Aayog



Sanjeev Sanyal
Principal Economic Advisor,
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Naina Lal Kidwai
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and Advent Private Equity



Sanjeev Bikhchandani
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Vice Chairman, Naukri.com



B. K. Shivani
Spiritual Leader,
Brahma Kumaris



Partho Bandopadhyay
Managing Director,
KPMG Global Delivery Center, Pvt. Ltd



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CONFERENCE HIGHLIGHTS

2 Days of learning & sharing

750 + delegates

PDUs

Diverse delegate profile

Networking

PitchPerfect Sessions

PMI India Awards

Keynote Speakers

Panel Discussions

Exciting Contests



Congratulations!

Presenting the winners of our monthly PMNC18 slogans contest. These practitioners have won delegate passes to the Project Management National Conference on 12 and 13 October in New Delhi or other goodies.

APRIL

Tell us why women make better project managers



Winner

Aparna Deshpande
Organization: IBM



Runner-Up

Vivek Chary
Designation: Principal
Consultant, Infosys

MAY

Tell us what makes a leader amazing



Winner

Pramod Kushwaha
PMP Team Leader,
C-DOT (Centre for
Development of
Telematics)



First runner-up

Hitendra Pathani
Project Manager, Appirio
India Cloud Solutions
Pvt. Ltd.



Second runner-up

Sivasantu Das
Organization: Tata
Projects Limited.

JUNE

Why is it important to be agile and adaptive to change for project managers?



Winner

Sumit Bajaj
Independent Business
Consultant



First runner-up

Sajitha Radhakrishnan,
Vice President,
Morgan Stanley



Second runner-up

Dorairajan Sridhar,
National Institute of
Smart Government,
Hyderabad

JULY

Why is leadership an essential skill for young professionals?



Winner

Vimal Wakhlu,
Director, Sustainable
Smart Solutions Pvt.
Ltd.



First runner-up

Selvarani Chinnusamy



Second runner-up

Gorakhnath Ghadage,
project delivery
manager, Atos Global
IT Services India

AUGUST

Great leadership is about setting your project team free because...



Winner

Anoop Maheshwari,
Ericsson



B Baranitharan,
Cognizant Technology Solutions



Runners-up

Pranjal Khaddar,
Mcdermott



Meghna Arora,
Larsen & Toubro Limited

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

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

QUESTION FOR THE SEPTEMBER ISSUE IS:

HOW CAN AN ORGANIZATION CREATE THE RIGHT CULTURE TO ENABLE DIGITAL TRANSFORMATION?

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.

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 December 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.



Turn every project into a **success story**

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Collaborate seamlessly:

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Log your billable and non-billable hours and generate invoices.

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CREATING VALUE THROUGH CAPABILITY ENHANCEMENT



Amit Kumar

My diverse work experience of 15 years — including 10 years in project management — has shown me that project management is an art and not a science.

Standard project management formulae taught in the classroom can solve project issues for a short time, but a winning formula for a project comes from a deeper understanding of organization practices, processes, and systems. Nothing can beat the learning that a project manager gets from being closely associated with one project lifecycle. And if the project is large and complex, it gives a better understanding of the complete value chain of the organization. In addition to this, if the project is a large infrastructure project, it gives the project manager a deeper understanding of how macroeconomics influences the growth of the country.

The success of a project largely depends on the competence of the project manager. It will not be an exaggeration to say that you need a superman of a project manager to handle large, complex projects whose success has a bearing on the country's development. The project skills needed for such projects can be created with a sustained capability enhancement program by the top management of the organization.

SUSTAINED CAPABILITY ENHANCEMENT PROGRAM

Organizations need a strategic, long-term approach to solve tactical day-to-day issues of a project and set the foundation for project success.

To address the financial objective of a projectized organization, address the triple constraints of time, cost, and scope. This sounds simple, but you need enormous capability to address these risks that have derailed major infrastructure projects in the country and caused huge losses to the exchequer.

An organization can draft a sustained capability enhancement program in a series of steps and implement it strictly to achieve project success in its true sense.

Step 1: Identify the available projects in the organization.

Step 2: Identify a project manager for each project.

a) One project manager may handle more than one project, depending on the size, complexity, schedule, and cost of the project.

b) Identify a competent project manager for critical projects — in other words, projects that pose financial and reputation risk for the organization.

c) Identify project managers at the early stage of their career and groom them to handle projects independently.

d) The main job of the project manager is integration, i.e., integrating with all internal and external stakeholders and influencing the decision-making process in the project lifecycle. Considering the criticality of this function, give the project manager the opportunity to move to different functions in the organization so that he/she understands the needs of all the stakeholders. The project manager has the role of a generalist who understands and anticipates risks at each stage of the project.

e) Most importantly, give the project manager a free hand to discharge his/her responsibilities efficiently and effectively.

Step 3: Create a time-bound plan to strengthen the core technical skills in the organization and continually develop them. There should not be any gold plating in the project. Ensure that the technical scope of the project is well-defined and highly optimized.

Step 4: Make the procurement function of the organization competitive and knowledgeable. Outsourcing cannot be avoided in any large project. The higher the degree of outsourcing, the higher the number of contracts.

Contract drafting is the key job of procurement. Contracts should be win-win for all the parties. Right buying and competitive buying is a skill that gives the organization an edge among its competitors.

Step 5: We hear the terms “customer focus” and “customer satisfaction” frequently, but these are the least understood. Only people in functions where there is direct interaction with customers have a real understanding of customer focus and customer satisfaction.

The other support functions tend to have only a theoretical understanding of customer focus and satisfaction. This creates a big gap in the organization. Sometimes satisfying the internal customer becomes more challenging than satisfying external customers. The solution is to expose everybody in the organization to the customer so that they can learn the real meanings. This will help tremendously in creating synergy in the organization.

Implementation of the above steps will help in creating a robust projectized organization and ensure success in project delivery.

Lastly, the implementation of this program must take a top-down approach. Only with the sustained determination of the top management can we create a robust projectized organization.

(Amit Kumar is a senior manager in Bharat Heavy Electricals Ltd (BHEL) - Industrial Systems Group, Bangalore. He has 16 years of diverse functional experience at BHEL, one of the largest public sector companies in India. Kumar has special interest in project and strategic management.)

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- Chapter members
- PMI members
- PMI credential holders

What guidelines should you follow?

- The article should be relevant to project management
- The articles should be an original piece of writing
- If the writer uses information already published, he/she should give such references.
- An articles will be rated on its topicality, high interest/usefulness for the project management community and writing style. Articles submitted after the due date will be considered for the next issue.
- It should not exceed 600 words
- The writer can email us photographs or other illustrations to go with the article.
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- Share your knowledge with the community
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PROJECT MANAGEMENT IN THE EMERGING WORLD OF DISRUPTION

PMI KERALA CHAPTER

CHAPTER VOLUNTEERS PITCH IN FOR FLOOD RELIEF WORK

As heavy showers and severe floods battered Kerala, PMI Kerala Chapter came out in full force to lend a helping hand. As a first step, the chapter board sent out an email to all chapter members to confirm their safety and provide co-ordinates for support to those affected by the floods. Volunteers from Thiruvananthapuram and Kochi soon fanned out to flooded areas to join relief efforts. Chapter members from outside Kerala supported by spreading the word on support services through social media.

The chapter addressed the situation with three major relief initiatives:

RELIEF SUPPORT 1 - #SAVEKERALA CAMPAIGN

The chapter collaborated with various non-government organizations (NGO) in conducting and managing collection centers for flood relief material in association with district administrations. Volunteers played a big role in collecting the details of people affected by the flood and those rescued, and updating the lists of the centralized rescue operations of the Government of Kerala.

The team was a key facilitator between the affected people and rescue teams. It also managed social media accounts through which members responded to people's requests. It managed the collection, segregation, organization, planning, and loading of materials to various relief camps for 12 days starting 16 August, including materials worth Rs. 15 lakh sourced from Bengaluru. Volunteers arranged for transportation to collect and directly deliver materials to the flood-affected.

Chapter members also set up WhatsApp groups for volunteers of a badly affected area where no materials had reached, so as to connect them with government officials for speedy relief.

RELIEF SUPPORT 2 - #REBUILDKERALA CAMPAIGN PHASE 1

Once initial relief support had been streamlined and the rains subsided, the chapter decided to help those displaced to get back to their lives. The chapter conducted a number of activities for the campaign #RebuildKerala to lead NGOs working in flood relief activities.



Relief material being organized for distribution to the flood affected



Chapter members volunteering at a collection center



Relief materials being sorted out at a collection center in Thiruvananthapuram

The chapter collected funds from its members and other chapter members to donate to the Kerala Chief Minister's Distress Relief Fund and initiated a Facebook campaign in support of the fund. PMI Mumbai Chapter and PMI Education Foundation (PMIEF) donated Rs. 51,000 and Rs. 3 lakh each towards this fund.

The chapter donated the entire stock of PMI Kerala Chapter T-shirts to the flood-affected and PMI Chennai Chapter donated 100 chapter T-shirts. It also sourced emergency medicine worth more than Rs. 5 lakh for distribution and facilitated volunteers to serve at the affected areas.

RELIEF SUPPORT 3 - #REBUILDKERALA CAMPAIGN PHASE 2

Rebuilding the state will take continuous support, and with this in mind, the chapter has now launched another campaign for long-term rebuilding efforts. The chapter is organizing various workshops to support and train volunteers. For this initiative, it will work closely with PMIEF and other PMI chapters and NGOs working in this field.

PMI PEARL CITY, HYDERABAD CHAPTER

GYAN LAHARI 2018

The chapter hosted its flagship annual event, Gyan Lahari Project Management Conference, on 14 July 2018 at the Park Hyatt Hotel.

Over 350 delegates from public and private enterprises attended this event themed, “Project Management: What’s Next? Vision for the Future.”

Twelve eminent speakers from across the industry and academia spoke on emerging trends in project management. The delegates found multiple avenues to forge new relationships among peers in the community and update themselves about the latest tools and solutions from exhibitors.

V. Laxmikanth, managing director, Broadridge Financial Solutions, inaugurated the conference by lighting a traditional lamp. He also delivered a keynote address on “Agile Transformation — Challenges and Next Steps.”

Also present at the inauguration was Ramam Atmakuri, PMP, founder and past president of PMI Pearl City, Hyderabad Chapter.

The keynote speakers delved into the role of project management at a time of rapid technology changes. They explored emerging trends in project management and the key challenges, solutions, success stories, and learnings for project management in today’s disruptive era. Some of the topics covered were agile project management, data sciences driving the industry, and the need to adapt to change

B. Janardhan Reddy, IAS, commissioner, Greater Hyderabad Municipal Corporation, spoke about the importance and relevance of project management in public administration projects. He also stressed upon the need for the involvement of citizens in the success of these projects.

Pradip Kumar Pandey, director - engineering, Global Engineering Center (India), UTC



V. Laxmikanth, managing director, Broadridge Financial Solutions lighting the lamp in the presence of (from extreme left) Sriram SG, PMP, chapter president; Ramam Atmakuri, PMP, founder president; Rajeswari Subramanyam, professor, Woxsen School of Business; Monika Muddamshetty, PMP, director - academy; and Komal Mathur, PMP, director - memberships

Aerospace Systems, spoke on “Paradigm Shifts in the Aerospace Industry.”

Ramesh Loganathan, professor, co-innovation, Indian Institute of Information Technology, Hyderabad, and chief innovation officer, Telangana State Innovation Cell, spoke about entrepreneurship and innovation in the digital era.

The conference was also an occasion to felicitate members who have been part of the chapter for 10 years or more. These long-standing members received mementos from Ramam Atmakuri, PMP, founder and past president of the chapter, who spoke about the chapter’s journey and highlighted its key achievements.

Academy Events

In continuation of its Student Leadership Competency Building initiative, the chapter collaborated with Woxsen School for Business to deliver a project management program aligned to PMI’s *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* – Sixth Edition.

Mohit Raj Mathur, PMP, senior facilitator from the chapter, conducted the course from 28 June to 11 July 2018 for 100 students of the institute. The key intent of the course is to build project management competency in students who are pursuing a master’s degree in business administration. [MI](#)

(Chapter news contributors: Harikuttan K, Jayakishore S R, PMP, Komal Mathur, PMP and Akhila Gowri Shankar, PMP)

PMI BANGALORE INDIA CHAPTER ANNUAL CONFERENCE WITH INDUSTRY SYMPOSIUMS

PMI Bangalore India Chapter conducted its 13th Project Management Practitioners' Conference (PMPC) on 12-14 July 2018 at the NIMHANS Convention Centre, Bangalore. More than 700 delegates attended the conference, with an additional 130 or more members joining the live webcast.

This time PMPC saw the coming together of the chapter's industry symposiums and annual conference. The industry symposium held on the first day had two parallel tracks – on engineering and construction (E&C), and defense and aeronautical public sector units (DAPSU). The rest of the two days brought a variety of speakers who expounded on the annual conference theme, *Architecting Project Management for Value Creation*.

The three-day event was organized by chapter volunteers.

During his welcome address for the E&C track, T.V. Sessa Sai, chair, E&C Forum, PMI Bangalore India Chapter, spoke about providing learning opportunities to E&C project managers by integrating the industry symposium with PMPC. M R Jayashankar, chairman and managing director, Brigade Group, was the chief guest.

Keynote speaker, Mike Holland, CEO, Embassy Office Parks, highlighted the need for project efficiency in India. This was followed by a panel discussion in which experts deliberated on "Value creation in construction projects." Dr. B R Srinivasa Murthy, retired professor of civil engineering, Indian Institute of Science, Bangalore, delivered the valedictory address on "case studies on failures of structures."

In the second track, Col. (Retd.) L Shri Harsha, secretary and treasurer, PMI Bangalore India Chapter, welcomed the delegates. The chief guest was M V Gowtama, chairman and



PMI India felicitates long-standing members of PMI Bangalore India Chapter

managing director, Bharat Electronics Ltd (BEL). The other dignitary who was part of the inaugural event was I V Sharma, former director - R&D, BEL, and the chapter's DAPSU chair.

Gowtama highlighted the contributions of BEL to India's defense supplies and preparedness. The other speakers were Damodaran Subramanian, managing director, SAFRAN Engineering Services; Dr. Abburi Vidyasagar, chairman and managing director, Avantel Ltd. and founder, WikiKids Ltd.; G Raghavendra Rao, former executive director, BEL; and Col. H S Shankar, chairman and managing director, Alpha Design Technologies, who is a Vishisht Seva Medal (VSM) awardee of the Indian armed forces.

There were two workshops for delegates of both the tracks. Bindu Bhatia, managing director, Neucode Talent Academy, conducted a workshop on "Leadership in the Times of Change," followed by a technical workshop on artificial intelligence and machine learning by Dr. Srinivas Padmanabhuni, chief mentor, Tarah Technologies. The symposium ended with Raj Kalady talking about his experience of scuba diving and coming out of a life-threatening situation, which can happen in any project or in real life.

On day two, conference PMO leader Balakrishna Kasibatla kicked off the event with



Dignitaries at the inauguration of the E&C symposium



Dignitaries lighting the lamp at the DAPSU symposium inauguration

an introduction to PMPC 2018, the chapter's journey of over 20 years, and the conference theme. The conference chief guest was Suresh Narayan, chairman and managing director, Nestle India Ltd. The other dignitaries at the inauguration were Air Commodore C R Mohan, VSM, commandant, Airforce Technical College, Bangalore; Raj Kalady; Basu Dutta, president, PMI Bangalore India Chapter; and Col (Retd.) L Shri Harsha.

Narayan spoke about a crisis that faced its brand of instant noodles, Maggi, in 2015, and how Nestle re-created value during the crisis by managing both the external and internal environment. Air Commodore Mohan talked about making the nation's defense preparedness a matter of collective responsibility and managing defense projects with a focus on manufacturing and export. Dr. Dheepa Srinivasan, consultant, additive technologies, adjunct faculty, Indian Institute of Technology, Ropar, delivered a keynote on additive manufacturing and 3D printing. Brian McMurray, vice president – engineering & operations, GM Technical Centre India, spoke about millennials in the workforce and the need for innovation. Dr. Arun Hampapur, director of development, IBM Services, presented several applications of data analytics to solve real-life challenges including in policing and water and sewage management.



The annual conference kicks off on day 2

There was also a panel discussion on digital transformation by experts from different industries.

On the third day, Srikanth Nadhamuni, CEO, Khosla Labs, and board member, HDFC Bank, stressed on the need for flawless planning to achieve project excellence. Chandramouli Srinivasan gave a motivational talk based on his book, Catalyst, in which he delved on career success and leadership.

The conference ended with a valedictory speech by Dr. Shailesh Nayak, director, National Institute of Advanced Sciences, and former minister, earth sciences, in which he spoke about advanced technologies at India's disposal to meet natural calamities. [MI](#)

(Chapter news contributor: Balakrishna Kasibatla, conference PMO leader, PMPC 2018)



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