Care On The Go

A public-private partnership covers over 750 million Indians with emergency care using project management techniques

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A child being treated inside a GVK EMRI mother and child dropback facility ambulance for maternity service

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Letter from the
Managing Director, PMI India

Raj Kalady
Managing Director, PMI India

Dear Practitioners,

After almost a year's preparation, we are ready with another exciting edition of PMI India National Conference. This sixth annual conference, which is being hosted for the second time in Hyderabad, takes me down memory lane to the time we began this journey. There is a sense of pride and accomplishment as I reflect back on our first conference in Hyderabad in 2009 and the way we have been scaling it up each year, bringing more value to the practitioner community.

This year, the two-and-a-half day conference starting 11 September has an interesting line-up of speakers from industry, public sector, entertainment, sports, and spirituality. On the inaugural day, we will present the best project of the year awards that are recognized today as the topmost honor for project excellence in the country. Case study and technical paper presentations have been a big draw at our conferences. Delegates this year have a wide range of topics to choose from the four parallel session tracks. The panel discussions promise to be exciting with experts from both the public and private sectors sharing their thoughts and experiences on topics of wide interest. Besides these, we have a workshop on soft skills for early bird registrants and several on ground activities such as app contests, photo booth, games, and a quiz to ensure delegates have a memorable experience.

As you already know, the PMI India Research and Academic Conference is going to be held on 13-15 February 2015 at the National Institute of Industrial Engineering, Mumbai. The conference is a platform for project management academicians and students in India to gain knowledge and share experiences. Registrations for the conference will be announced in October.

In continuation of our efforts to reach out to the student community, PMI Pune-Deccan Chapter has signed a memorandum of understanding with Symbiosis International University to promote skill development among students and facilitate interactions with industry experts. Symbiosis Centre for Information Technology is a PMI Registered Education Provider that imparts project management skills to its students as a part of its curriculum.

On 24 July in Bangalore, we held our first conference for the Indian aerospace industry, on the theme, "Propel High with Project Management". Jointly organized by PMI India and the Society for Automotive Engineers India, the conference brought together several stalwarts from the defence and aerospace industries.

I hope you enjoy reading this issue in which we are featuring a public-private partnership initiative by Hyderabad-based GVK Foundation that has spread its operations throughout the country.

I hope to see you at the conference.

Warm regards

Raj Kalady
Managing Director, PMI India

Hyderabad Once Again Welcomes Project Management National Conference

BY RAVI VURAKARANAM

Organizing events is a lot easier with the advent of technologies but to build rich content that can attract the target community is a challenge.

Hyderabad, the city of nawabs with a cosmopolitan culture, has always invited people warmly from all walks of life to come and work here. For the past five years, the city had gone through political turmoil over separate statehood. Now with the completion of the state's bifurcation, we hope to see faster growth in times to come.

The state has seen tremendous growth in IT, IT enabled services, and pharmaceutical sectors, and is home to big names like Microsoft, GE, Tata Consultancy Services, Dr. Reddy's, Shantha Biotechnics, and Apollo Hospitals. It has a host of premier educational institutes like Indian School of Business, Indian Institute of Technology- Hyderabad, International Institute of Information Technology, Birla Institute of Technology and Science, Pilani – Hyderabad, and National Academy of Legal Studies and Research. It is also a hub for sports such as badminton and shooting.

Hosting the conference for the second time

The Project Management National Conference has taken a full circle to come back to the city where it had all begun in September 2009. Five years is a considerable time to experience changes in the target audience. There has been a sea change in terms of expectations from delegates. The economic scenario is also changing constantly and we as project managers need to re-invent ourselves in order to be relevant and successful in bringing value to the organizations we work for.

In 2009, we had an experienced team that had worked on multiple conferences but the national conference was a bigger canvas and was challenging. This time, the conference project management office (PMO) has members who have organized national conferences earlier. The challenge is to make it a bigger success and a different experience for delegates.

The conference theme

With the changing economy, fortunes of companies are also changing. How do project management practices help in ensuring short-term achievement of goals as well as long-term, sustainable business results? The conference theme, "Project Management – The Mantra for Sustainable Growth", has been identified in line with this concept and how it applies to multiple industries.

While approaching keynote speakers or selecting case studies, we have taken care to select success stories from varied industries. For registrations, we have identified volunteers from different industries so that we are successful in reaching to every segment.

Key highlights this year

The Hyderabad conference is going to be held in a convention center that is unique in this part of the world. We have adopted digital marketing and communication over physical interactions. We also see the advent of mobile technology in organizing conferences.

The earlier conferences were dominated by delegates from the IT world. Now, we see newer sectors getting drawn towards project management, with an increasing number of delegates from these sectors attending our conferences.

We have identified keynote speakers and case studies as the main attractions, and have started to

Project Management National Conference, India
PROJECT MANAGEMENT *the mantra for sustainable growth*

HICC, Hyderabad | September 11-13, 2014 | A PMI Team India Event

work on these on higher priority. We have proactively reached out to different organizations and brought together a set of case studies that will surely be the star attraction at the conference.

Conference branding has always been the main driver to generate interest. We have utilized the digital branding channel extensively this time that comes with both advantages and challenges. We reached out to a large number of netizens and created an online buzz through social media to keep in touch with prospective delegates and those interested in attending the conference.

The conference will have content delivered in various formats like keynotes, case studies, technical papers, panel discussions, and quiz. We have an early bird program as well in the form of a workshop titled "PMO for Project, Program and Portfolio Management". It has been carefully crafted to make it interactive.

Lessons learned from previous conferences

Activities for the conference started with a lessons learned meeting with previous conference PMOs. Templates, best practices, pitfalls, and artifacts were put to use. It was important to get the pricing for the conference right so that we can provide delegates a great experience at a reasonable price. Before finalizing the base price, we studied registration patterns from previous conferences.

PMI shared a set of templates for executing conferences, which we have used for our planning and communications. I'm confident these efforts will go to make it a great experience for delegates. I look forward to meeting you on 11 September 2014.

(Mr. Ravi Vurakaranam, PMP, is conference director, Project Management National Conference, India 2014.)

Five Reasons to Attend PMI's National Conference

BY PRAVIR BAGRODIA

By now, most of you would have heard about Project Management National Conference, India 2014, to be held at Hyderabad from 11 to 13 September. Hosted by PMI Pearl City Chapter, this year's convention is all set to offer some excellent sessions and great networking opportunities. The theme for this year is 'Project Management - the Mantra for Sustainable Growth'.

Being there will give me an opportunity to meet so many project managers from across the country, and help me to get a pulse of the latest happenings in the project management community.

Will you, too, be at Pearl City during the event? Here are five reasons why I think you should attend the conference:

1. Case studies
'The proof of the pudding is in the eating' is a proverb that many of us are familiar with. Case studies or actual project implementation examples are a great way to learn about how others have done it successfully. The conference has a dedicated track on six case studies across sectors. The ones that particularly interested me are 'Gamification of project management' and 'Managing mergers and acquisitions in a projectized way'.

2. Keynotes
'Learn from the gurus' is a principle that we Indians know quite well. There are six keynote sessions during the 2.5 days. Interestingly, not all keynotes are project management experts. Eminent speakers include Alyque Padamsee, Indian theater personality and ad filmmaker (on leadership), Chinna Jeeyar Swamy, Vedic preacher, and the 'very very special' V.

V. S. Laxman (on team building and motivation). These keynotes are surely worth looking forward to.

3. Technical papers
Perhaps not the most glamorous, but technical papers are really the knowledge sessions. They provide details that you have been wanting to know but did not know who to ask. The technical papers will be presented in three halls simultaneously. So you have to plan in advance which ones you want to attend.

4. Tips and future trends
The conference offers scope for you to get practical tips from experts; '10 commandments of project success' and 'Mantra to have happy workforce under software/IT project manager' are good examples of this. In addition, there are sessions that are looking into the future. The two that I identified are: 'Next generation project/program manager' and 'PM 3.0: What should the gen-next project manager focus on?'

5. Networking opportunities
Over a thousand project management professionals are expected to attend the conference. That gives you a great opportunity to network among your ilk. You can interact with people for gaining knowledge or for exploring a new job opportunity. The event has been structured in such a way that it gives you sufficient time to meet and greet people.

If you want to know more about the conference, visit:
http://pmi.org.in/conference2014/default.asp
http://pmi.org.in/conference2014/agenda.asp

(Mr. Pravir Bagrodia is editor, PMPlanet.)

Care On The Go

A public-private partnership covers over 750 million Indians with emergency care using project management techniques

BY SAPNA GUPTA

For each emergency incident, GVK EMRI follows an execution plan of "sense, reach, care and follow-up", and an emergency response center provides support throughout the process

India has a patchy track record in emergency medical care and ambulance services, with a high level of care in metropolitan cities with state-of-the-art ambulances and medical facilities, and inadequate services in other parts of the country. In response to this fragmented emergency network, a public private partnership (PPP) initiative in emergency medical services was launched nine years ago that has had an impressive record. The PPP ambulance service being operated by the GVK Foundation follows project management to plan, execute, and continuously improve service quality and outcome.

Out of the 75,000 emergencies in India every day, only 20-25 percent are estimated to receive immediate medical care. As many as 30 percent of emergency patients in India die before they reach a hospital and over 80 percent of accident victims do not have access to medical care within the golden hour, the first one hour after an accident.

The GVK Emergency Management and Research Institute (EMRI) is an initiative set up for the delivery of emergency response services with a vision to save one million lives annually. According to GVK EMRI, in nine years since it started operation, it has carried out over 30 million emergency services in the country.

Project Objectives

GVK EMRI was launched on 15 August 2005 as a non-profit join initiative by the Government of Andhra Pradesh and the GVK Foundation, which is a part of the GVK Group, an Indian conglomerate. GVK EMRI took over the running of 108 helpline and pressed 15 ambulances into service. Today, it operates similar services in 15 states and two union territories. Around 35,000 paramedics and support staff, and 7,500 ambulances cater to over 750 million people in the country. GVK EMRI is headquartered in Hyderabad with modern facilities for emergency management, research, and training.

Dr. G. V. K. Reddy, founder chairman and managing director, GVK, says, "We strongly believe that developing meaningful propositions beyond just business success is an integral part of our journey to excellence. GVK EMRI is one of our most significant social initiatives and we are happy to be playing our part in saving lives and bettering the healthcare services in the country."

In this partnership, the state government funds day-to-day operations and ambulance expenses. GVK takes care of the management of the entire service and helplines by funding for

(Left to right) Gujarat Khilkhilahat Mother & Child Dropback Ambulance and GVK EMRI 108 Ambulance

Photo courtesy:
GVK Foundation

leadership, technology, research, collaborations, and new product initiatives.

During the planning phase, the partners finalize budgets and process protocols, roles and responsibilities, and mechanisms for transparency and joint reviews.

The primary objective of the initiative is to provide a world-class emergency response system in which states would deploy an end-to-end emergency infrastructure with the help of information and communication technology, emergency response vehicles, emergency care centers, additional trauma care facilities, and skilled personnel. The other objectives include:

- Enabling 108, a toll free emergency response number-accessible from fixed line and mobile phones across all locations.
- Fostering a relationship among the various stakeholders and instilling accountability for actions.
- Ensuring viability and sustainability of the emergency response service.
- Encouraging and funding applied research and training activities.
- Conducting emergency medical care capacity building such as training medical technicians, general practitioners, and specialists.

Efficient service depends on the ability to provide care during the golden hour, ensuring 24/7 availability of the network and systems, ensuring no downtime in the helpline along with the ability to track calls based on the caller's location, integrating Geographic Information System (GIS), vector data, and maps with the network for speedy service delivery, and setting global benchmarks and a quality management system for continuous improvement of service quality.

Operational Management

For each emergency incident, GVK EMRI follows an execution plan of "sense, reach, care and follow-up".

Sense: GVK EMRI has set up a control room in state capitals that coordinate with police, fire department, and district administration during an emergency. The control room has a data center and emergency operators. A computer aided system sorts out the calls based on the type of emergency. The communication officer collects relevant facts, following which the dispatch officers copes out the emergency and assigns a vehicle to the site of the emergency. This is an integrated response system for medical, fire, and other disaster related services.

Reach: The vehicle or emergency team arrives at the location in the shortest possible time. Global Positioning System (GPS) maps for quick response are used in the vehicles.

Care: The emergency medical technician provides immediate care onsite or while transporting the patient to a hospital.

Follow-up: GVK EMRI assesses the quality of emergency care provided by collecting the patient's or his/her attendant's feedback after 48 hours.

An emergency response center physician provides support throughout the entire process.
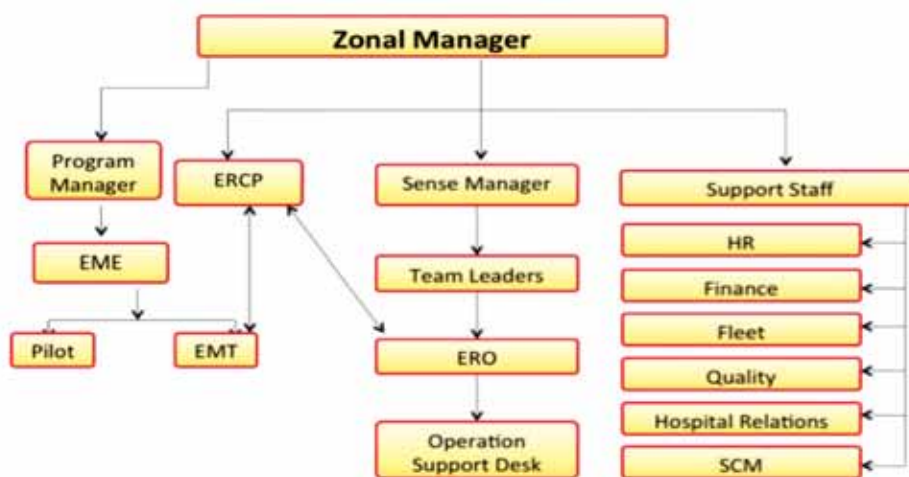
Project Management Team

An emergency officer at the GVK EMRI control room tracking an ambulance on a GPS map

A year ago, GVK took over the reins in Rajasthan from another agency. There had been a standoff between the state government and the previous agency over long pending demands of contractual employees of the ambulance service. Mr. Siddhartha Bhattacharya, chief operating officer, GVK EMRI, says, "GVK is currently trying to resolve the issue. There must be no gaps between the state and GVK's responsibilities. We have built a review mechanism to address issues around staff on ongoing operations. We're also regularly reviewing expenses, hospital efficiency, and medical systems."

In Andhra Pradesh, there have been reports of improper allocation of funds and non-payment of dues by the state government. Today, only 69 percent of 108 emergency vehicles are on road; the rest are held up due to insufficient funds for diesel. Negotiations are currently on.

GVK EMRI has a separate department to handle project management activities to improve service delivery.

The company has introduced new services in some states. In association with the Gujarat government, it have launched 181 – Abhayam helpline for women. In Delhi, there is now a mother and child tracking facilitation center to validate and maintain records of pregnant women and newborns.The 104 Health Helpline, a service providing information and advice pertaining to healthcare through paramedics, and Project Dial 100, an integrated, emergency response service mechanism, has been launched in partnership with Andhra Pradesh police department.

Besides medical equipment, life-saving drugs, trained technicians, and availability of doctors in real-time through audio conferencing, all ambulances of GVK EMRI are fitted with an automatic vehicle location tracking system and navigational facilities through GIS and GPS systems.

The types of ambulances include mother and child drop-back facility for maternity service, boat ambulances for flood affected or riverine areas, doli-palki (hand carriage) service for hilly areas with minimal or no road connectivity, mobile medical units for those with poor hospital access, and neonatal ambulances to attend to newborn babies. The doli-palki ambulance is a low cost innovation by GVK EMRI to reach inaccessible regions.

Though the service has spread to cover a large section of population, it has not been smooth sailing. There have been instances of payment delays by state governments and reports of high expenses being incurred by the state to run the service.

Solution techniques

GVK EMRI has over 25 tie-ups with external agencies for its research, training, and certification programs, such as Stanford University School of Medicine, US, for emergency protocols, Tech Mahindra for technology and software integration, Google for GIS maps, American Heart Association for cardiac emergencies, American Association of Obstetricians and Gynecologists for new training for obstetrics, and GEO Germany for syndromic surveillance for early detection of bioterrorism outbreaks and disease trends. GVK EMRI has received financial support from the Indian Council of Medical Research.

Telecom service providers played a major role in facilitating the setup of the 108 toll free number that routes free calls to emergency call response centers. McKinsey & Company provided support for ambulance design and process formulation, ensuring improvements in safety measures.

The launch of service in a state begins with an understanding of the demographics of the state, acquiring GIS maps, data about hospitals, police and fire department, allocation of medical teams, and familiarizing the team to field operations. GVK identifies the number of ambulances to be stationed and the types of ambulances to be used, through calculating demand and supply based on response time taken, total cycle time taken by an ambulance from the time it is called for, and the average number of cases in that state.

International standards recommend one ambulance for every 60,000 people and when GVK started its services in Bengalu-

ru in 2006, they arrived at a benchmark of one ambulance for 100,000 people.

Mr. Bhattacharya explains, "For a diversified country like India, there is no fixed benchmark. It revolves around factors like population density and the type of region — hilly areas, metro city, remote villages etc."

Regular meetings are held with local government medical teams, police department, fire services, healthcare partners, and telecom service providers to understand local challenges and fine-tune solutions.

GVK EMRI has integrated continuous quality improvement practices into its operations through informal as well as a structured feedback mechanism. The doli-palki ambulance is a result of this. "GVK EMRI introduced doli-palki ambulances in Uttarakhand and Andhra Pradesh around three years ago to take care of situations arising out of inaccessibility of remote areas," says Mr. Bhattacharya. There are now also neonatal ambulances in Goa, Tamil Nadu, Madhya Pradesh, and Andhra Pradesh to reduce instances of infant mortality.

The company conducts audits, manages support desks, and generates daily reports to ensure efficiency in operation. There are constant attempts to maintain high quality and minimize by implementing new testing mechanisms to ensure reliability of applications being used, and documentation and publication of cases as part of its knowledge bank. A dedicated research team uses a wide range of problem-solving techniques, data analysis, and statistical studies to recommend new routes by ambulance to reduce response time, and optimize and resolve issues pertaining to processes to improve overall efficiency.

The success story

GVK EMRI is estimated to be the world's largest, integrated emergency response service with a team of around 170,000 people comprising of GVK employees, contractors, external agencies, knowledge collaborators, and medical professionals trained in medical emergencies who handle around 170,300 calls a day. The organization says 91 percent of the calls are picked up in the first ring and the remaining in the second ring. It covers a total of 75 crore people in 17 states. Mr. K. Krishnam Raju, director, GVK EMRI states, "GVK

Benchmarking: GVK EMRI 108 against 911 USA
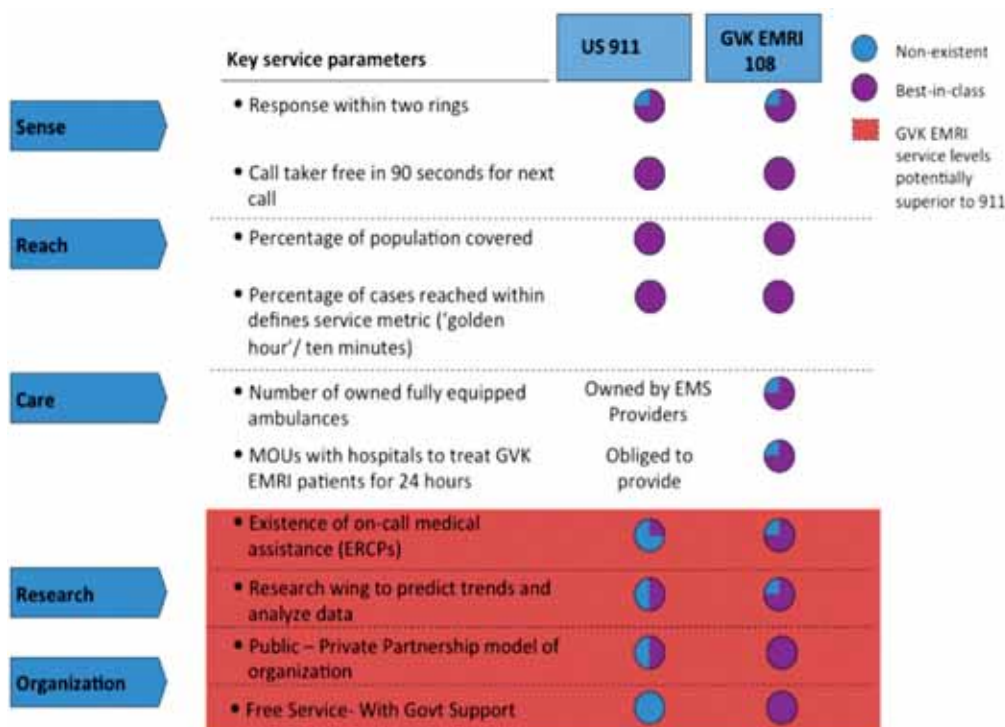
Source: McKinsey

EMRI has created a unique value proposition over the last decade in partnerships with governments across India. It is looked at as one of the most innovative PPP ventures around the world that is worth emulating."

Some success metrics that GVK provided *Manage India* are:
- Every four seconds an ambulance is dispatched to serve an emergency. Every 3.25 minutes a life is saved.
- Saved over one million lives till date.
- Trained 1.70 lakh medical professionals till date.
- Handled a total of over 28 million emergencies with around 22,000 per day.
- Emergencies are accessed within 15 minutes in urban areas and within 25 minutes in rural areas.
- Over 300,000 deliveries assisted till date.

The key behind the expansion and success of GVK EMRI has been partnership sit has drawn with key central and state government departments, private hospitals, and volunteer bodies.This involved creating a state-wise taskforce to manage the first phase rollout within six months.

Says Mr. Reddy, "GVK EMRI's ability to successfully replicate and scale its programs across 17 states in India is a testimony to its project management experience and its ability to innovate while retaining the end-to-end implementation structure. GVK EMRI has won several awards for social innovation, emergency medical care, and corporate excellence."

Servant Leadership for Projects with Agile Techniques

BY RATHINAKUMAR BALASUBRAMANIAN

Leadership has long been an interesting and intriguing topic for researchers and practitioners. It's not about power but influence; it is about empowering people. Project management literature talks about several leadership styles – from autocratic leadership to participative leadership – that can be adapted by project managers.

In a project that follows agile project management techniques, the typical notion of team members reporting to a manger does not exist. Agile teams are self-organizing in nature. That does not mean that the need for leadership is undermined in such projects. On the contrary, leading and influencing teams was never so challenging. "Servant leadership" has the potential to be the solution for the leadership model in projects that adopt agile project management techniques. This article explains servant leadership by means of an example.

Servant leadership

Wikipedia defines "a servant leader is servant first, who contributes to the well-being of people and community. The servant leader shares power, puts the needs of others first, and helps people develop and perform as highly as possible."

The term "servant leadership" was coined by Mr. Robert K. Greenleaf in "The Servant as Leader", an essay that he first published in 1970. In his essay, he said, "The servant leader is servant first... It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead."

The idea of servant leadership can be traced to the fourth century B.C. Chanakya, one of the best known scholars of ancient India, in his book Arthashastra, wrote that a king (leader) is a paid servant and enjoys the resources of the state together with the people.

Lao-Tzu, a Chinese philosopher, wrote that "the highest type of ruler is one of whose existence the people are barely aware."

All the above notions and thoughts are pointing to the same direction. The leadership model that works in agile project management techniques should be service-oriented. The role of an agile coach or a scrum master fits the bill pretty well. An agile coach is a servant leader that takes the team to its destination.

A servant leader serves the team unequivocally. Leaders at this leadership model gain respect by serving the team. They listen to the team; they take cues from observing the team and empowering them in decision-making. Serving is a leadership attitude and a mindset.

Servant leadership in practice

Amy was the scrum master for a nine-member team that worked on making their software product mobile ready. For Amy, her team's need came first. She did not stop at just being the process owner for the team; she also supported the team in achieving its goals. Her attitude reflected in the way she helped to remove the impediments faced by the team. When the team faced a delay in building a component, she helped the team to identify a reliable vendor and facilitate the negotiations that helped to get the component ready on time. Her team believed that she was a true leader without whom they could not have achieved on-time delivery.

The lesson here is that Amy's leadership is the consequence of her mindset to serve the team. It is her courage and commitment to serve the team that made her a leader.

Many organizations like Southwest Airlines have been staunch believers of servant leadership. Many more organizations are embracing it today.

(Mr. Rathinakumar Balasubramanian, PMP, CSM and PMI-ACP, is enterprise agile transformation leader at Intuit. He is an agile project management transformation expert and a seasoned enterprise agile coach with more than 18 years of experience in the IT industry.)

PMI WEST BENGAL CHAPTER

New Chapter Board Elected

The PMI West Bengal Chapter conducted its first election during the months of April to June 2014. Ms. Sonali Bhattacharya passed the baton of the chapter president to Mr. Nilanjan Chanda. The new board acknowledged Ms. Bhattacharya's achievements as president. With great energy and commitment, she has established a culture of high level performance and made the presence of the chapter felt within the community. The chapter looks forward to new leaders to take the vision forward and take the chapter to greater heights.

The Project Managers' Confluence was organized on 13 June at the premises of Tata Consultancy Service (TCS) GDC in Kolkata. The event was an occasion to share industry's best practices. The forum created an opportunity for project management practitioners to learn best-in-class solutions from the industry, develop their expertise, and showcase success stories and case studies.

The event was inaugurated by Mr. Sridhar Bakshi, vice president and center head, TCS Kolkata. There were several distinguished speakers from PMI India, PMI West Bengal Chapter, and TCS. The session commenced with a welcome address by Mr. Sushanta Sinha, learning manager - east, TCS. The other speakers were Mr. Jitendra Roy Choudhury from HDR Salva, Ms. Leena Gupte from PMI India, Mr. Nilanjan Chandra from PMI West Bengal Chapter, and Mr. Soumya Chatterjee from TCS Kolkata. The anchor for the entire program was Ms. Suparna Bhaumick, regional LDP program co-ordinator.

Ms. Gupta spoke about PMI activities, initiatives, academic outreach, and the advantages of becoming a PMI member. Mr. Roy spoke on "Stakeholder Management - Challenges and Solutions" and highlighted stakeholder management basics, the process involved in stakeholder management, project planning, initiation, generation, development, and execution. He highlighted the chapter's vision, mission, its various communities, geographical coverage, activities, and initiatives.

Mr. Chatterjee spoke about the execution of large global programs in TCS, and the challenges and achievements encountered in its execution. He highlighted the role of customer relationship, stakeholder management, resource allocation, aspects on fund mitigation, concept of large program management, complexities, risks, and best practices.

The chapter also conducted its first strategic meet on 9 August after the board elections. The event was attended by board members and extended board members who formulated the chapter's strategy for 2014-2015. The board as a whole has been actively involved in discussing, reviewing, and approving the plans of high level strategies. The team provided valuable thoughts and ideas that gave fresh perspectives to many existing problem areas. The team discussed and analyzed the ideas to confirm they fit into the organization's mission, vision and values so as to enable the chapter to sustain and grow to newer heights.

PMI BANGALORE CHAPTER

PM Footprints, Champion Meeting

Bangalore Chapter organized three PM Footprints sessions during the month of July.

On 3 July, Mr. Akshat Agarwal, senior viable vision expert, Goldratt Consulting India Pvt. Ltd., spoke on "Maximizing Throughput in Projects the Theory of Constraints Way." Mr. Agarwal is a specialist in the theory of constraints implementation in manufacturing and multi projects environment.

On 17 July, Mr. Vishweshwar Hegde, partner, PM Consulting spoke on "New Paradigms for Knowledge Era". Mr. Hegde has an experience of 28 years in the IT industry and his session helped the audience to understand about paradigm shifts in management and leadership.

On 31 July, Mr. Ajit Kaikini, director, growth and corporate training, Buoyancee - A Poly Training Centre, spoke on "Managing Mindsets of those around helps manage". Nearly 55 members attended each of the talks.

On 12 July, the chapter organized a meeting with all the PMI Champions from various organizations at its office. Chapter board members were also present. The invitees were given a brief presentation on the chapter activities and the key areas where the Champions' help was needed to advocate PMI activities. Eight PMI Champions attended the meeting.

On 5 July, a workshop on requirements engineering was conducted by Mr. Suresh Thiagarajan. Nearly 20 members participated in the workshop that enlightened the participants to move from requirement management to requirement engineering, and from documenting requirements to eliciting requirements.

On 26 July, the chapter held a one-day foundation program on agile project management techniques at Royal Orchid Central Hotel. The event provided an opportunity to the members to learn about agile project management methodology and how they can apply those techniques at their workplace.

PMI PEARL CITY CHAPTER

Member Network Meeting

The chapter's annual general body meeting for 2013-14 was conducted on 8 August in which the board presented the finance statement to the member community. The occasion was used to provide updates on various strategic units and initiatives by PMIPCC. The team also provided an update on PMI Project Management National Conference which is being co-hosted by the chapter. Members who have expressed interest to volunteer for the conference have been roped in for the planned tasks. The board congratulated the entire member community for the "Membership Retention Award — 2013". Members were provided the award badge as a token of appreciation. The board also felicitated the lead volunteers who contributed for the Student Leadership Competency Building program. Mr. A. V.

Ramam, former region mentor, PMI, launched the new PMIPCC pilot website.

The chapter held a network meeting on 30 May in the CMC campus. The program began with chapter updates. Mr. Shyamsunder Panchavati spoke on "Esprit De Corps, As a Strategic driver in Project Management", in which he highlighted the significance of the morale of project team members. This was followed by a speech from Mr. Raghunath Reddy T., president, Continental Hospitals, on "What in Project Management took to set this up?" He presented a case study depicting the challenges and limitations of building a world-class hospital in India, and the ways to manage them. The chapter took this opportunity to felicitate new credential holders.

(Chapter news is contributed by Mr. Ravi Vurakaranam, PMP, Ms. Rekha Unni, PMP, and Mr. Soumen De, PMP.)

R.E.P. UPDATE

Project Management Event at Wipro

Wipro organized an event on 30 July to celebrate the completion of 100 batches as per the new format of Wipro's internal project management course and award successful project managers. The highlight of the event was a talk by chief guest Mr. Soundara Rajan, former managing director and member of Hindustan Aeronautics Limited (HAL) board.

His vast experience came out in the presentation where he showcased various aspects of project management and explained in a way which kept the new project managers and the advanced ones equally engaged. He talked about how project management works in aerospace industry and connected it to the IT world.

The audience included senior managers in Wipro at the levels of vice presidents, general managers, senior delivery heads, account heads, learning and delivery heads and faculty members, apart from the huge number of project managers and senior project managers across many locations - Bangalore, Hyderabad, Chennai, Pune and Gurgaon connected through video conferencing. All of them were highly appreciative and were very inspired by the talk.

This was followed by a panel discussion on what a project manager needs to focus on looking at the changing trends in the market. The panel included highly experienced

and senior Wipro managers which added more value to the audience.

Next was the distribution of various certificates and mementos to Wipro project managers, project management trainers and awards to the top performing project managers.

This event was supported by I. R. E. P. volunteers from the Project Management Academy team of Wipro. The team was also lucky to have a networking lunch with the dignitaries.

Mr. Jacob Varghese and Mr. Soundara Rajan from PMI India supported the event.

Visio
www.visio.com

Diagram.

Tie-up with Symbiosis International University

(From left) Mr. Girish Kadam, president, PMI Pune-Deccan Chapter, Mr. Raj Kalady, managing director, PMI India and Dr. Vidya Yeravdekar, principal director, Symbiosis Society, after signing the MoU

PMI Pune - Deccan Chapter signed a memorandum of understanding with Symbiosis International University to promote skill development among students and allow them an opportunity to interact with industry experts through various platforms facilitated by PMI on a regular basis.

Symbiosis Centre for Information Technology is already a Registered Education Provider with PMI to impart project management skills to its students as a part of its curriculum. Additionally, PMI India has announced an endowment program for students who pass out of the college and wish to pursue project management as a subject of choice.

PMI has entered into similar tie-ups and working relationships with other premier institutes like S. P. Jain Institute of Management & Research, XLRI – Xavier School of Management, Karunya University, National Institute of Construction Management and Research, University Of Petroleum & Energy Studies, Larsen &Toubro Institute of Project Management, Pandit Dindayal Petroleum University, and Amity University. The aim of such an association is to provide students with an opportunity to interact with industry experts on a regular basis and help them develop into industry ready talent.

Speaking at the event, Mr. Raj Kalady, managing director, PMI India, said, "Project management contributes immensely to the development of a nation. It drives growth by ensuring efficient completion of projects. Hence, establishing its importance at a student level is of utmost importance to shape their career."

He added that the new government's agenda of completing existing infrastructure projects rather than introducing new ones will be possible only by instilling right project talent.

Speaking at the event, Dr. Vidya Yeravdekar, principal director, Symbiosis Society, said, "We are happy to be associated with a premier and globally recognized institute as PMI. In today's dynamic world, it is of utmost importance that our students are prepared to tackle the constant changes in the business environment. PMI gives our students an opportunity to learn and tackle these assumptions and successfully implement projects. We believe this program will groom our students to face professional challenges."

Aerospace Conference

PMI India and the Society for Automotive Engineers India (SAE India) came together to build robustness in the Indian aerospace industry with the help of project management.

The conference themed, 'Propel high with Project Management,' saw Dr. Vijay Kumar Saraswat, who was former secretary - defence (R&D), Ministry of Defence, scientific advisor to defence minister & director general, Defence Research and Development Organisation (DRDO), was the chief guest. Industry stalwart, Dr. Bala K. Bharadvaj, leader of engineering & technology, Boeing India, was the keynote speaker. He spoke on the opportunities in the Indian aerospace & defence sectors. The other distinguished speaker was Dr. B. N. Suresh, Vikram Sarabhai Distinguished Professor, Indian Space Research Organisation headquarters.

Senior industry experts from companies like Aeronautical Development Agency, Aequs, Ansys, Boeing, CEMILAC, Defiance, DRDO, Eaton Technologies, EDS Technologies, GE Aviation, HCL, Hindustan Aeronautics Limited, Honeywell, Infosys Aerospace, ISRO, KPMG, Larsen & Toubro, MOOG, National Aerospace Laboratory, Safran Engineering Services, Sattva AASPL, Tata Advanced Materials Limited, TCS Aerospace, Tech Mahindra, UTC Aerospace, and Wipro Aerospace attended the conference.

In 2011, PMI India and SAE India had signed amemorandum of understanding to utilize their complementary capabilities for advocating, promoting, and institutionalizing project management across organizations within the mobility sector. Over the years, PMI & SAE India have jointly funded and sponsored research projects at various universities and technical institutes.

Mr. Raj Kalady, managing director, PMI India, said, "The Indian aerospace industry stands uniquely poised on the threshold of catapulting itself into the global arena. The

Standing from left to right: Mr. Murli M. Iyer, executive global advisor, SAE, Mr. Damodaran Subramanian, senior vice president, Safran, Engineering Services, Mr. Munirathnam J., CEO, Javaji M. Consulting Ltd, Dr. Vijay Kumar Saraswat, former secretary - Defence (R&D), Ministry of Defence, Mr. Daniel M. Hancock, international president, SAE, Dr. Bala K. Bharadvaj, leader engineering & technology, Boeing India, Mr. Jacob Varghese, PMI, Mr. Vasanth Kini, managing director, Titanium Industries and Mr. Parvez Alam, PMI Chennai Chapter, at the back

Union finance minister spoke about an increase in defence budget during the presentation of the Union budget FY 2014-15. To drive this growth, we need experienced and effective project managers who can manage cost, schedule, and quality issues."

Dr. Bharadvaj said, "Air travel is correlated to incomes and the economy at large. With the rapidly growing Indian economy and rising incomes, air travel has increased, which presents robust promise for the civil aviation sector. With the support of the government in the demand and supply of defence and civil aerospace products, the industry has set itself on the firm path towards transformational change."

Announcement: Article of The Month

Submit your articles for next issue by 15 October 2014.

If you have a flair for writing and a desire to share your ideas with the project management community, here is an opportunity. E-mail us your article and our editorial team will select the best article among the entries for publication in Manage India. Each issue of Manage India will carry a winning entry and the writer will earn Professional Development Units (PDUs).

Send us your article with your photograph to editor.manageindia@pmi-india.org
Please visit PMI India website (www.pmi.org.in) for eligibility criteria and submission guidelines.

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West Region Updates

PMI India Champion Mr. J. V. Rao, PMP, along with his colleagues Mr. Manan Patel, PMP, and Ms. Rathidevi Chandrasekhar, PMP, conducted a one-day training program on project management on 22 July for the junior management at Essar Learning Center, Hazira, and on 26 July for the company's middle management.

The objective of this session was to give an overview on PMI framework and various project management knowledge areas with practical examples of present and past projects. Mr. Rao gave an insight into PMI and its credentials.

The session concluded with a written test on various topics covered.

Participants at a project management training program in Hazira

Mr. Rao also gave a presentation on "Project Management & PMI Credentials" on 23 July at C. K. Pethawalla College of Engineering and Technology.

PMI India Champion Mr. Jaspal Singh Walia, PMP, conducted a session on "Project Management Methodologies & PMP Exam Preparation Guidelines" for IT service delivery managers at Reliance Communications DAKC, corporate office, Navi Mumbai.

The session was focused on the benefits of PMP membership, chapter membership, framework, eligibility criteria, and examination procedure.

PMI India Champion Mr. Jaimin Jani, PMP, along with learning & development head, Black and Veatch, Mr. Anurag Sharma, launched a unique program model called "100 days to PMP" at Black and Veatch for 16 enthusiasts who intend to take up the PMP certification examination in the near future.

An article based on the real life experience of handling major industrial and infrastructure projects with a large number of stakeholders, titled "Managing Project-Resistant Stakeholders", was published a couple of months ago in the PMI Knowledge Shelf. The author analyzed in detail the reasons and impact such stakeholders can make on project outcome. He also brought out a conceptual approach towards a speedy qualitative analysis of such stakeholders and management technique to deal with them in line with PMI's *A Guide to the Project Management Body of Knowledge*® - Fifth Edition. The article, which was authored by Mr. Partha S. Ghose, member, Champion Advisory Council (CAC), was recently selected by Wilfrid Laurier University, Ontario for inclusion in their course-ware.

South Region Updates

PMI India Champion Mr. M. Manikandan, PMP, conducted a session on "Project Management as an employability skill" at Kongunadu College of Engineering and Technology, Namakkal, Tamil Nadu. Around 310 engineering students attended the session. The emphasis was on project management as an important employment skill and provided an overview of PMI's Certified Associate in Project Management (CAPM)® certification.

On 14 August, Mr. Manikandan addressed 16 supervisors and group leaders of Nokia, Chennai, on the basics of project management. On 20 August, he addressed 180 MBA students of Sathyabama University, Chennai, on "Innovative HR strategies for budding managers". At both the events, he enlightened the audience about the PMP® and CAPM® certifications, and how they could influence one's career growth.

As a part of the MVP Community 2014 event, Microsoft Project Users Group (MPUG) India Chennai Chapter, and associate CAC member and MPUG Chennai Chapter president, Mr. B. Sai Prasad, PMP, PMI-SP, MVP, hosted a user community event on 23August. Mr. Prasad presented on "Resource Optimization in Microsoft Project". The event covered topics ranging from why resources are over-allocated, how to identify over-allocation, and how to level workloads by using different features of Microsoft Project.

East Region Updates

A student conclave on employability skills, in association with PMI, was organized in Kolkata which was attended by

over 100 students and faculty members of three engineering colleges in Kolkata – Calcutta Institute of Technology, Camellia Institute of Engineering, Camellia School of Engineering and Technology. PMI India Champion, Mr. Subhrangshu Sanyal, PMP, presented an overview of the essential skills required by fresh graduates to be employable. Mr. Vivek Shally from PMI India talked about the importance of project management skills and certifications. Mr. Shally inaugurated a library in the institute.

The institutes have planned for a three-day training for students on project management. PMI will be the knowledge partner for this event. The library will have a dedicated corner for PMI publications.

PMPlanet is an initiative powered by PMI India. The objective of PMPlanet is to provide information on certifications and credentials offered by PMI to professionals interested in project management. PMPlanet publishes articles by subject matter experts and PMI credential holders. Below are the links to articles written by some PMI Champions in PMPlanet:

http://www.pmplanet.in/acp_article?id=Benefits-of-PMI-ACP-credential-for-software-professional by Mr. Sonik Chopra, PMP

http://pmplanet.in/pmp_article?id=How-to-manage-time-to-pass-your-PMP-exam by Mr. Ashok Chawla, PMP

http://www.pmplanet.in/membership_article?id=Five-things-to-know-about-PMI-before-you-become-its-member by Mr. Chetan Mathur, PMP

Champion - Chapter Collaboration

This month, PMI Champions held meetings with the local chapter for better collaboration by working towards the common goals.

Bengaluru

The PMI Bangalore Chapter hosted a breakfast cum joint board meeting at the chapter office on 12 July. PMI India Champions, Mr. Abhishek Sharma, PMP, Mr. Hari Prasad KV, PMP, Mr. S. Velayutham, PMP, Mr. Kush Kumar, PMP, Mr. Asheesh Mehdiratta, PMP, Mr. Ananth Honnenahalli, PMP, Mr. Venugopal M., PMP, and Mr. Sunil Telkar, PMP attended the meeting. Chapter president, Mr. Murali Santhanam, PMP, and other board members, including Mr. Vijay Paul, PMP, Mr. Saumen De, PMP, Mr. Basu Datta, PMP, Mr. Sumanth Padival, PMP, Lt. Col. (Retd.) L. Shri Harsha, PMP, Ms. Shilpa Gnaneshwar, PMP, Mr. S. S. V. Raghavan, PMP, Mr. Ravi Kanniganti, PMP, and Capt. L. N. Prasad, PMP attended the meeting on behalf of the chapter.

Mr. Telkar and Mr. Santhanam shared the efforts put in by the Champions and chapter towards the advocacy of project management practices in the past, across various industries, and touched upon the future plan of action.

In this meeting, the attendees identified new avenues for collaboration between Champions and the chapter. Some key avenues identified were: help on enhancing chapter membership, collaboration on advocacy in educational institutions, delivering sessions at PM Footprints, contributing technical papers for the Project Management Practitioners Conference (PMPC), and chapter support in facilitating speakers for advocacy sessions by Champions in their organization or elsewhere.

The meeting was a great success and it was decided to regularly have such joint meetings on a monthly or bi-monthly basis.

Kolkata

On 9 August, CAC member, Ms. Susweta Mukherjee, PMP, attended the PMI West Bengal Chapter strategic meeting. She participated in discussion forums on membership retention and improvement of training. She provided valuable inputs on chapter activities and suggested ways of improvement viz. through frequent "Learn & Earn" sessions on weekdays rather than on weekends of one hour duration each, volunteers/members from non-IT organizations to nominate one speaker a year for these sessions, and invite HR officials of non-IT and IT companies to "Aviskar", through which PMP can be popularized within those organizations.

Mumbai

Mumbai Chapter president, Mr. Surah Parikh, PMP, invited Mumbai-based Champions for a breakfast meeting with Chapter board members. The intent was to look for more opportunities on how the Champion Program and the chapter can collaborate. The meeting was attended by CAC member, Mr. Shyamprakash Agarwal, PMP; Champions, Mr. Kiran Rajeshirke, PMP, and Mr. Jaspal Singh Walia, PMP; and the Champion program administrator, Ms. Suvarna Naikdesai.

Video Bites Launched

As ambassadors of PMI, you support PMI initiatives within your organization to create visibility and strengthen project management practices. To support you in this journey, PMI Champion has launched the first edition of Video Bites.

Video Bites, an initiative of the PMI India Champion program, captures the experience of leaders, practitioners, and industry experts on their benefits of associating with PMI through certifications, membership, and volunteering activities.

The videos are available through the PMI India YouTube channel, https://www.youtube.com/user/PMInstituteIndia. To allow your viewers easy access, the videos have been grouped into a playlist: Experts speak – Value of PMI.

(Champion Update is contributed by PMI India Champions, Mr. Kiran Rajeshirke, PMP, and Mr. Sunil Telkar, PMP, MIMA.)

Project Management Institute

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