

# MANAGE India

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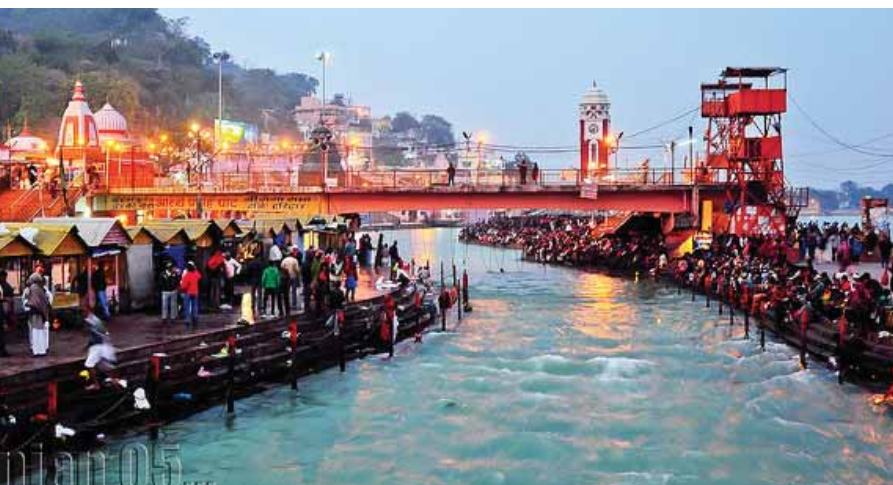


Photo Credit:  
Zee News/Internet



## National Goals Call for Creative Approach

Two central government programs that will test India's abilities at program management — campaigns to increase the number of girls born in the country and create opportunities for her development, and restore Ganga to its former glory



## PMI POLL BOOTH

### Voice your Opinion

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

[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*

## COVER STORY

### National Goals Call for Creative Approach

*Panchalee Thakur looks at two central government programs that will test India's abilities at program management – campaigns to increase the number of girls born in the country and create opportunities for her development, and restore Ganga to its former glory*

6

3 Letter from Managing Director, PMI India

4 By Invitation  
Uncertainty, Complexity, and Risk in Indian Mega Projects

5 Report Abstract  
Leveraging the Science and Art of Project Management

11 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

12 Article of the Month  
Project Failure: A look at Organizational Factors

13 Chapter News

15 R.E.P Event  
IBM Sharenet Focuses on Project Complexity

16 Champion Program  
PMI India Champions Advocacy & Collaboration

## Managing Editor

Raj Kalady

## PMI India Communications

Priya Awasare

## Publication Project Team

CyberMedia Research & Services  
Limited (CMRSL)

Project Editor  
Panchalee Thakur

Project Manager  
Shilpi Bhargava

Sr. Copy Editor  
Preeti Gaur

Web Design  
CMRSL development team

PMI Organization Centre Private Limited  
302-305, III Floor, Balarama,  
Plot No. C-3, E Block,  
Bandra Kurla Complex,  
Bandra East,  
Mumbai – 400051, India

Phone  
+91 22 2659 8659

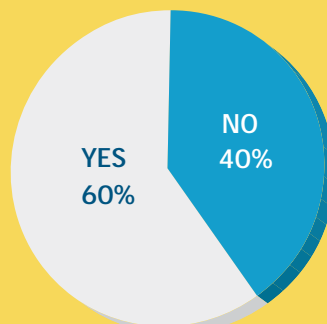
Fax  
+91 22 2659 2235

E-mail  
pmi.india@pmi.org

[www.pmi.org.in](http://www.pmi.org.in)

## RESULTS OF OUR LAST POLL

**Q.** When a project fails, the buck stops with the project manager.



*Voice your Opinion - Last poll results*



## Letter from the Managing Director, PMI India

Dear Practitioners,

Whether in the corporate sector or public sector, in a metro city or small town India, India is again experiencing a sense of positivism. This change in the mood of the nation is the result of renewed vigor with which the central government is pursuing nation building programs.

Our annual Project Management National Conference on 10-12 September in Bangalore will provide an excellent forum to engage the practitioner community in our nation's development. The conference theme this year is *ARCHITECTING PROJECT MANAGEMENT for Redefining India...* The practitioner community can play a key role in redefining the way India builds its capabilities, creates a climate for growth, and provides a boost in our efforts towards an economy focused on innovation and product development.

We have received an excellent response for technical papers and case study submissions, and nominations for our annual awards. With the last date for receiving papers and award nominations over, our jury has begun work on the selection process. Delegate registrations will open in June.

We have several chapter conferences coming up in the next few months. PMI India Kerala Chapter is organizing its fifth Annual Project Management Conference - Waves 2015 in Trivandrum on 13 June. Visit <http://pmikerala.org/waves2015/> for details and registration. The PMI Pearl City Chapter will hold its annual conference, Gyan Lahari 2015, on 11 July in Hyderabad.

We announced the awards to students of RICS, School of Built Environment, Amity University, Noida, on 8 May. Three

deserving students won the Best Student Award in Project Management. The topper won a cash prize of Rs. 40,000 plus sponsorship for undertaking PMI's Certified Associate in Project Management (CAPM®). The first and second runner-up also won cash prizes and sponsorships for CAPM®. The award program is open to second year students of the MBA program in construction project management in the school.

We are organizing Paper Based Testing (PBT) in July in three cities – Pune, Cochin, and Jaipur. [Click here](#) for more details on the scheduled PBT on 25 July.

In this issue of *Manage India*, we have chosen to feature two highly ambitious and complex national level programs that the Government of India has launched. Both these programs, Namami Gange (cleaning the Ganga) and Beti Bachao Beti Padhao (save and educate the girl child) appeal to many of us at an emotional level, yet there is scepticism going by the track record of previous such experiments. I'd like to hear from you about what you think.

Enjoy reading the issue.

As always, please send us your feedback at [editor.manageindia@pmi-india.org](mailto:editor.manageindia@pmi-india.org).

Warm regards,

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

Raj Kalady  
Managing Director, PMI India





# Uncertainty, Complexity, and Risk in Indian Mega Projects

BY PROF. KRISHNA MOORTHY

**M**ega projects are large, transformational, and socially significant that have a long lead period between project development and delivery.

By definition, a mega project in India costs more than Rs. 5000 crore and takes more than five years to complete. Worldwide, it would be a project of \$1 billion and more.

These projects are characterized by imperfect projections of future benefits, high degrees of ambiguity about processes, long duration, and a high turnover of professional staff.

They have a large number of influential and critical stakeholders, both public and private, and a significantly widespread impact on the economy and society.<sup>1</sup>

The size and dimensions of mega projects, especially with regard to their impact and the amount of resources dedicated to their delivery, mean that mega projects are not simply “magnified versions of smaller projects”<sup>2</sup>

They are 'different type of projects' with different problems and requirements. The combined monetary value of mega projects normally overshadows most other comparatives in the global economy.

## The Indian Scene

Despite the key role that mega projects play in developing economies and the need to prioritize them, a vast majority of these projects fail to meet their stated objectives.

### Why do mega projects fail?

1. The dominant assumptions of traditional project management, in which projects are mainly defined by hard objectives (i.e. time, cost, and scope), provide an inadequate basis for delivering mega projects successfully.
2. In mega projects, the projections of time and cost invariably are subject to creep.
3. In most cases, project benefits are overhyped and are not a true reflection of the benefits the project is likely to accrue on completion several years later.

4. Project management, with its focus on rational planning and delivery, is ill-equipped to consider the underlying social influences and politics that drive and initiate mega project in the first place.<sup>2</sup>

5. The most important and underlying reason for failure is the role played by the uncertainty, complexity, and risk conundrum (UCR) in project planning, estimation, and execution.

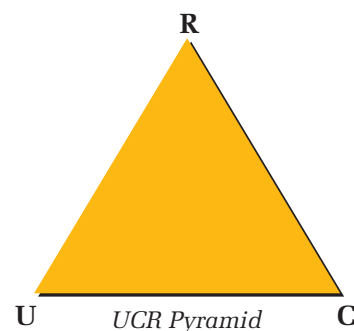
Let us dwell on the last aspect to understand how to bring in predictability in mega project success.

In a mega project, the factors of scope, time, and cost are built on a pyramid whose base is defined as per convenience, and with data limitations.

Herein lies a fundamental foundational error.

### What does this mean in reality?

As we start building up the project pyramid, the base of the pyramid slowly starts expanding through the core. This expansion happens gradually without the understanding of the project team or the project manager. The result is a constant struggle to mitigate the effects of these changes, and thereby shifting the team's focus from the larger project objectives of scope, cost, and schedule.



**Risk "Con"undrum**  
Assess the volume of this cone when the base is continually changing during the project



UCR Cone

<sup>1</sup> Aaltonen, K., & Kujala, J. (2010); (Bent Flyvbjerg, 2014), A project lifecycle perspective on stakeholder influence strategies in global projects. Scandinavian Journal of Management, 26, 381–397

<sup>2</sup> Bent Flyvbjerg, 2014, "What You Should Know about Megaprojects and Why: An Overview," Project Management Journal, vol. 45, no. 2, April-May, pp. 6-19, DOI: 10.1002/pmj.21409

### What is the composition of the base?

Typically, it is a combination of the challenges brought in by uncertainty and complexity.

Uncertainty is a combination of existing environmental factors and can only be predicted with limited certainty, and complexity is due to the intertwining of factors emerging out of this uncertainty. These factors are technological changes, economic and environmental dimensions, managerial incapability, and an inadequate knowledge repository.

### The question is: Can we come up with a solution to UCR in mega projects?

Yes, we can bring in some form of predictability to these

*(Prof. Krishna Moorthy is the founding dean of Sunpharma Academy, an in-house academy for the employees of Sun Pharmaceutical Industries Ltd. Prior to this assignment, he was instrumental in creating the Larsen & Toubro Institute of Project Management. He is a member of PMI India's Academic Advisory Group.)*

random events that create instability to the project pyramid.

### Solutions

1. Simulation technologies: Several tools have been developed to find the degree of errors that can be incorporated in all the foundation estimations of cost, time, and scope by way of approximation through simulation.
2. There is today access to knowledge on similar projects from across the world.
3. We can create a time-agile method of project review based on pre-decided time blocks so that overall project objectives are not compromised, and adequate, iterative solutions are incorporated in the project triangle.

## Leveraging the Science and Art of Project Management

*PMI India and FICCI have come out with a set of recommendations to improve the project ecosystem in the country*

### Introduction

Project management is as much about scientific management practices and hard data as it is about the art of managing relationships and communication. The art of project management revolves around inspiration, communication, team building, leadership, and empathy. A project manager needs to employ a variety of skills to navigate a project through its lifecycle and take it to its logical end.

A project is a success, if it combines the art and science of project management with a supporting ecosystem.

India has a mixed record in terms of project success with a large number of projects going into cost and time overruns. With the launch of the Make in India initiative by Prime Minister Narendra Modi, there is an urgent need for organizations to improve their project management capabilities and ensure higher repeatability and predictability of success.

### Recommendations

PMI India and the Federation of Indian Chamber of Commerce and Industry (FICCI) have come out with a set of recommendations to improve India's project track record.

PMI and FICCI have identified the top three critical areas to reduce the gap between the as-is and to-be states to create a conducive project environment in the country. The three areas are:

- Framework and implementation plan for continuous improvement in quality of stakeholder engagement and risk management in large projects;
- Need for nodal agencies to monitor project execution and provide support for on-time completion, especially to intervene when projects run into problems and to pick up signals for proactive action in future;
- Training and tools for enhancing organizational project management capabilities, especially in the government sector for project monitoring and organization for project execution.



[Click here for the report summary](#)

# National Goals Call for Creative Approach

*Panchalee Thakur looks at two central government programs that will test India's abilities at program management – campaigns to increase the number of girls born in the country and create opportunities for her development, and restore Ganga to its former glory*

Photo Credit: Zee News/Internet



Campaign brand ambassador and filmstar Madhuri Dixit-Nene (extreme left) with Prime Minister Narendra Modi, and Women and Child Development Minister Maneka Gandhi

## A Battle for Girls

The status of women in society is one of the worst forms of contradictions of modern India, where on the one hand, women occupy positions of power and influence in various fields, and on the other hand, they face systematic discrimination that starts before birth and continues throughout.

Census figures show an alarming trend. In 2001, in Gujarat, Haryana, Punjab, and Himachal Pradesh, the birth rate of girls was 900 or fewer for every 1,000 boys in the age group of 0-6. In 10 years, the red patch in the census map that indicates this bottom percentile in sex ratio had spread to seven states in west and north India. The green patch, indicating states with a healthy ratio of 951-975 girls for every 1,000 boys, had also shrunk.

According to the 2011 census, the national average is 918 girls for every 1,000 boys.

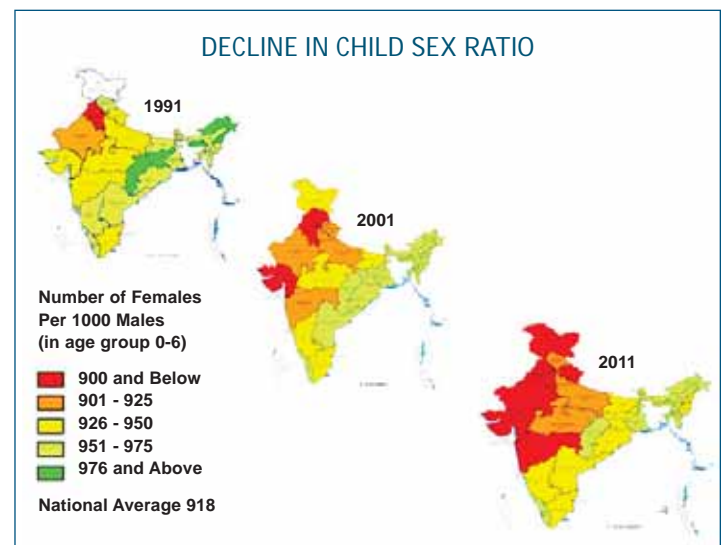
In January 2015, Prime Minister Narendra Modi launched the Beti Bachao Beti Padhao (BBBP) scheme – a comprehensive program to prevent gender-biased sex selection before birth, elimination of female fetuses, survival and protection of

the girl child, and education and participation of the girl child for her own development. Alongside, the government launched the Sukanya Samridhi Yojana, a special deposit account scheme for girls.

Says an official from the BBBP Program Management Unit, “The census trend is a manifestation of gender inequality in a society where sons are preferred to carry on the family name and inheritance, and expected to take care of parents in their old age. Girls are associated with dowry at the time of marriage, and hence a burden for parents.”

### Beti Bachao Beti Padhao – Program Basics

The BBBP program is a multi-sectoral, inter-ministerial initiative with the goal to improve the child sex ratio in 100 districts across the country where the ratio is critically low. It's a first of its kind program with defined, monitorable targets and a multi-tiered implementation strategy that involves the Ministry of Women and Child Development, Ministry of Health and Family Welfare, Ministry of Human Resource Development, states and union territories, district administrations, village bodies, and the local community.



Source: Registrar General of India



One of the main goals of BBBP is to improve the Sex Ratio at Birth (SRB) in 100 “gender critical” districts by 10 basis points in a year.

Another goal is to reduce gender differentials in the under-five child mortality rate from 8 points in 2011 to 4 points by 2017.

Elected representatives and grassroots functionaries will be trained as community champions to mobilize communities to improve Child Sex Ratio (CSR) and promote girls’ education.

#### The core strategies around which the program is built are:

- Evolving a sustained social mobilization and communication campaign to change societal norms and create equal value for the girl child;
- Positioning improvement in the CSR as a lead development indicator for good governance;
- Focusing on very low CSR for accelerated impact;
- Mobilizing and empowering frontline worker teams as catalysts for social change;
- Capacity building of urban and rural local bodies with a view to making them girl child friendly;
- Ensuring that service delivery structures are responsive to issues of gender and children’s rights; and
- Enabling inter-ministerial and inter-institutional convergence at different levels

The overall budgetary control and administration of the program is with the Ministry of Women and Child Development, Government of India. A budgetary allocation of Rs. 100 crore has been made for BBBP, with an additional Rs. 100 crore to be mobilized from the plan outlay for the 12th Five Year Plan. The ministry is also looking for funds from corporates and social organizations.

The total estimated cost of the program is Rs. 200 crore, of which Rs. 115 crore is proposed to be released during the first six months since the launch in January 2015.

At the state level, the secretary, Department of Women and Child Development, is responsible for overall program direction and implementation, including funds disbursement.

The ministry has set up a task force with representatives from its own, besides ministries of health and family welfare, human resource development, and information and broadcasting, and other relevant government departments, gender experts, and representatives from civil society.

Each state has a task force that is headed by the chief secretary



Popular TV show “Tarak Mehta Ka Ulta Chashma” promoting the campaign

and assisted by a project management unit for technical matters and program monitoring. Similarly, each district, block, and village or ward in the 100 gender critical districts, has a task force.

Technical inputs for program implementation and coordination are being provided by the Program Management Unit of the National Resource Centre for Women under the ministry.

#### Some Innovations in BBBP

**Publicize results:** Each month, every gram panchayat must display the number of boys and girls born in the village. The Guddi Gudda Board is a simple yet powerful tool to show the progress that each village makes in restoring gender balance among newborns.

**More power to implementation:** The implementation of the Pre-Conception and Pre-Natal Diagnostic Techniques (PCPNDT) Act, 1994 that makes it illegal to determine the sex of the fetus was earlier with the chief medical officer of the district. Under BBBP, the deputy commissioner/district collector is in-charge, who will be assisted by district and block level task forces. PCPNDT cells in districts have been strengthened with more resources and infrastructure. It will also use data on pregnancies registered in each village in the first trimester for monitoring purpose.

**Incentives for target achievement:** State governments and districts that perform well will receive national recognition. There are cash incentives to be won for state and district officers who achieve their targets. The government will also name and shame those who miss their targets.

**Review mechanism:** States and district administrations are aware that the Prime Minister’s Office regularly reviews the progress of the program across the country. This creates pressure on the administration to perform.

**Targeted advocacy strategy:** The advocacy strategy is

## Progress So Far

Some Activities by the Nodal Agency, Ministry of Women and Child Development, Government of India

Action Taken	Outcome
Standardized training module for master trainers released in January 2015	Two batches of master trainers trained in April 2015
National media advocacy campaign launched in January 2015. Rs. 21.5 crore spent during FY 2014-15	Besides radio and TV shows, and SMS campaigns, mobile exhibition vans have covered 96 districts, 4,309 and 114 field publicity events held with the support of the song and dance division and directorate of field publicity, Government of India
National workshop on best practices of women and child issues in January 2015	Provided orientation to senior officials of states and union territories
Series of regional consultations and video conferences from October 2014 to January 2015 with state government officials, district collectors, and deputy commissions	Provided orientation on the BBBP scheme and district action plans for all the regions it covers
Online/social media presence established	Vikaspedia has a page on BBBP in 10 languages and discussions conducted through the mygov.in portal. First discussion thread on “communication strategy” received over 1,400 comments from registered users; second discussion thread that invited positive stories of commitment, courage, and fortitude related to empowerment of girls received over 3,000 responses

based on social and behavior change communication with actionable metrics. The strategy is based on research done to unearth ground realities in Punjab and Haryana, the initial epicenters of the problem, plus reviews of previous campaigns to ascertain what worked and what did not. The ministry took the help of civil society organizations in drawing up the strategy.

“We have been mindful of the language we use in communication material. For instance, we avoid the term ‘bhrun hatya’ (feticide) that may create confusion by linking it to legal and safe abortion. The training manual aims to sensitize all stakeholders against the use of language that portrays girls are inferior to boys, as a burden on the family or a subject of pity,” said the BBBP official.



## Rejuvenating a River

She is revered as a goddess, a source of life for 400 million people, yet she is counted among the top most polluted rivers in the world. Over the past almost three decades, the Ganga has swallowed up big budget plans to contain the level of pollution in the river with little outcome. The amount of pollutants in the river has in fact grown in spite of these measures, and hitherto clean sections of the river have now turned dirty.

The campaign to rejuvenate the Ganga has come back to national attention with Namami Gange, a program launched by Mr. Modi last year.

Under Namami Gange, there are separate projects for pollution reduction, Ganga basin management, and beautification of



ghats (river banks) and river fronts. Pollution reduction is the government's immediate focus area.

It is a three-phased program spread over 18 years and is estimated to cost around Rs. 51,000 crore.

In the short term, the government gave a deadline of six months to stop sewage from open drains from falling into the river, and restrict the discharge of industrial and chemical waste into the river. However, progress has been slow and the Prime Minister has expressed his dissatisfaction at the pace.

### The Ganga Today

According to the latest government figures as quoted in the media, the Ganga endures 3,636 million liters of sewage a day from 118 urban bodies across the 50 cities that it passes through. This sewage comprising of both domestic and industrial effluent accounts for 85 per cent of the Ganga's pollution. There are 764 factories along the Ganga, most of which are small-scale with no capability to treat their waste, consume 1,123 million liters a day (MLD) of water and discharge 500 MLD of waste into the river.

The installed capacity of sewage treatment plants (STP) along the river is 1,027 MLD, which is just one third of the official sewage load. Interestingly, the measured sewage load is close to double the official load -- 6,087 MLD.

Across the five states that it passes, the river is the most polluted in parts of West Bengal (WB) and Uttar Pradesh (UP). Ninety percent of polluting factories are located in UP.

Increasing pollution in the Ganga has been an issue of fierce debate between environmental activists and infrastructure creators.

According to a report published by the Delhi-based Centre for Science and Environment (CSE) in 2014, the quantity of water flowing into the Ganga has decreased significantly because of numerous hydro-electrical projects in the higher reaches of the river in Uttarakhand. Less flowing water means less chance of pollutants getting diluted. CSE has been lobbying against the setting up of hydel projects in the upper reaches of the river.

Chetan Pandit, former member, Central Water Commission, the highest technical body that advises the Ministry of Water Resources, says, "Pollution levels are the highest near Varanasi in UP and Garden Reach in WB but the activist community is focusing on hydel projects in the upper reaches where pollution is not a concern area. Hydel projects are non-consumptive users of water, meaning all the water taken out of the river returns to the river downstream of the project."

According to Mr. Pandit, hydel projects have no influence on water quality in polluted reaches. "Concerns over pollution are being used as an excuse to obstruct the construction of hydel projects," he adds.

### Previous Efforts and Outcomes

The first mega plan to clean up the Ganga began in 1986 – the Ganga Action Plan (GAP). In 1993, GAP was extended to four tributaries of the Ganga – Yamuna, Gomti, Damodar, and Mahanadi.



Explains Mr. Pandit, "For a while, GAP did good work. City sewage lines were laid, new STPs were added, common effluent treatment plants were built for small scale industries, toilet facilities were created in public places, and traditional crematoria were replaced with electric crematoria. However, society failed to appreciate the good work."

He adds that the main reason was that the river continued to get more polluted even with the new facilities as the rate of pollution increase was much higher than the rate at which sewage was intercepted and treated. Moreover, many STPs worked way below its capacity because of poor maintenance and lack of electricity to run the pumps.

In 2009, the Government of India set up the National Ganga River Basin Authority (NGRBA) with the Prime Minister as its chairperson. Under NGRBA, the entire river basin, and not just the cities it passes, came under scrutiny and project planning.

However, the pace of work has been extremely slow and there was little impact on water quality in the Ganga.

Experts have also pointed to the absence of institutional level, long-term planning and gaps in understanding systemic weaknesses in waste management and environmental monitoring and regulation as some of the root causes for failure. Poor planning shows in insufficient capacity building and the way investments have been prioritized. Lastly, with poor stakeholder management there has been little public awareness and support for these projects.

### Must-dos for Program Success

**Political and administrative will:** Mr. Modi has displayed his commitment; he has renamed the ministry as Ministry of Water Resources, River Development and Ganga Rejuvenation, and appointed Ms. Uma Bharti as the minister. He has emphasized upon time-bound, swift action to stop pollution of the Ganga. This political will needs to have the backing of the administrative machinery to plan, implement, and monitor progress.

**100 percent interception and treatment of effluent:** Setting up STPs is only one part of the solution. Experts have been pointing out that most of the 50 cities that the river passes do not have uninterrupted sewage lines that connect to STPs. Open drains are still a common sight. Water quality in the Ganga cannot improve unless all the domestic and industrial waste is treated before it falls into the river. Plus the pace of this work must exceed the generation of waste. “Doing this is in the domain of modern technology for waste water interception and treatment, finding the money to pay for it, and the administrative will to implement it. It’s an extremely challenging task,” remarks Mr. Pandit.

**Strict enforcement of the law:** Polluting factories must face the consequences of their actions. State governments must enforce the law strictly; penalize errant factories and

publicize their names. According to recent media reports, 700 factories have recently been served notices.

**People’s participation:** Cleaning the Ganga appeals to most Indians at an emotional level. The government and civic agencies must work with people through religious and civic groups to reach out, create awareness, and seek their participation in the cleaning Ganga program.

**Improve the management of STPs:** Investment decisions regarding STPs must factor in not just the initial capital expenditure but the high running costs. The design and development of an STP must take into account the expected future load and accordingly plan the infrastructure. The STP management also needs to take proactive action to ensure the health and environment safety concerns of its STP workers.

## SHORT TAKES | Share your ideas with the community. Take part in the contest and win PMI goodies!

### SHORT TAKES - MAY CONTEST

Q. As a practitioner, please mention a project in India that makes you proud and why?

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.

## Congrats Ms. Asha Ramesh!

Below is the winning response for last issue’s Short Takes.

**Q. PMI’s Pulse of the Profession® 2014 identifies people as one of the three strategic drivers for organizational success. What can companies in India do to sharpen their talent proposition in the globalized market?**

**A. To help global managers scale up, organizations can help in the following ways:**

- **Cross cultural training:** In a culture of globalism where virtual meetings are the norm, these trainings help build “seamlessly functional” cross- cultural teams.
- **Compliance trainings:** These help ensure compliance to program/projects and reduce PMO overheads.

- **Talent assessment:** These help bring out the areas that need working upon to improve project management and leadership skills.
- **Innovation/entrepreneurship:** Innovation contests, entrepreneurship opportunities (own and manage outcomes) would help in bringing out their technical and strategic talents.
- **Inter-personal skills:** These distinguish a successful project manager from a great project manager.
- **Team performance assessment:** Companies need to come up with innovative assessment strategies on how teams achieved success and the individuals’ contribution to that achievement as a measure of individual performance.

In an increasing agile world, organizational support would go a long way in helping project managers transform and scale into multi-faceted resources.

### 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 June 20, 2015.
- 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.



# Project Failure: A look at Organizational Factors

BY SASI KUMAR, PMP

**T**here are many studies and statistics available on the subject of project failure. Cause, effect, and resolution methods and pundits' foresights are available too. Yet year after year, we see the rate of project failure remains the same or deteriorating further.

Projects fail when they fail to fulfill their mandates. They fail whenever they fail to have a good grip on the constraints, scope, quality, schedule, resources, and cost. Many more factors, unfortunately, bring down even a well-planned project. They include factors related to organizational culture.

## Organizational culture

As mentioned by Terry Deal and Allan Kennedy (Corporate cultures: the rites and rituals of corporate life), the so-called 'process culture' where organizations tend to be heavily bureaucratic, process-bound, and has slow feedback/reward and low risk, resulting in the following: low stress, plodding work, comfort and security. In a multidimensional and adamantly bureaucratic organization, projects fail not because of the lack of resources, or missing governance processes, or buy-ins from various stakeholders. They fail because of certain intrinsic characteristics of the organization that are, sometimes, not at all conducive towards project growth and success. Process culture sometimes creates disconnect between the various organizational factions. Triple constraints are over extended in these organizations due to their inherent process-bound culture.

## Organizational complexity

Organizational culture and complexity most often go hand in hand. Such entities are mostly large, multinational, and government/public sector organizations with several administrative and functional layers. Public sector organizations are especially prone to political will, legislative processes, demands of the tax-paying public and the organized labor unions. Their stakeholder communities are incongruent and disparate with own agendas and demands. Again, it is difficult to manage expectations with many adversarial items.

## Agenda driven silos

Presence of multiple and nested silos is another telltale sign of these 'process culture' organizations. More or less every functional area is formed into a self-managing silo. Often silos have many reporting styles and linkages creating split and conflicting loyalties. Frequently, these self-gratifying silos have their own agendas. Communication in these types of organization just trickles down hampering a truly collaborative environment. Overall cohesion is absent, and competing

agendas create confusion and delays, thus no one sees the complete picture.

## Many controls but few yardsticks

In many organizations, the project management landscape is cluttered with too many controls, governance methodologies, and other compliance requirements. Compliance processes are mandated via checkpoints, gates, and several levels of review and approval steps. Additionally, there may be oversight committees, and service management entities to vet the ideas and provide legitimacy even before a concept takes shape as a project. They tend to become cumbersome, complicated, and process-bound, resulting in ballooned budgets, and lost productivity.

## Disparaging leadership and disenchanted employees

It is difficult to find true leadership in 'process culture' organizations. There are managers managing the mundane affairs in an un-empowered manner. Directionless management and poor leadership create deferred decisions, disenchanted workforce, and delayed projects. According to a survey by [www.salary.com](http://www.salary.com), too many meetings are a leading distraction for employees, followed by inefficient team members, office politics, and other jobs, among others.

## Diluted accountability and misplaced oversight

In certain 'process culture' organizations, responsibility spreads across several levels. This shared responsibility dilutes overall accountability. In spite of a long and arduous path a project takes to cover all the reviews, buy-ins and signoffs, there is no mechanism to ascertain whether the project has complied with all the governance items when it delivers. In certain organizations, there is no yardstick to measure project performance or to check the compliance levels at the end.

## Conclusion

Projects must follow defined paths, a prescribed methodology, and adequate checks and balances to be successful. Too many controls usually have a detrimental effect. In order for a project to succeed, there are more factors than money and manpower. It takes strong commitments from various stakeholders, a clearly defined organizational environment, and exemplary leadership.

*(Mr. Sasi Kumar, PMP, is an information technology, and project management professional with over 35 years of experience in various capacities.)*



## PMI INDIA PEARL CITY CHAPTER

## New Board Elected

The PMI India Pearl City Chapter (PMIPCC) conducted elections during February and March to elect new board members. After successful completion of the election process, the new board members have taken charge of their portfolios that are based on the 2015 business plan. One of the big events on the agenda is the one-day project management conference on 11 July as part of the Gyan Lahari series. The theme for the conference is “Defining next generation project management.”

The chapter organized a network meeting on 13 February in Tech Mahendra, Gachibowli campus. Members received an update on chapter activities. Padmasree Dr. Narayana Katuru, co-chairman, Mission Readiness Committee of PSLV & GSLV, spoke on “Space mission programs and the technology management.” This was followed by a speech by Amit Mitra, vice-president, Broadridge, on “If humans were rational, stakeholder commitment would never be an issue.” The chapter took this opportunity to felicitate new credential holders.

As a part of the chapter’s college connect program with National Institute of Technology (NIT) Warangal, a seminar was organized on construction management on 11 April. Prof. K.R. Ramana, dean, National Institute of Construction

Management and Research (NICMAR), Hyderabad, spoke on “Importance of formal project management education in construction industry.” Deepak Agrawal, associate vice president, KMC Group, spoke on “Implementing value engineering concepts during project execution for better cost controls.” Over 50 students from NIT Warangal attended it.

Sangita Zaparde, treasurer, PMIPCC, represented the chapter at the recently concluded Leadership Institute Meeting (LIM) 2015 - Asia Pacific in Bali, Indonesia. She spoke on “Emotional intelligence – a critical path for being a successful leader”.

NICMAR and PMIPCC jointly hosted a seminar on “Project tracking for increased predictability.” The seminar was open to NICMAR students and a limited number of chapter members. Pankaj Agarwal, president - EPC, GVK, and Kuldeep Singh, director, ARKA Integrated Project Management Consultancy, presented on practical aspects of project controlling in infrastructure and building construction projects. The seminar was organized in preparation for a cluster that PMIPCC is planning to start at NICMAR. This initiative was spearheaded by Tony Jacob, director outreach, PMIPCC.

## PMI INDIA BANGALORE CHAPTER

## PM Footprints, Agile Workshops

The chapter organized two PM Footprints sessions in March. On 5 March, A. Baburajan, AVP – Bangalore operations, PMP, from Causeway Software Technologies Pvt. Ltd., spoke on “Demystifying self organizing agile teams.” He gave an insight into self-organized agile teams and how agile working frameworks embrace these elements. He also highlighted practices like Scrum play and how it plays an important role in building such teams.

On 19 March, Dr. Rekha Jagannath, member, Karnataka State Planning Board, spoke on “From Ideas to Enterprise.” She discussed how ideas can be nurtured into viable business propositions.

The chapter conducted a two-day workshop on agile techniques in project management, titled “Agile Advanced Program.” It was held on 28- 29 March. 22 members participated in the workshop.

Two other programs were conducted at GE Healthcare and



*Footprints speaker A Baburajan (left) with chapter secretary and treasurer Vijay Paul*

Robert Bosch. The goal of these workshops was to connect with the project management community, and learn and share from the experiences of each other.

## PMI INDIA WEST BENGAL CHAPTER

## PMP Preparation, Learn & Earn



*A series of events keeps chapter volunteers busy*

The West Bengal Chapter conducted a four-day preparation program for those aspiring for PMI's Project Management Professional (PMP)® examination. The sessions, organized in Kolkata on February 7-8 and 14-15, provided PMP aspirants the knowledge they need including practical examples, information, and tricks and tips for the exam. Attendees included professionals from companies from various sectors with a lot of project management experience. The training was provided by chapter volunteers, Ayan Mukherjee, PMP,

Arobindo Bhar, PMP, and Jaydeep Chakraborty, PMP.

The PMI West Bengal Chapter organized a Learn & Earn session on "Navigating complexities in projects & programs" on March 21 at the premises of Cognizant Technology Solutions in Kolkata.

Subimal Chakraborty, head, Global Delivery Centers, The Linde Group, delivered a talk on project and program complexities, and ways to tackle them. The audience participated in a question and answer session.

Nitu Tandon Kapoor, secretary, PMI India West Bengal Chapter presented at LIM on 27-28 March in Bali. PMI and chapter representatives from different parts of the world took part in LIM. The two-day event was kicked off by Mark A. Langley, president and CEO, PMI. Ms. Kapoor spoke about the best practices adopted by the West Bengal Chapter during the transition that took for the president's role.

The chapter participated in the IBM Sharenet event on 10 April in Kolkata. Project managers from various organizations presented on the conference theme, "Complexity in Project Management." The chapter shared information at the venue on PMI *Pulse of the Profession*® report, PMI resources related to project management complexities, details on PMXPO 2015, PMI opportunities, and PMI Talent Triangle, and conducted a quiz on agile project management concepts.

## PMI INDIA MUMBAI CHAPTER

## New Board Takes Over

PMI India Mumbai Chapter has been constituted with a new board that came into effect on 1 April 2015. The new board is as below:

Volunteer Name	Award Name
Mr. Dattatreya Y. Pathak	President
Mr. Ahmed Ashfaq	Vice President
Mr. Ketan Vyas	Vice President – Finance
Mr. Jay Raval	Vice President – Volunteer
Mr. Sreegith Nair	Vice President – Professional Development

Volunteer Name	Award Name
Mr. Bharat C Bhagat	Vice President – Professional Development
Mr. Anand Subramaniam	Vice President - Membership
Dr. Oscar D'Souza	Vice President - Branches
Mr. Manoj Sarasappan	Vice President – Outreach
Mr. Bhavesh Thakkar	Vice President - Marketing

This new board will put its efforts to achieve the chapter's vision of being recognized a leader in project management for transformation and growth to all its stakeholders (Members, Corporates, Academia, NGO and Government).

*(Chapter news was contributed by Mr. Ravi Vurakaranam, PMP, Capt L. N. Prasad, Mr. Soumen De, PMP, Mr. Nilanjan Chanda, PMP, Mr. Rajiv Roy, Ms. Nitu Tandon Kapoor, Mr. Supratim Sen, and Mr. Bhavesh Thakkar.)*

# IBM Sharenet Focuses on Project Complexity

IBM invited PMI to support its internal project management event, IBM Sharenet, on 10 April. The theme of this event was “Complexity in project management.” The event was hosted across six locations with around 900 practitioners participating. IBM Sharenet also connected practitioners across all major locations of IBM India and the Philippines.

This year, IBM Sharenet was kicked off from Pune by Adesh H. Gokhale, director, delivery excellence, IBM. He highlighted the changes in the business landscape, and technologies, and how project managers and organizations need to adapt to this change. He also spoke about how the IBM Delivery Excellence team is helping in this journey of complexity to simplicity.

Mr. Gokhale also launched the “DE on Mobile” application, which will send out alerts to the sector leadership and IBM senior management on early warnings, the status of ongoing escalations etc. to their smartphones.

The participants also got an opportunity to watch a video address from Rajesh Nambiar, general manager, global delivery, IBM, on the transformation journey that IBM has undertaken to address complex projects in the CAMSS (Cloud, Analytics, Mobile, Social and Security) arena. He emphasized that project managers need to continuously equip themselves with agile project management techniques and skills as complex projects are here to stay.

The next video address was from Nabanita Khan, director, application development & innovation, IBM. She also spearheads the globally integrated capabilities organization’s complex program management capability development initiative. Ms. Khan gave an overview of the Global Business

Services (GBS) definition of the complexity categories and the roadmap for the development of this best-of-breed Complex Program Management (CPM) capability across IBM global delivery centers.

Raveendran Kasthuri, vice president, integrated operations, IBM delved into the need for project managers to pursue operational excellence in projects and how the need of the hour is “simple project managers” who follow the basics to manage complex projects.

18 short-listed papers were presented across six locations and nine videos were played. The participants evaluated & rank these papers and videos. Three paper winners were awarded from each of the six locations.

The external speaker for the event was Radhakrishnan Pillai, author of the books *Corporate Chanakya* and *Chanakya in You*.

We also had Sudhin Nandi, executive engineer, Government of West Bengal in Kolkata and Raghuveer Gadiraju from Tech Mahindra in Hyderabad, who shared their experiences in handling projects of high complexity, as our external speakers.

There was also a virtual presentation by Deborah A. Dell, who is part of the IBM world-wide project management center of excellence team. She shared the team’s focus areas for 2015, including enablement and capability build for Complex Program Managers.

By the end of the eventful day, prizes were distributed to the winners of the best presentations and videos.





# PMI India Champions Advocacy & Collaboration



*Volunteers with participants of a PMP® training program at Ericsson India Global Services Pvt. Ltd.*

## South Region Updates

On 20 March 2015, PMI India Champion M Manikandan, PMP, conducted a two-hour session on project management and PMI certifications for 51 graduate engineer trainees as a part of their management development program at Tamil Nadu Newsprint and Paper Limited (TNPL), Pugalur. It was organized by the Department of Management Studies, National Institute of Technology (NIT), Tiruchirappalli. Mr. Manikandan conducted a session on Lean Six Sigma Project Management at NIT Jaipur on 1 April and at NIT Tiruchirappalli on 19 & 29 April.

On 14 March, PMI India Champions Mr. Kalyan Satyavada, PMP and Mr. Jayavel Bharathi organized a PMP® overview session for project managers and project leaders at Oracle India, Hyderabad. The session focused on giving an overview of the key project management knowledge areas and process groups.

PMI India Champion, Sunil Telkar, PMP, organized two two-hour mock tests on 30 March and 28 April at Praxair's corporate office in Bangalore. The tests were based on PMI *A Guide to Project Management Body of Knowledge (PMBOK® Guide)* — Fifth Edition and was attended by 10 PMP® aspirants. A two-hour follow-up session was held on 29 April to discuss the answers and related concepts of project management.

*(Champion update is contributed by PMI India Champion, Mr. Sunil Telkar, PMP, MIMA)*

## North Region Updates

PMI India Senior Champion, Vinay Kumar Agarwal, PMP, provided his support as a speaker at a four-day PMP mandatory training held at Ericsson India Global Services Pvt Ltd, Noida with the help of the company's learning and development team. The training was conducted by an REP. He took this opportunity to talk to the group and shared his experience/tips for completing the PMP® certification. Mr. Agarwal suggested a milestone-based approach and run the preparation like any other project with all the phases like initiation, planning, executing, monitoring, and control, and closure. He stressed on avoiding procrastination and shared how a common study group could support each other. Personal experiences of managing study at home and tips on how to commit to one's schedule were shared.

## International Updates

Dr. Sanjay Kumar, member, Chapter Advisory Committee (CAC), authored an article on "Increasing Competitiveness of India Central Public Sector Enterprises," that was translated in Chinese and has been published in the *PM Network®* in China in the March Issue. The printed version of that issue was delivered to about 3,000 PMP® certificate holders and others across China. His other article on Change@PSUs has also been translated into Chinese and is expected to be published in the June issue.



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

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