On the Right Track

Manage India talks to PMI India Project of the Year 2015 award winners to uncover the secrets to their success

CONTENTS

PMI POLL BOOTH

Voice your Opinion

Q. Do you struggle to strike a balance between administrative tasks and core project work?

Click here to fill your entry.

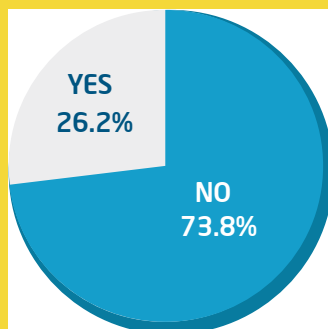*Cast your vote today. Learn if your fellow practitioners feel the same way as you when the results come out in the next issue of Manage India*

RESULTS OF AUGUST POLL

Q. **Are managerial skills more important to succeed as a project manager than technical skills?**

YES
26.2%

NO
73.8%

Voice your Opinion - Last poll results

Letter from the Managing Director, PMI India

Dear Practitioners,

An incredible year comes to an end - a year of economic recovery in India, plunging oil prices having a cascading effect on companies and economies around the world, a war in the middle-east provoking one of the worst refugee crises the world has ever seen, Nepal experiencing a devastating earthquake, and Australia winning the Cricket World Cup for the fifth time. The floods in Chennai and its surrounding cities have brought a state to its knees. On behalf of PMI India, I extend our deepest sympathies to our friends and colleagues in Chennai. PMI applauds the efforts of PMI Chennai Chapter volunteers and members who have been on the field from day one, providing relief materials and supporting rescue operations in their localities. PMI will also continue to make available our Educational Foundation's Project Management Methodology for Post-Disaster Reconstruction to assist in rebuilding.

Some of the events of 2015 have touched us deeply and inspired us as human beings; some others have taught us valuable lessons as project practitioners and professionals. As we start a new year, take some time to reflect on how you have made a difference to yourself, your community, profession, and the country, and what you would like to take forward to 2016. A highlight of 2016 will be the action in the US as the country prepares to elect a new president the coming November.

I'm looking forward to several exciting opportunities to engage with industry and the academic world next year. To begin with, there is the upcoming Regional Conference in Kochi on 13 February for which registrations are now open. Click here to register.

PMI has published the *Earning Power: Project Management Salary Survey 2015*. You can download the report free here. We are carrying a summary of the ninth edition of the salary survey report in this issue of *Manage India*, along with some key findings on salaries for project managers in India.

The date for the latest Project Management Professional (PMP)® examination has been moved to 11 January 2016. This has been done to allow aspirants time to prepare for the newly updated content. If you wish to take the PMP® examination this time, look for the changes here.

We have also introduced some changes in the Continuing Certification Requirements (CCR) program. Starting 1 December, the talent triangle has become part of CCR and there are some changes in the requirements and limitations on the number of professional development units that you can earn in certain categories. If you want to know more, click here.

I'm pleased to announce that we have published a case study on the project management behind a 5MWp grid connected solar photovoltaic plant by NTPC Limited. in Port Blair. This project won PMI India's Best Project of the Year Award - Small (less than Rs. 100 crore) in 2014. You can read the case study here.

We have featured two of this year's Best Project of the Year winners in this issue of *Manage India*. I hope you find valuable insights from the winners' stories.

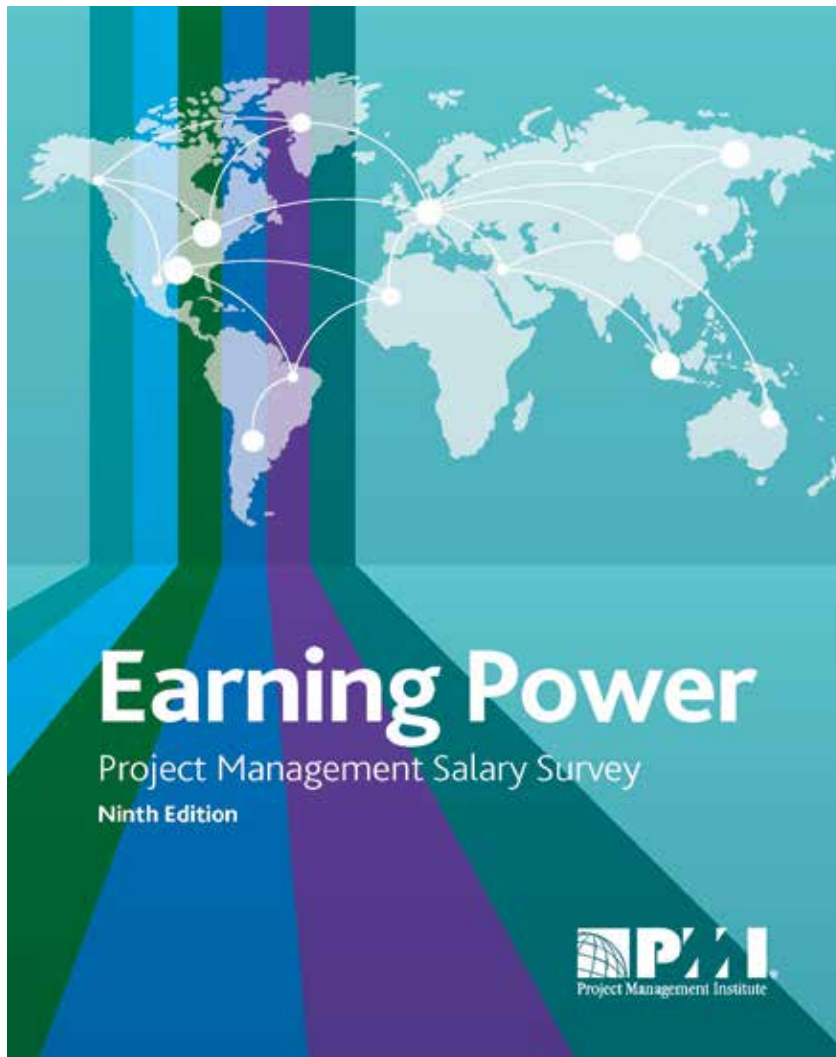I wish you and your family a Happy New Year.

Warm regards,

Raj Kalady
Managing Director, PMI India

Earning Power: Project Management Salary Survey – Ninth Edition

For 15 years, PMI has published a comprehensive biennial salary survey to offer informed insight into the value of project management certifications, experience, and skills. The ninth edition of this survey, *Earning Power: Project Management Salary Survey,* continues to be a leading source of data, helping employers to determine salary ranges better, and giving project management practitioners a greater awareness of their earning potential.

Earning Power: Project Management Salary Survey is a significant resource for project management practitioners and their employers, as well as compensation committees, human resource departments, and executive recruiters.

About the Report
The report is free to download here. However, PMI members are granted exclusive access to the online salary query,

which allows users to compare new and historical data by position and country. The report contains responses from more than 26,000 respondents in 34 countries, with salary data shown in local currency. It includes data for eight position descriptions, based on information gathered by a third-party research firm and a volunteer group of PMI members.

There is an analysis of 15 demographic variables related to compensation such as position description, years of work experience, years worked in key techniques, years worked in project management, highest formal education level obtained, degree in project management, Project Management Professional (PMP)® status, training per year, gender, department/function, industry, type of project, number of employees in entire organization, average project team size, and typical project budget.

The report provides reported salary increases over the past 12 months and expected salary increases over the next 12 months. It also contains information on career paths for project managers across the globe, as well as employee benefits, such as stock options, pension plans, and vacation days.

Some of the key findings of *Earning Power: Project Management Salary Survey, Ninth Edition* are:

• Most participants (72 percent) report that their total compensation, including salary, bonus, and other forms of compensation, increased over the 12 months prior to completing the salary survey, with over one-fourth (27 percent) of respondents reporting increases of at least five percent over that time period.

• The median annualized salary in this survey, across all countries, roles, and experience levels is US$81,000. Approximately 75 percent of respondents earned at least US$53,689, and the upper 25 percent earned at least US$110,000.

• Median salary varies widely on a number of key demographic factors, including:

  » Country of employment - The country with the highest median salary is Switzerland (US$130,000).

  » The number of years of experience in project management - Salary is impacted by the number of years a person has worked within the project management profession. The most dramatic increase is seen in Singapore, where the median

salary ranges from US$47,657 for those just beginning in the project management field to US$131,972 for those in the field for 20 years or more. This represents an increase of 177 percent.

» PMP® status - Certifications such as PMI's globally-recognized PMP® provide a significant advantage when it comes to salary and earning potential.

» Position/role - Salary appears to increase with added responsibility. In Belgium, the median salary increased from US$55,927 for a project manager I to US$77,738 for a project manager II to US$89,482 for a project manager III.

» Average size of project managed (including budget and team size) - The size of projects managed appears to have a positive correlation with annual salary. For instance, in South Africa, those managing projects with larger teams (20 or more people) have a median salary that is 72 percent higher than those managing teams of one to four people.

A Few Key Findings on the Indian Market:

Median total salary — **INR 1,600,000**

Changes in compensation in the past one year :-

- 4 percent reported increase of 30 percent or more (highest recorded).

- Annualized median salary by position description Director of project management office (highest position) - INR2,468,000 Project management specialist - INR1,042,000.

- Annualized median salary by years worked in project management Less than three years (lowest recorded) - INR1,100,000   20 or more years - INR2,500,000

- **Among survey respondents in India, those with a PMP® certification garner a higher salary (40 percent higher on average) than those without a PMP® certification.**

SHORT TAKES | A column that gives you an opportunity to share your ideas with the community. Take part in the contest and win PMI goodies

SHORT TAKES - JANUARY CONTEST

Q. PMI's *Earning Power: Project Management Salary Survey* establishes once again that the PMP® certification holds an advantage when it comes to a project manager's earning potential. In what other ways does the PMP®certification provide you an edge?

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. Click here to go to contest page.

TERMS & CONDITIONS

- The contest is open to PMI members and PMI holders in India only.
- Each contestant can send only one entry for each contest.
- The closing date to send your entry is 20 January 2016.
- 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.

There are no winners for Short Takes - May contest.

On the Right Track

Manage India talks to PMI India Project of the Year 2015 award winners to uncover the secrets to their success

BY ANJALI PRAYAG

Winners of the 2015 PMI Project of the Year awards redefined project management excellence through rigorous planning, the adoption of the latest technology to collaborate among teams and monitor progress, the right incentives to mobilize resources, and change management to counter frequent iterations from the client. *Manage India* features Jindal Power Limited (JPL) and UST Global that overcame the odds through the use of innovative processes and systems, and achieved project success.

Project of the Year – Large

O.P. Jindal Super Thermal Power Plant by Jindal Power Limited

The tall, imposing towers of the Tamnar power plant in Raigarh, Chattisgarh

Project Highlights	
Budgeted cost : INR 3,162.5 crore	**Actual cost** : INR 2,800 crore
Project start date : 23 November 2012	**Project end date** : 31 March 2014 (seven months prior to the planned date)
Project management effort : 246.5 human months	**Total number of people who worked on the project** : 3500
Other awards won : • IPMA International Project Excellence Award 2014 for "Striving for Excellence" • Dun and Bradstreet Infra Award 2014 • British Safety Council's International Safety Award	

The second phase of the O.P. Jindal Super Thermal Power Plant project started with a project deadline of 17 months. The team in charge of this project had set a record by completing the first phase of the plant in 22.5 months. That was the only time when a mega project of this nature was completed in less than 24 months. This time, the team had an even tighter time schedule of 17 months from the start of the boiler erection stage. Hence, all obstacles had to be resolved with an eye on the clock.

The team adopted a holistic approach to project management in which the actual schedule and cost indices were monitored regularly against approved schedules and budget. This included initiatives like setting up of a project management office team at the project site and head office, drawing up detailed schedules and rigorous catch up plans, regular monitoring using "S curves" and earned value management, and putting in place a unique target-based incentive plan for agencies, apart from prioritizing health and safety of workers at the site.

Challenges	Solutions
The project had to be completed within 17 months so the company could avail special tax benefit for the fiscal 2013-14.	Proper planning and rigorous monitoring, backward integration for steel and cement supply, timely civil inputs to mechanical agencies, milestone-based incentive schemes for agencies, and using innovation in project execution.
A results-oriented culture had to be set up among all stakeholders.	Contractual supply, consumables like steel, cement, and structures were kept under direct control of JPL to minimize any delays. Turn-around time for approvals was improved. Design-related issue resolution was fast-tracked, resulting in reduced loss of time.
The total available land for the main plant was around 60-70 percent of the industry average for 600 MW size units.	This challenge was overcome with innovation in execution using pre-fabricated structures and pre-assemblies. Speed-flooring eliminates convectional shuttering and substantially minimizes the time required to complete a floor.

Other features that helped in fast-tracking the project were:

• Special incentives given to sub-agencies to fast-track the work.
• Backward integration to use JPL's resources reduced dependence on vendors.
• Defaulter agencies were penalized or removed. Result-oriented culture was set up among all stakeholders.
• Monthly project meetings with agencies held to focus on all challenges.
• Round-the-clock working with day shift team working up to midnight with deployment of additional manpower
• A web-based dashboard and a project monitoring system (PMS) developed. The PMS, which was developed in-house, tracked the planned versus actual progress of more than 1000 activities. A project gallery, graphs, database, milestones, and SMS DPR (online systems generated daily progress reporting) were used on a daily basis that could be accessed online from anywhere.
• Parallel working on all the fronts without interlinking the sequential requirement of systems was also carried out.

These measures helped the project customer group to develop best practices in erection, project management, and technical expertise, which will benefit them in getting future orders.

Narendra Gupta, assistant general manager, Project Planning and Monitoring Office (4x600 MW), Jindal Power Limited, said

Jindal Power Limited uses pre-fabricated structures and preassemblies to overcome the challenge of lack of space at the site

the project challenged all established benchmarks in terms of rapid commissioning of a 600 MW unit. "The drivers that made this mission possible was the application of best project management practices, innovation in execution, learning from previous achievements, and offering special incentives to sub-agencies," he said. He added that the results have now inspired the team to achieve even better results in future projects.

Project of the Year – Small

Shopping Portal by UST Global

Project Highlights	
Project planned and actual cost : INR 42 crore	**Project planned and actual start date** : 1 October 2012
Project planned and actual end date : 13 December 2014	**Project management effort** : 125 human months
Total number of people who worked in the project : 83	**Other award won** : Pinnacle Award (given by the client)

UST Global developed a shopping portal for one of the largest health insurance providers in the US as part of the ObamaCare initiative. Through the portal, US consumers would be able to shop and apply for individual insurance products. They can also compare and opt for new plans.

The project team was spread across California (US), Manila (The Philippines), and several locations in India including Trivandrum, Kochi, Chennai, and Bengaluru.
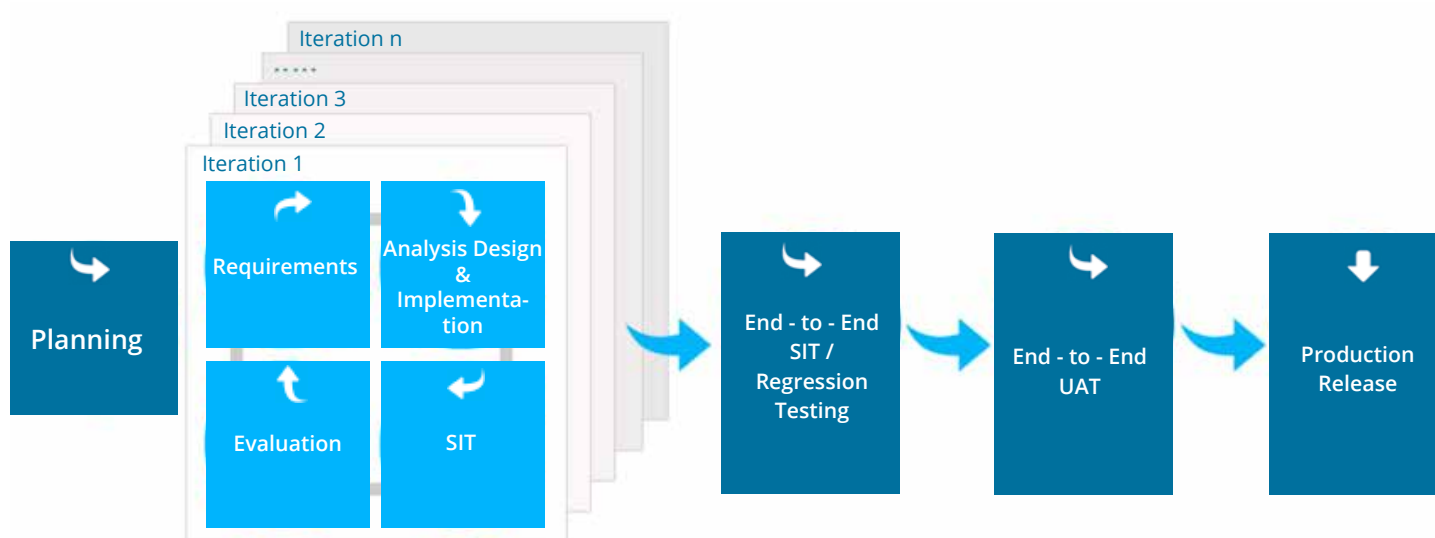
The software lifecycle model used by the UST development team is based on the iterative approach that helps business analysts and testing teams to test the developed modules multiple times as they move towards the delivery stages, thus enabling better change management

Once completed, the portal would support five brands, eight user types, two languages, and implemented across 14 states.

The team worked against challenges like prefixed deadlines and delays in getting information from the US federal agencies. The project exceeded the business targets by around 150 percent, a first for the business segment. Four new patents were filed that was also unprecedented in the market.

Apart from the standard project management principles like risk tracker, issue tracker, configuration management plan, audits, and information capturing for sharing with other teams, the project used best practices like collaboration with other dependent divisions, and generated a SONAR (an open source tool for measuring the code quality) report. The project

Challenges	Solutions
Frequent changes in the requirements throughout the project because stakeholders at the US federal agencies and the client side had minimal clarity on the requirements.	A proper change management control was put in place to track and implement the changes. As this was identified as a risk for the project, mitigation was possible by using an iterative development model where the finalized requirements were prioritized and the delivery was made in multiple iterations.
An external vendor supplied product details. Due to a confidentiality clause, the product data would be published only at the last minute prior to production. The development and testing team had to work on assumptions about the product data that would result in some discrepancies and rework.	The development team proactively developed a tool called 'Product Tool' which automated the plan verification and correction. This tool saved a manual verification effort of 32 hours per week.
The project was dependent on multiple systems owned by other vendors. There were impacts/changes in almost all systems. The success of the Shopping Portal project was directly dependent on the availability of these sub systems on time for the implementation.	A dependency tracker was maintained with details of all the dependent systems, the primary contacts, deliverables, type of dependency, delivery dates for the dependent systems and these were closely monitored.

achieved a compliance of 96 percent, which exceeded the customer expectation of 90 percent.

An internal pre-System Integration Testing (SIT) team was identified to test the application t delivery. This helped to uncover integration defects before SIT handover. The team used the Hallway method of testing wherein the application was given to users who had no prior experience about the application. The feedback from the users was recorded and was given to the development/testing team. This helped to test the unexpected flows, thus ensuring application stability.

The development team came up with an automation framework using Selinium scripts that would test all the application flows after each build. This saved 18 hours of manual effort per week.

The project used automated daily build using the HUDSON tool (open source tool for build and deployment) for continuous integration.

The project resulted in a new channel for doing business and more than US$110 million revenue was generated using the application. About 450,000 new customers were added to the client in the past one year.

Premchand Nair, project manager, UST Global, said, "Among the main drivers for the success of the project are proper project planning, selecting the resources with the right skill sets, in-house training, tracking the dependencies, and effective status reporting."

According to him, this experience has helped the UST development and testing team members to improve their career paths.
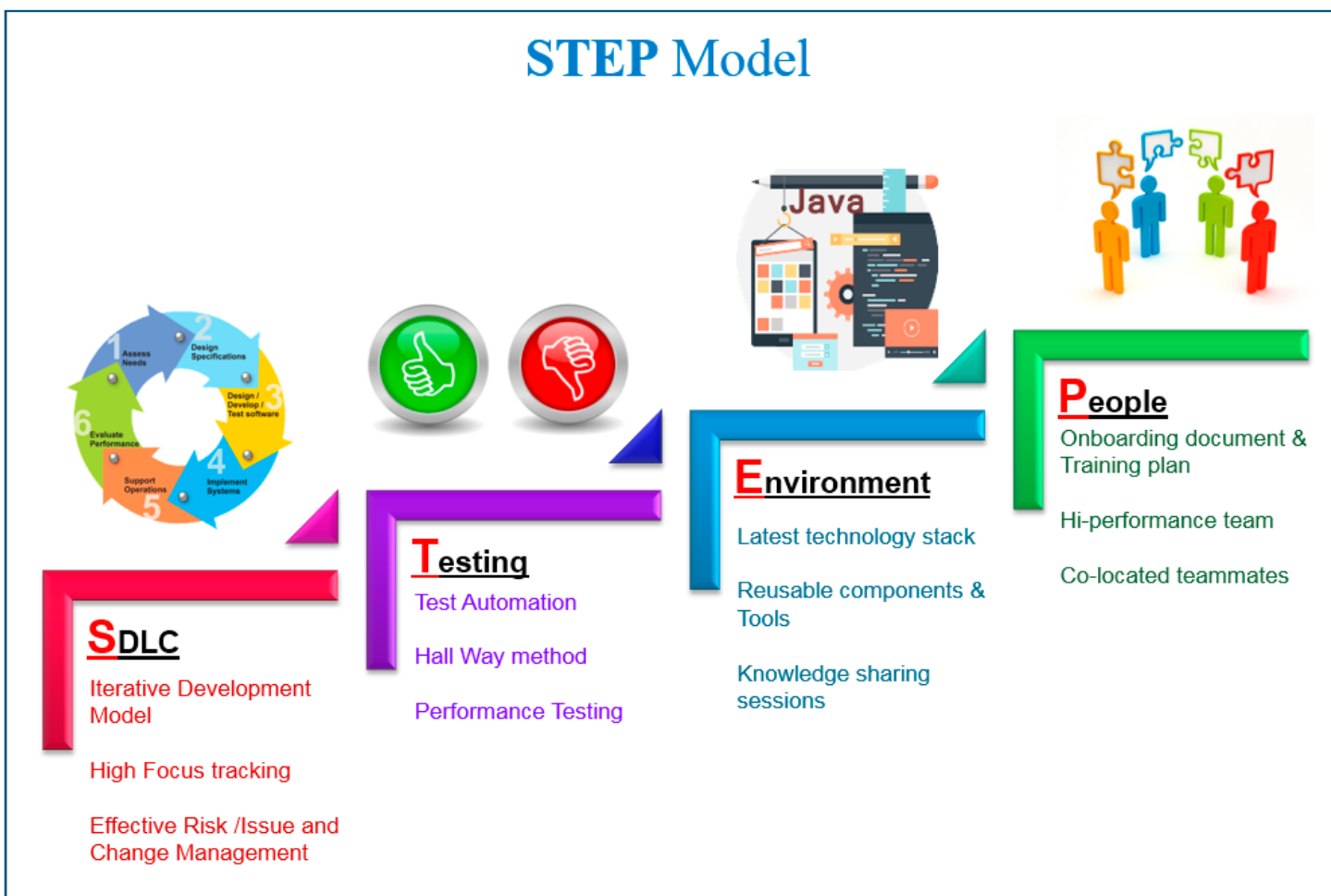
The UST project management team develops a customized model which it names STEP that stands for the four stages of software development lifecycle, testing, environment, and people to manage the project with higher efficiency. The STEP model at UST is now a reusable asset for future projects in the company

PMI Project Management Institute

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13 February 2016, Crowne Plaza, Kochi

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Organization India

Mr. Prashanth N.,
District Collector of Kozhikode

Mr. C. Padmakumar,
Chairman & MD,
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For queries regarding registration, please write to registration@pmi-india.org
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PROJECT MANAGEMENT
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INNOVATING PROJECT MANAGEMENT *for higher impact*

Sustaining Capability through Competency Development and Collaboration

JAYDEEP CHAKRABORTY, PMP, CSM

Organizations focus on business as usual as they transform their business operations. Initiatives that bring about business changes are achieved through projects. Such projects bring about benefits for the stakeholders and help the organization to achieve its strategic objectives.

In a rapidly changing and transforming world, the number and complexity of projects continue to grow. Any project of reasonable complexity can only be planned, managed, and delivered through project management tools and techniques, enabled by technologies. Besides business benefits, successful project execution demonstrate capabilities like problem solving, value delivery, and risk management.

Building and maintaining long-term relationships with customers can be achieved only through service delivery and solution excellence. Competency development for delivery roles is therefore a mandate to achieve the business objectives for any organization.

Large organizations also manage multiple service lines of their customers and handle stakeholders across the globe. An effective collaboration platform helps such global and diverse teams and functions to imbibe industry best practices, learn from experience, and leverage and enhance the tacit knowledge that leads to competency sharing and development.

Below are some aspects that an organization should consider in building project management capabilities.

1. Approach

Project management is one of the most important and crucial areas for customer engagement and is a key element in the successful outcome of any project. Any competency development program that blends the best of external certifications and internal practices enable project managers to handle projects systematically and effectively, leading to customer satisfaction. Project managers must continuously enhance their knowledge and project management skills to meet the high expectations of their customers. A large organization must follow time-tested activities as following:

a. Building a framework supported by the necessary processes, tools, and systems

b. Ensuring competency development through various training programs and the deployment while managing projects

c. Enabling learning and sharing in the project management community

2. Deployment

The competency development program must be designed to help the progression of a project manager from acquiring basic project management and service management concepts to managing programs and portfolios. For a successful deployment an organization must:

a. Ensure that the supporting processes, tools and systems are put in place

b. Implement a framework for deploying training initiatives

c. Design suitable training programs that reinforce project management fundamentals, and help develop soft skills (like effective communication, assertiveness, and negotiation skills), and leadership capabilities

d. Develop competency and learning management platforms

e. Implement an intranet-based knowledge portal to help store organizational knowledge – both explicit and tacit

f. Create a mind-sharing platform for social networking at the organizational level

g. Establish a governance framework to monitor and control using certain key performance indicators

h. Institute rewards and recognition for high performing project managers

i. Encourage employees to acquire external certifications and demonstrating thought leadership in external forums through paper presentations

j. Learn from the experience of others through event management, collaboration through questions, polls, blogs, wikis, live chats, and project management webinars

Although face-to-face communication and interactions are the best, traditional classroom sessions that enable such communication may not be sufficient for a large organization. To help scale training programs, explore virtual training methods like video conferences and video-based learning.

4. Lessons Learned

Some of the lessons learned from a large organization:

a. Sponsorship and buy-in from top level management and continued governance are the key factors for success

b. An intranet-based knowledge portal with collaboration platforms leads to a knowledgeable global workforce

c. Best practices and lessons learned from projects form a part

of organizational process assets & reused in future projects

d. Project management competency improves risk management, planning, stakeholder management, and teamwork in projects

e. Change management teams promote awareness and acceptance of new project management processes and successful adoption by stakeholders

f. While ensuring rigor in deployment, also demonstrate agility and continuous high value delivery for customers

(Jaydeep Chakraborty has over 20 years of experience in IT. He is a process deployment consultant at Tata Consultancy Services, Kolkata, and is responsible for driving project management competency in the organization.)

PMI EVENT

PMP Felicitation Program

Tata Consulting Engineers (TCE) Limited considers project management as an area of focus for sustainable and continuous growth of the organization especially while operating as a global player. Driving this focus, TCE has given special emphasis on grooming, training, and certifying professionals in project management that will help them benchmark to global standards in delivery.

The project management certification program at TCE is being implemented since the past two years. Till date, 13 project managers have successfully earned the Project Management Professional (PMP)® certification. TCE expects many more projects managers to opt for the program in the coming years. To recognize the efforts of these project managers; TCE organized a PMP® felicitation program on 27 August for these successful PMP certification holders to motivate other engineers to come forward.

Speaking at the felicitation event at TCE, Shine Sahadevan from PMI India explained the way forward for project managers after they receive their PMP certification. He counselled the PMP certification holders and guided them on sustaining the momentum through paper publication, sharing their knowledge in PMI forums, to name a few.

PMP certification holders shared their success stories with the group - how they burned the midnight oil, learned time management, what it felt like to be back in school alongside their own childern, how it took them back to their college days, and so on.

The PMP certification holders were unanimous in their opinion that this was indeed worth all the effort, and looked forward to give back to the industry in every way as globally recognized engineering professionals.

Shine Sahadevan (in the foreground, left) with the TCE team

A new PMP certification holder being felicitated by Manoj Kumar, vice president & head of Chemical & Process Industry Business Unit, TCE

PMI Takes Part in World Standards Day 2015 at TCS

Panelists (from left) Tejas Sura; Dr. Santosh Mohanty, vice president, TCS; Sanjay Wiz, Bureau of Indian Standards; and Hari Prasad Devarapalli speaking on "Standards - world's common language"

PMI India participated in a panel discussion held on the occasion of World Standards Day 2015 in October. It was a week-long event organized by Tata Consultancy Services (TCS) across its various locations in the country.

The event began in Chennai, followed by Kolkata, Gurgaon, Pune, and culminated in Mumbai. It saw the participation of over 150 associates across TCS locations from 8-14 October.

Tejas Sura, member, Chapter MAG (Member Advisory Group), represented PMI India in a panel discussion on "Standards - world's common language" in Mumbai on October 14.

To highlight the importance of standards in everyday life, whether it's about power plugs to the size of credit cards, top 10 shortlisted videos by World Standards Cooperation (WSC) were played and a quiz held at each of these locations to mark the occasion.

The World Standards Day is a concept by the World Standards Cooperation (WSC), which comprises the International Electrotechnical Commission (IEC), the International Organization for Standardization (ISO) and the International Telecommunication Union (ITU). The goal of World Standards Day is to raise awareness of the importance of global standardization to the world economy and to promote its role in helping meet the needs of business, industry, government, and consumers worldwide.

Hari Prasad Devarapalli, head, TCS Corporate Industry Forums and Standards Cell, moderated the panel discussion. Besides Mr. Sura, there were panelists from the Bureau of Indian Standards, Data Security Council of India, CDAC, Institute of Mathematical Sciences, and National Chemical Laboratory.

Panelists shared their views on various dimensions of industry standards such as role of standard developing organizations, the importance of standards in day-to-day life, the evolution of standards, standardization and innovation, and the role of industry, academia, and research and development organizations in standard formulation.

Tejas Sura (left) receiving a memento from Dr. Santosh Mohanty, vice president, TCS

Regional Meetings for Better Collaboration

Participants at PMI India Regional R.E.P. Meeting held in Delhi

Participants at PMI India Regional R.E.P. Meeting held in Bengaluru

The last quarter of 2015 saw three regional meetings of PMI India Registered Education Providers (R.E.P.). These meetings were held in Bengaluru, Mumbai, and New Delhi, covering southern, western and northern regions, respectively. Themed 'Exploring Opportunities for Advancement and Growth', the meetings provided an opportunity for R.E.P.s to discuss prospects for further collaboration with PMI India and ways to grow the business.

The meetings helped facilitate deeper interactions with R.E.P.s, and share the latest updates and new initiatives by PMI India. The R.E.P.s received a brief overview of the marketing and branding activities being undertaken for advocacy of project management profession, PMI certifications and membership. PMI used this interaction to answer queries about changes in the Project Management Practioner (PMP)® exam, CCRS

Update and Talent Triangle, Economic Exception Pilot Sunset, and Paper Based Test campaigns.

PMI urged R.E.P.s to participate more actively in PMI India national and regional conferences as well as PMI India awards. PMI shared details about various events and activities that were organized recently. In the open forum, R.E.P.s voiced their suggestions to bring in more queries for PMI certifications and trainings, and increase footfalls in their training centers. The participants showed keen interest in collaborating with PMI across regions for the dissemination of information and sharing of best practices. As an outcome of the meetings, several new joint initiatives were outlined for 2016.

As part of this series, one more meeting is lined up in the first quarter of 2016 in south India.

Participants at PMI India Regional R.E.P. Meeting held in Mumbai

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4/9/2016	77040916	3/5/2016
5/7/2016	77050716	4/2/2016
7/9/2016	77070916	6/4/2016
8/6/2016	77080616	7/2/2016
9/3/2016	77090316	7/30/2016
10/1/2016	77100116	8/27/2016
11/5/2016	77110516	10/1/2016
12/3/2016	77120316	10/29/2016

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Exam start time 10:00 am.

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Please refer to the FAQs here.
Please contact PMI India Service Centre at t **0124-4517140** for any queries.

PMI NORTH INDIA CHAPTER

Knowledge Sessions

Participants at a practitioners' workshop organized by the chapter

PMI North India Chapter organized a practitioners' workshop, "Steering Project Success – What more is possible?" in Gurgaon on 18 July. The workshop was designed to go beyond the conventional project management methodologies and processes, and bring in entrepreneurial thinking to steer projects towards success. It was conducted by Madhavan S. Rao, PMP, who has over two decades of experience in providing leadership for delivery, business performance management, project management competencies, and innovation enablers businesses.

The chapter organized a series of presentations, in partnership with Ericsson in the company's premises in Noida on 7 August. There were presentations by V. Krishnan, co-founder, Just Dial, on Just Dial's journey and entrepreneurship today; Iqbal Singh, head of delivery for SDE TAS – Nokia, on challenges in transition projects; Sanjay Bharti, group general manager, TCIL, on complexities in executing telecom projects; and Anand Prakash, vice president quality, HCL Info systems, Noida, on the ecosystem needed to plan it right.

The Uttarakhand Energy Department hosted a seminar on 18 September in Dehradun that focused on challenges in project execution in government and public sector. The speakers were Lt. Col. Ajay Bhattacharya, who spoke about "backend loading" in government projects as against "frontend loading" as prescribed by PMI; A.K. Singh, who provided insights on the attributes that makes a successful project manager; and B.C.K. Mishra, PMP, who shared his experiences on the successful execution of a hydro electric power station.

Iris Software Inc. hosted a series of talks on "Empowering Self and Teams to drive Project Success" in Noida on . It included a presentation on capacity building in project teams by Ajay Malik, PMP, delivery head, DC Delhi, IBM India; the principles of mind mapping by Maneesh Dutt, former head, Business Excellence and Innovation, STMicro electronics; and low level design in software development by Bibhuti Das, certified Six Sigma Black Belt from ASQ and Certified Scrum Master.

The chapter held its first meeting in the Lucknow region on 7 November. There were participants from different industry domains and organizations. It provided an occasion for practitioners to network and learn about PMI membership.

Elections for the Chapter Board were held on 8 November. Below are the newly elected members:

Position	Elected Candidate
Vice President - Professional Development	Shivender Vats
Vice President - Communications	Vineet Sardana
Vice President - Membership	Ajay Bhattacharya
Vice President - Volunteer Management	Shobha Madan

PMI PUNE-DECCAN INDIA CHAPTER

Insightful Seminars

PMI Pune-Deccan India Chapter has been organizing monthly mentoring sessions and seminars.

On 23 May, former chapter president, Girish Kelkar, spoke on career planning, in which he talked about dream or goal, discipline, communication, and ownership and role management as critical factors that help a professional.

On 1 August, Harish Honwad, chapter vice president, corporate relations, conducted a seminar on "Project Management Best Practice and Quality." He discussed the need to keep an eye out for project management best practices and tools being used by other organizations, and ways to influence people in "matrix-driven" organizations where team members report to different individuals.

On 6 September, Partha Ghosh, president, Kalyani Steel, Pune, delivered a talk on stakeholder management in which he shared experiences from real-life incidents.

The monthly seminar on 19 September had two invited speakers and was sponsored by Product Dossier. Product Dossier managing director Sandeep Kumar spoke on project management enterprise solutions, and Aditya Sonpipare, an MBA student in energy and environment management at Symbiosis Institute of International Business, Pune, presented a case study on "Estimation of Solar and Wind Potential in Maharashtra using GIS techniques." The case study was on a project for which Mr. Sonpipare had won an award.

The next seminar was on 17 October, for which the speakers were Mr. Kelkar and Rajarama Rao, chapter vice president -programs. Mr Kelkar spoke on the "nuts and bolts of program management," the natural progression from a project manager to a program manager, the soft skills a program manager requires, and various tools to be used.

This was followed by a session by Mr. Rao on a new chapter initiative in which there will be open interactive sessions in which the audience can bring up stories on a specific theme. This would provide practitioners a platform to share their work and project experiences.

PMI WEST BENGAL CHAPTER
Chapter Achievements Discussed

Board members at the annual general meeting

PMI West Bengal Chapter organized its annual general meeting for 2015 on 19 September at Indismart, Salt Lake, Kolkata. During the meeting, board members highlighted the chapter's achievements, budgets, strategy, and targets for the year.

On 10 October, the chapter conducted a Learn and Earn session on effectively engaging the stakeholder using social media. Chintan Oza, a senior program manager from Tata Communications, spoke on how to use communication methods to effectively engage the stakeholder and bring success to the project.

The chapter conducted its first webinar on 21 November on key aspects of project management for mega projects in the

upstream sector of oil and gas projects. The speaker, Biswadeep Das, has two decades of experience in the engineering and construction industry and discussed how to manage mega projects in oil and gas effectively and efficiently.

Chapter president Nilanjan Roy and communication director Rekha Unni participated in the PMI national conference and Region 11 Chapter meet on 10-13 September.

(From left) Chintan Oza with Pratik Singh, volunteer - communication, and Nilanjan Chanda, chapter president

PMI KERALA CHAPTER
Launch of Kochi Branch

Going by the demand of members in central Kerala, PMI Kerala Chapter is opening a new branch in Kochi. The re-chartering process has already started by PMI and is expected to complete in the next two-three months.

The chapter board has decided to conduct the upcoming

chapter conference in Kochi on 13 February. The conference will be held in Hotel Crowne Plaza, Kochi.

Following the success of the volunteer development program in Trivandrum, the chapter conducted a similar program in Kochi on 1 August in which more than 20 members

participated. Raghunandan Menon, chapter vice president-Governance & Policy; Rajeev Panicker, past chair, PMI Kerala Chapter, and Jayakrishnan P.S., vice president-Volunteer Development; spoke on volunteering and the chapter's roadmap. There was also a discussion on volunteer growth opportunities by a panel consisting of Krishnakumar, vice president-Professional Development, and Rinosh J. Kurian, vice-president -Marketing.

The chapter, in collaboration with PMI India and Tata Consultancy Services (TCS), held the "Project Managers' Confluence" at the TCS premises in Kochi on 30September. About 50 project practitioners from TCS and about 20 chapter members from different organizations participated in the event themed around agile project management techniques.
S. Chandramouli, associate director, Cognizant, and Ramdhyani R., director, TCS spoke on agile project

management methodology. Dr. Vikram Kumar B.T., president, PMI Kerala Chapter, and Shine Sahadevan from PMI India spoke about the PMI value proposition and various avenues for PMI Kerala Chapter and TCS to join hands to work together.

The chapter celebrated Professional Development Day with a workshop on the usage of lean and project management concepts in construction projects. The event in Trivandrum on 31 October 2015 was conducted by Tony Jacob, director, Constask Management Solutions.

International Project Management Day 2015 was celebrated on 5 November in Technopark Campus, Trivandrum. Anilkumar Pandala, managing director, Thiruvananthapuram Road Development Co. Ltd. and associate vice president, IL&FS Transportation Networks Ltd., spoke on ways to work towards a sustainable future

(Chapter news is contributed by Arun Ravi and Akhila Gowri Shankar, PMP, Nirmallya Kar, PMP, Rekha Unni, PMP, and Nikhil Arni.)

PMI UPDATE

International Project Management Day Celebrated

The Project Management Club of the National Institute of Industrial Engineering (NITIE) in Mumbai, in association with PMI, celebrated International Project Management Day on 5 November 2015. The theme was "Nation Building: Role of Project Management."

The Chief Guest of the event was S. Sankar, director (Contracts), Afcons Infrastructure Ltd., and the Guests of Honor were Shripad Gaitonde, vice president, HCC, and Ashok Sethi, executive director, Tata Power.

The event consisted of a panel discussion on the topic, "Effective Stakeholder Management for Project Success," in

which aspiring project managers and project management experts came together on a common platform.

The other panelists included B. Sreenivas, senior management professional, Afcons Infrastructure Ltd.; Nitin Moghe, director, Techwiz; Rajesh Angal, assistant vice president, TCE, and Rahul Gugaliya, CEO, Suyojit Group.

The post lunch event included a knowledge sharing session regarding the importance and the need for project managers. There were other fun-filled activities such as a quiz on project management and a summer project competition.

Participants at International Project Management Day celebration

(From left) Prof. A.K. Pundir, Shripad Gaitonde, Prof. Karuna Jain, S. Sankar, Ashok Sethi, and Prof. V.B. Khanapuri at the inaugural session

Champions' Annual Meeting

It was a coming together of experience, knowledge, and camaraderie. The occasion was the annual meeting and Champion graduation ceremony in which Champion designates connected with existing Champions, members of the Champion Program Advisory Committee, and PMI India staff.

The one-and-a-half day event that saw the graduation of the fourth batch of Champion designates was held on 19-20 December at Taj Land's End, Mumbai. PMI also hosted an award function to celebrate the program's success and recognize the best performers.

Thirty Champion designates graduated this time, and with that, the total number of Champions has reached 99 across 19 industry sectors. In all, 56 existing and 25 aspiring Champions, and their mentors attended the meeting. The collective project management experience of those gathered for the occasion was a few thousand years, across domains and industries.

This year's Champion designate ceremony started on a different note, with a training session by Ameen Merchant, a 72-year-old veteran who has established the Leadership Management Institute in west and south India.

PMI president and CEO Mark A. Langley's video recorded message for the New Year welcomed the Champions. Managing director, PMI India, Raj Kalady, shared a video on small and simple ways to make a difference. Vivek Sonar, chair, Champion Program, gave an inspirational talk on "trust" in which he touched upon the value of relationships, whether it's in the professional and personal sphere. Five new Champions and six current Champions shared their experiences, challenges, and how they overcame them.

A much awaited part of the event was the annual awards ceremony. The following Champions won for their rich contributions to the Champion program:

Champion of the year	• Kalyan Sathyavada • Kiran Rajeshirke
Rising Star	• Jaydeep Chakraborty • Koti Reddy Bhavanam
Execution Excellence	• Yogesh Gupta • Avinash Agarwal • Ananth Vishakantiah
Best Mentor	• Dr. Sanjay Buch
Recognition Award	• Hariprasad K.V. • Duraideivamani Sankararajan • Sowmya Narayan Varadhan • Kush Kumar

Chapter representatives also offered their views and suggestions for the Champion program. Leaders of the project management community who attended the event were B.G. Jayaram, Region 11 mentor; Tejas Sura, member, Chapter Member Advisory Group); D.Y. Pathak, president, PMI Mumbai Chapter; Girish Kadam, president, PMI Pune-Deccan Chapter; and board members of Mumbai, Pune and Bangalore chapters.

The meeting provided PMI India an opportunity to update Champions on various initiatives that it has started. PMI India staff spoke about PMI's expectations of the Champion program, the program's governance framework, and the way forward.

The event ended with a session to find suitable mentors for the Champions, and the initial interactions were held the same day. Champion Partho Ghose presented the vote of thanks.

And in true project management style, the event was well executed and ended ahead of time.

New and existing Champions, Champion Advisory Committee members, PMI staff, and senior project practitioners and mentors attend the Champion annual meeting and graduation ceremony in Mumbai