Project Management Institute

MANAGE India

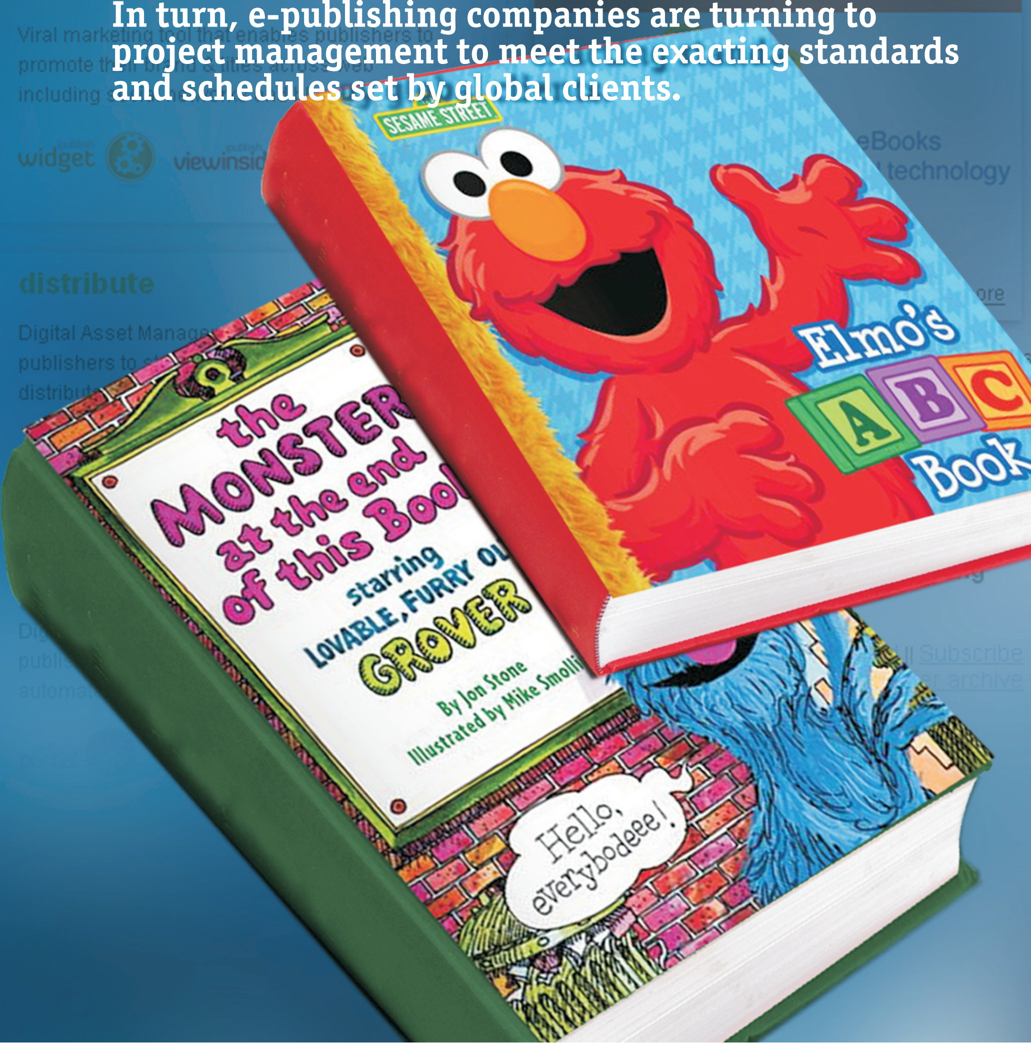
PROJECT MANAGEMENT INSTITUTE

Making project management indispensable for business results® | January 2010 Volume 1 Issue 7

6 COVER STORY

A New Leaf in Publishing

Publishers around the world are using the capabilities of Indian e-publishing companies to develop ties on the Web with readers who are elusive. In turn, e-publishing companies are turning to project management to meet the exacting standards and schedules set by global clients.



P4

By Invitation:

'An Honor to be on the Board'

Vijay Prasad, Director, PMI Board talks to *Manage India* on his election to the Board and the role of PMI in India

Contents

A New Leaf in Publishing

Publishers around the world are using the capabilities of Indian e-publishing companies to develop ties on the Web with readers who are elusive. In turn, e-publishing companies are turning to project management to meet the exacting standards and schedules set by global clients.

Content writers and designers work on e-publishing projects from overseas clients.

Managing Editor
Raj Kalady

Publication Project Team
CyberMedia India Online Limited (CIOL)
Custom Publishing Division
Project Editor: Panchalee Thakur
Project Management Executive: Vinay Mullapudi
Copy-editor: Vinaya Hegde
Designer: Rajesh B V
Photographer: Gireesh G V
Web Design: Rajaram R

PMI Organization Centre Private Limited
#1031, Regus, Level Ground & 1, Trade Center,
Bandra Kurla Complex, Bandra (E), Mumbai, India 400 051
phone: +91 22 40700325, +91 22 40700800
E-mail: pmi.india@pmi.org
www.pmi.org

Letter from Managing Director, PMI India

Dear Project Management Practitioner,

On behalf of PMI, I wish you a very Happy New Year.

The year 2009 will go down in history as a year in which many organizations saw more of a downslide than an upswing. The effects of the global economic downturn manifested across industries. But like the saying goes, 'what goes down must come up', and towards the last quarter of the year, the heartening signs of an economy on the bounce-back mode became visible. The worst is finally over. The year 2009 ended on a positive note, filled with hope and euphoria for a brighter year ahead.

PMI India was grateful to have sailed past the year a bit more easily than so many others. As a young organization, PMI India made rapid strides and established itself as a knowledge partner in project management for organizations across verticals. Within the past year and a half, we have made significant progress in our primary objective of advocating project management in different industries in India. Globally, PMI is now a family of over 500,000 professionals, with different needs, cultures, languages and job responsibilities.

The phenomenal success of the PMI India Project Management Conference, 2009 in Hyderabad on 13-15 November demonstrated the rising awareness of project management in the country. The groundwork that PMI India had done since 2008, through its network of seven chapters and offices in different cities, was visible at the conference.

Raj Kalady speaking at the International Project Management Day celebrations in Mumbai in November.

Thought leaders from different industries addressed over 700 delegates at the conference. The conference also demonstrated the level of participation and professionalism in the vast pool of volunteers, the main backbone of PMI.

We successfully organized many industry-specific events throughout the year, starting with the first-of-its-kind R.E.P. meet in Hyderabad, followed by a conference for the auto and pharma industries in Mumbai, a series of power breakfast sessions with Dr. Terry Cooke-Davies across Bengaluru, Hyderabad and Delhi, and a conference for the oil and gas sector.

We now have a formal academic advisory board consisting of eminent academicians from institutes like the Indian Institute of Technology (IIT), Indian Institute of Management (IIM), National Institute of Construction Management and Research (NICMAR), Management Development Institute (MDI), Indian School of Business (ISB), and National Institute of Technology (NIT). Dr. Mangesh Korgaonkar is the chairperson of the advisory board.

We launched the PMI India website in April 2009, and it is now ranked fifth in Google search. And of course, we launched *Manage India* in February, a highly popular e-magazine on the project management community in India.

We are elated about the opportunities that 2010 will present to all of us. We value our relationship with you and promise to make it even more fulfilling. I thank you for your support through 2009; I welcome you to join us in this exciting journey ahead.

All the best!

Warm Regards,

Managing Director, PMI India

(Please write to ***editor.manageindia@pmi-india.org*** *with your feedback and articles.)*

By Invitation

'An Honor to be on the Board'

Vijay Prasad, Director, PMI Board talks to *Manage India* on his election to the Board and the role of PMI in India

1. You are the first volunteer from India on the PMI Board of Directors. How does it feel to be part of the PMI leadership group?
As a strong believer in the value of project management, a PMI member for many years, and a locally active volunteer, I am extremely proud to have been elected by the membership of PMI to serve them on the Board of Directors of this esteemed global organization. And, of course, I am proud to be the first professional born and raised in India to have this honor. The PMI Board consists of members with a rich and diverse background. I am fortunate to work with fellow PMI Board members. PMI has a strong history of volunteerism at all levels globally, which has added to the strength and success of the organization and the project management profession. I am sure this will encourage PMI member-volunteers from India to look forward to serving PMI and the project management profession through such an opportunity.

2. What would be the first few priorities on the agenda for you?
My number-one priority is to be fully prepared to participate in all meetings of the PMI Board of Directors and all other work done by Directors and committees of Directors. The agenda and priorities of the organization are established by the PMI bylaws, PMI Strategic Plan, Board Standing Committee Charters, and the Board-approved Annual Program Plan and Budget. In my first year on the PMI Board, I will be serving on the Performance Oversight Committee of the Board, which monitors the operational and financial performance of the Institute.

3. In what ways do you think your leadership and experience will help PMI India?
PMI India is staffed by extremely competent professionals under the leadership of Raj Kalady, the Managing Director. Like the entire PMI Board and all of my Board colleagues, I am focused on the global opportunities and challenges facing PMI. And, while I am located in India and available to assist in ways appropriate for an individual Board Director, PMI India is part of the global organization and works directly with staff throughout the world.

4. The rising awareness of project management in India was visible in the first Project Management. Conference in Hyderabad last month. In what ways do you think the conference has helped take the message of project management across verticals in India?
The first PMI Project Management Conference was packed with a rich agenda containing experience-sharing in several verticals. Also, messages of different perspectives on project management were enriched because of the diversity of eminent speakers.

5. What do you feel were the main takeaways from the conference?
As a member of the audience, I felt a) innovation, b) importance of good planning, and c) creating value beyond meeting the Cost, Scope, Schedule, Quality (CSSQ) objectives are the key takeaways. The uniqueness of the PMI Project Management Conference is that it was completely organized by member-volunteers, with excellent support from PMI staff. As a member of the organizing committee, I felt convinced that our member-volunteers and leaders, along with PMI India, can organize a much larger global conference.

"In my first year on the PMI Board, I will be serving on the Performance Oversight Committee of the Board, which monitors the operational and financial performance of the Institute."

Vijay Prasad
Director, PMI Board

TEST YOUR KNOWLEDGE WITH

Q&As for the PMBOK® Guide Fourth Edition

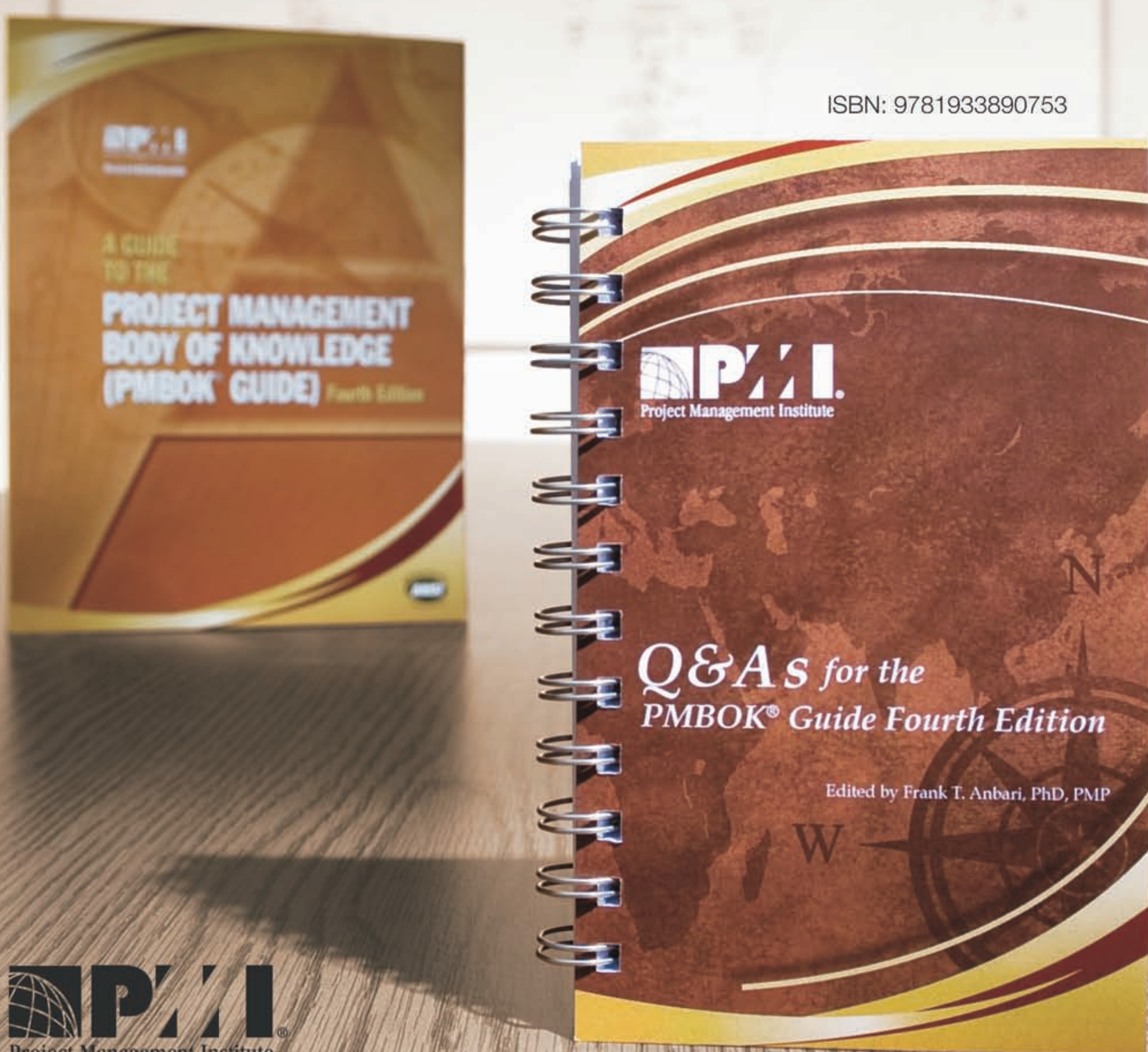
Published by Project Management Institute, 2009

This newly updated complement to the *PMBOK® Guide* – Fourth Edition, provides 200 multiple choice Questions and Answers that cover the key themes and concepts of project management.

Q&As for the PMBOK® Guide is an excellent study tool for those preparing for any PMI certification exam.

Ask for PMI titles at your favorite local bookstores and online retailers, or come to **PMI.org/Marketplace**.

ISBN: 9781933890753



Project Management Institute

Children's literature forms a significant part of e-publishing assignments for companies in India

COVER STORY

A New Leaf in Publishing

Publishers around the world are using the capabilities of Indian e-publishing companies to develop ties on the Web with readers who are elusive. In turn, e-publishing companies are turning to project management to meet the exacting standards and schedules set by global clients.

Elmo and his furry friends from *Sesame Street* have entered cyberspace, and young fans from around the world can now log on to *Sesame Workshop* online to know more about them. The company that is making this possible is Bengaluru-based Impelsys, a knowledge process outsourcing company focused on e-publishing. e-Publishing companies in India like Impelsys and CyberMedia Services are helping publishers take the digital route to reach tech-savvy readers across the globe. These companies meet the diverse requirements of their customers by following rigorous project management approaches.

Typical e-publishing off-shoring work falls in the following categories: conversion from one format to another (for example, a plain print format to digital format or a proprietary digital format to industry standard XML format); type-setting (pagination, design and layout); editing (copy-editing, transcription, and writing articles); development of interactive products, such as CD-ROMs and websites; development of customized products, such as games and PDF to interactive converters; creating illustrations and animation for educational publishers; and pre-press and printing services. Some of the global publishers who outsource work to India are Encyclopaedia Britannica Inc., Wolters Kluver, McGrawHill, MIT Press, Penguin, Elsevier, Thompson Publishing Group, Blackwell Publishing, Dorling Kindersley, and BBC Books.

Project management crucial for e-publishing

Each project in e-publishing involves multiple teams and processes, thereby necessitating real-time monitoring of project progress. E-publishing companies follow Six Sigma principles, *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* – Fourth Edition by PMI, and go in for ISO certifications to align themselves with client requirements.

CyberMedia Services, which publishes this e-zine, uses Microsoft Office Project to monitor, track and analyze project progress. Impelsys has integrated all its process workflows for projects, HR and finance, on a comprehensive project management platform, Whizible PBN (Project by Net).

Asim Raina, President, CyberMedia Services Ltd, says, "e-Publishing is an exact art, which requires us to manage many moving parts at once. The client processes need to be accommodated within our own. This way customers can check the status of a project on a dynamic basis. This is something like tracking your consignment on Fedex." CyberMedia Services has used project management tools for all its projects in the past five years.

Impelsys has so far powered over 2,000 projects for 60 publishers around the world. Nizar Jamal, Managing Director and COO, Impelsys says, "The primary motivation for implementing project management tools was to manage schedules, effort and issues in various projects. When we were about 50-60 people, we were able to manage concurrent projects using an assortment of open source tools for project management, issue-tracking, and a documented set of processes and procedures. However, as we scaled both in terms of people and open projects, it was imperative to put systems in place to manage deliveries according to customer expectations."

> *"The client processes need to be accommodated within our own. This way customers can check the status of a project on a dynamic basis. This is something like tracking your consignment on Fedex."*
>
> *Asim Raina, President, CyberMedia Services Ltd.*

How project management ties all functions together

Explaining the importance of project management in e-publishing, Raina says, "Dependencies on multiple internal teams are heavy in e-publishing projects. It calls for every team to work together closely right from the beginning. Teams need to know what tasks are going on in parallel. When it comes to sequential tasks, teams need to be ready to take the baton and run when their turn comes. This calls for a high degree of co-ordination and reviews." The content services at CyberMedia are either product-based (where the company designs products for customers using proprietary online tools), or project-based (where the solutions are tailor-made to the customer's requirements).

Project teams use individual project dashboards for everyday work. A team member logs on to the dashboard to know about the tasks assigned to him or her, feed inputs, post queries and report bugs. The project manager uses the same dashboard to learn about the project status, monitor the progress of each team member, update the schedule in case of any delay, and analyzes the data. The dashboard gives access control to each user.

At Impelsys, the three main service lines—content conversion, media and online services, and technology solutions—are aligned to the Project Management Office (PMO). The complex web of functions is captured in the comprehensive project management tool. Pravir Bagrodia, Program Manager, Content Conversion, explains, "The tool captures data under various categories, like resources, cost, and project status. Each category provides workflows and is integrated with other functions within the organization. For example, a team member applies for leave, I view his or her pending tasks, and approve the leave, and an automatic alert goes to HR for sanction." The finance department is also inter-linked with the tool.

Uday Majithia, Program Manager, Technology Services, says, "We track costs, timelines and quality for each project, and identify and remove defects. We track whether a team member has completed the assigned tasks within the estimated time, and if not, why." The customer and team leaders receive automated weekly status reports of project completion. There are online discussion boards for each project. Team members spend less time in unproductive work, like clearing internal project-related e-mails and tracing customer e-mails.

Informal interactions between team members are common.

COVER STORY

Every discussion related to a project is stored here.

On a separate dashboard, the project-related data is captured for macro analysis by the management team. Senior managers receive an overview of the status and health of each project.

> "The investments we made in implementing project management tools and the business-specific applications above that have had a compounding positive effect on our business."
>
> *Nizar Jamal, Managing Director and COO, Impelsys*

A key end-result is customer satisfaction

Says Raina, "We are a heavily process-driven company—as any other e-publishing company is today. Our performance is measured in terms of turn-around speed and quality. These two are directly dependent on rigorous project management practices." The company has been able to achieve consistent customer satisfaction by following these principles.

For Impelsys, the benefits of implementing project management have far exceeded the stated initial objectives. Besides enabling real-time tracking of project status and deliverables, the company has managed to identify defects and develop an anomaly reduction mechanism.

Project management now forms the basis for higher customer satisfaction for Impelsys. Jamal says, "We provide customers with a project management dashboard for all current projects. This is a transparent system to update customers on project status. In addition, project management has helped us analyze the areas in which we spend the most effort, or areas which result in the most number of defects. The analyses result in productivity gains in project execution, and we pass on the resultant cost savings to our customers."

The concept of open office space encourages inter-team interactions.

A useful tool to bring more transparency

Project management has helped companies like CyberMedia and Impelsys develop transparency in processes, and thus, grow trust within the organization. "The initial team-member reaction was that comprehensive project tracking of both billable customer projects and non-billable internal work was intrusive and an unnecessary overhead. However, once we reached the common understanding of the benefits, we reached a cooperative stage. It was important for everybody to understand that time is crucial for knowledge-related work. And quantitative measures of performance can be directly linked to increased efficiency and revenue per employee, and in turn, increased compensation," adds Jamal. When the system records all the developments related to a project, there is not much scope for conflicts and disputes.

The end result is a lower employee turnover in an industry that is dogged by a high attrition rate. "We are fortunate that 50 percent of our employees have been with us for more than three years, and all our senior managers have been with us for an even longer time," he says.

Knowledge management as a by-product

The other key benefit of following project management has been knowledge management. According to Raina, the project management practice has an built-in documentation mechanism which builds up organizational learning as they go. Since the learning is captured at every level, a natural knowledge base builds up.

According to Bagrodia, teams have been able to draw some key learnings over the past couple of years. "We conduct root-cause analysis of any bug that we report or the customer reports. For every bug that is reported, we have a workflow. The moment a bug is reported, the quality audit team gets an automatic alert. Till such time the issue is resolved, it appears in the project dashboard. The documentation regarding the resolution of this issue becomes a case study for future projects," he says.

Realization of benefits did take a long time. According to Jamal, finally it was patience and perseverance that won the day for him. "It could take longer than expected to realize the immediate project-level efficiencies. Even something as simple as 100 percent compliance with time-tracking took us over a year. But the investments we made in implementing project management tools and the business-specific applications above that, have had a compounding positive effect on our business," he concludes.

RESEARCH

NSE Uses Project Management to Set Up Complex Nationwide Network

Project management best practices help the first-of-its-kind project to achieve the set objectives

The National Stock Exchange of India (NSE) provides a sophisticated online trading platform for the trading community in India. It connects various traders across India by utilizing an array of satellite technology and terrestrial leased-line network to ensure fairness and full transparency trading. As an endeavor to further enhance the trading experience and to provide value-added services to its members, NSE set up a nation-wide network to deploy a robust and secure private Internet Protocol (IP) network.

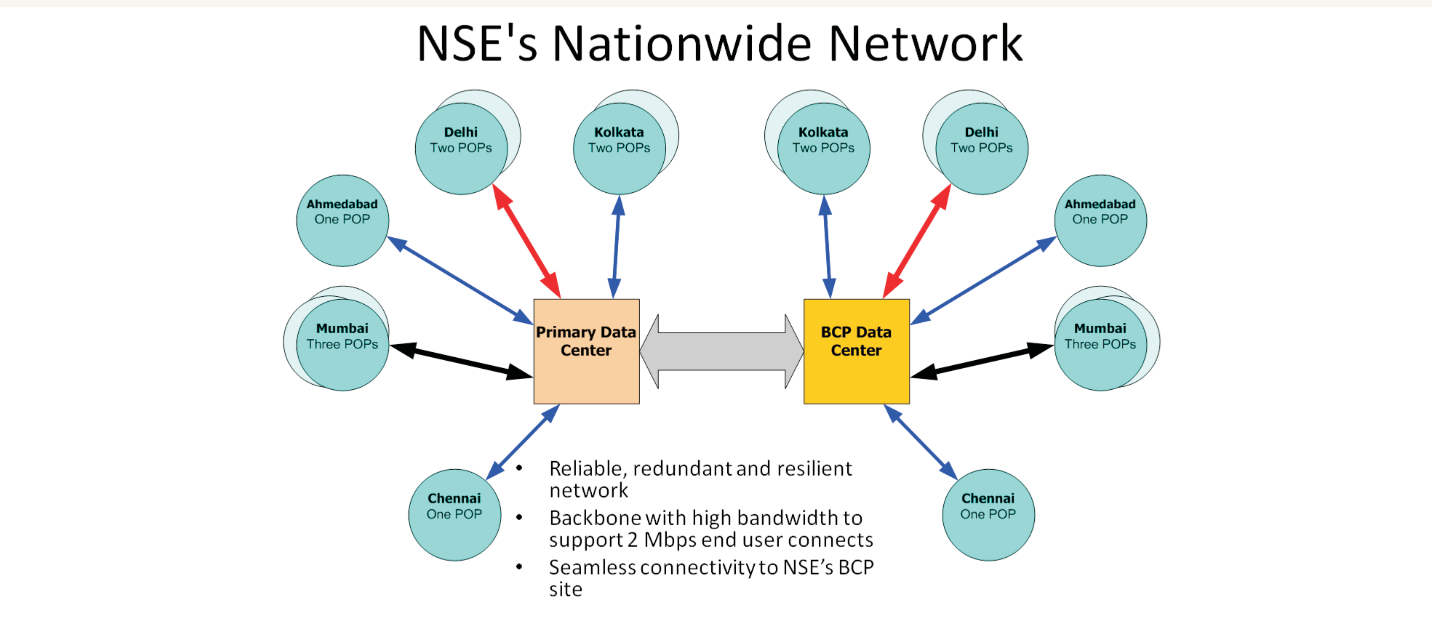
In this first-of-its-kind project in India, the changes were carried out seamlessly, without any downtime to the existing business. The IP network gives a resilient, open-standard, high-bandwidth and cost-effective solution superior to the X.25 network infrastructure being used hitherto. With the X.25 protocol, NSE faced issues like bandwidth constraints and lack of expansion and scalability options. Also, X.25 had become obsolete, with no further development and support from equipment manufacturers. So, NSE decided to migrate its entire network onto IP. The orchestration of the complete setup was done in a very sophisticated manner. Considering that the trading network is the backbone of Exchange operations, 100 percent availability and zero downtime were clear project objectives.

Some of the key benefits that NSE expected from this implementation were consolidation of the IT infrastructure, efficient trading decisions, high resilience of the network, automatic failover facility, business continuity, and scalability.

Project planning: There was meticulous planning, with a detailed project management approach with a well-defined project scope, timelines, milestones, quality objectives, and risk management.
The project involved migration of each broker's branch setup spread across the country, to the new technology. A dual hub–and-spoke topology was implemented, with multiple service providers and nine POPs (Points of Presence) across India. A POP is a place where leased-line services are available to NSE members. Members have the option to subscribe to the nearest POP.

All POPs across the country were connected to the NSE primary data center as well as the Business Continuity Planning (BCP) site.

Given the complex nature and the large size of implementation, NSE decided to go with CISCO as a concept partner and HCL as a role-out partner. The project involved a high degree of synchronization across multiple teams, both internal and external to NSE, as it was a complete end-to-end change, starting from



end-to-end change, starting from the member-end software, network connections, and the equipment, followed by the highly resilient backbone connections to primary and disaster recovery sites of NSE. A multi–tier security framework starting at the perimeter at the member-end addressed the security challenges.

Tracking: The Project Management Office (PMO), comprising the senior executive management in NSE, conducted weekly reviews with vendors to monitor execution. Monthly meetings were held to assess the project status and risks with the top management team, technology advisors and consultants, as well as representatives of the trading community. Special cause meetings were held when needed to smoothen the project progress and expedite work on critical dependencies. Any changes in the delivery schedule of intermediate milestones due to external constraints were discussed with the vendor, and corrective actions were taken to avoid slippage in the overall project schedule. Online dashboards were available to track the status of the project, and the senior management monitored items which were off-schedule.

To ensure 100 percent availability and zero downtime of the trading network, a four-phased implementation was laid out.

Project Management Best Practices:

a) Innovation: The project was a complete overhaul of the telecom infrastructure at NSE, affecting the entire trading community. It involved innovative and out-of-the-box thinking.

b) Comprehensive planning and detailed orchestration of the execution phase.

c)Agility in project execution: The team demonstrated adaptability and agility to accept the continuous changes in business rules and processes, and overcome these challenges.

d) Risk management: Identifying the top project risks and developing mitigation and alternate plans for the same.

e) Vendor management: Managing multiple vendors to understand and implement as per standards set.

f) Collaboration: Effectively communicating the project status and priorities for all the project stakeholders.

PMI UPDATE

Standard Provides Good Practices on Risk Management

Learn about the new PMI release, *Practice Standard for Project Risk Management*

Project risk management reflects the fact that certain events or conditions, whether expected or unforeseeable during the planning process, may impact project objectives. These impacts can be positive or negative, and may cause the project to deviate from its intended objectives. Project risk management processes allow for the consideration of events that may or may not happen by describing them in terms of probability of occurrence and identifying critical success factors—resulting in more realistic project results.

PMI recently released the *Practice Standard for Project Risk Management* that provides a benchmark for the project management profession that defines the aspects of project risk management that are recognized as good practice on most projects most of the time.

The core team included Cynthia Ann Berg, PhD, PMP; David T. Hulett, PhD; David Hillson, PhD, FRSA, FIRM, PMP; and Crispin 'Kik' Piney, BSc, PMP. The *Practice Standard for Project Risk Management* outlines the principles of effective risk management for project managers, team members, supervisors and stakeholders:

- Identify risks;
- Perform qualitative risk analysis;
- Perform quantitative risk analysis;
- Plan risk responses; and
- Monitor and control risks.

The standard covers risk management as it is applied to single projects only. This practice standard is consistent with *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* – Fourth Edition and is aligned with other PMI practice standards.

Practice Standard for Project Risk Management is available at PMI.org/Marketplace at a member price of US$44.75.

PMI INDIA

PUNE-DECCAN CHAPTER

Interactive Learning Sessions

PMI Pune-Deccan Chapter has been actively organizing educational and leadership seminars for members. On October 10, two inspiring speakers addressed members. The first session on 'Chanakya's Project Management Ideas' by Anuraag Gupta, B.Com, brought out the key points in the entire project management process, from planning of projects, to understanding a project in detail, execution of projects and successful completion of projects. This was followed by a session on 'Setting Correct Expectations Around Test Automation' addressed by Shrikant Dhamal. Dhamal, PMP, has over 10 years of industry experience, and heads the Test Automation Center of Excellence in SQS India.

On November 7, members heard Savita Pathak, MBA, PMP, on 'Business Process Management'. Savita shared her insights into the BPM ideology. She has over 12 years of industry experience, with expertise in using BPM technology for business processes. Following this was an interactive session on 'How To Develop The Personality of a Leader' by Vivek Shrivastava. Shrivastava, BE, MS in Computers, has 18 years of IT and business experience.

On December 12, Shyam Bhagwat gave members an overview on Dr. Stephen Covey's *The Seven Habits of Highly Effective People.* Bhagwat is a certified trainer for the Seven Habits Workshop, from Covey Leadership Center, USA, and carries with him a total industry experience of 35 years. This was followed by a session on 'How Corruption Saves Nation From a Fiscal Disaster' by Rajiv Sane. Sane, an engineer with a passion for humanities and sociology, has an MA in Sociology.

HYDERABAD CHAPTER

Project Management Success Story

PMI Pearl City Chapter, which hosted the PMI India Project Management Conference on 13-15 November in Hyderabad, conducted a retrospective meeting to capture the key learnings and best practices from the event. The conference was a huge project management success thanks to the contribution of the Team India chapters and chapter volunteers. Prior to the conference, the Team India Leadership was formed with V. Srinivasa Rao (VSR), as the Chairman, and the Presidents of the seven chapters were assigned individual portfolios.

At the retrospective event, all the track leads presented their case studies with their experiences, best practices, and lessons learnt. The chapter also conducted an Executive Committee Board meeting covering all the administrative aspects of the conference, and looking at other areas of improvement.

As part of PMIPCC Clusters, a concept that is gaining immense popularity, on 15 December, a meeting was conducted at Microsoft on the topic 'Can PM Improve The Success of ERP Implementation? How?' Fifteen members of Microsoft participated in this discussion.

In the last quarter of 2009, PMIPCC Academy conducted several corporate and public workshops for different industry segments. These workshops provide knowledge sessions to Project Management Professional (PMP)® aspirants and offer the necessary support to all participants to complete their PMP certification. These sessions have been a huge success, and the conversion rate of PMP aspirants to PMP-certified is very high.



Chapter members hold informal get-togethers and public workshops

MUMBAI CHAPTER

Celebrating Special Day With Conference

Vijay Prasad, Member, PMI Board and Former CIO, Satyam delivers the keynote address

PMI Mumbai Chapter celebrated International Project Management Day with a conference themed 'Project Management for Organizational Growth'.

The conference was declared open by Raj Kalady, Managing Director, PMI India. In his keynote address, Vijay Prasad, Former CIO, Satyam Ltd., spoke on life itself being a project, with timelines and stakeholders. Plan the work and work towards the plan: project management is a key to that, he said. Execution is the key to successful implementation, and project management is the key to execution, he added.

In the next session, Jitendra Agrawal, a Six Sigma and Lean Champion, Lead Assessor for ISO 9001, ISO 14000 (EMS), Internal Quality Auditor, and enabler for ISO 27001, spoke about achieving inorganic results through organic project management. Referring to what he called the 'project apple', he pointed out that every apple has a star within it. The apple just has to be cut in such a way that you see the star. Applying this analogy to people and teams ensures that you bring out the best in people who work with you. This is project management.

Vivek Sonar, Deputy GM, Program Management, Mahindra & Mahindra Ltd, Auto Sector, spoke about the successful Mahindra Zylo Program, involving multiple teams and external vendors.

Sandeep Kumar, founder and MD, Product Dossier, explained how project management had proved a key growth driver in his company.

Balaji Krishnan, Chief Solution Architect, HRM Solutions Pvt. Ltd., who has managed very large ERP-SAP implementations and provided IT and business solutions to global clients across a wide range of industries, spoke on 'Innovation and Project Management'.

Raju N. Rao, founder and Principal Consultant of Xtraplus Solutions, who has been involved with the development of many standards of PMI, particularly the OPM3, spoke on 'Enhancing Business Value in Organizations with OPM3'.

Jitendra Agrawal, Six Sigma and Lean Champion speaks on Achieving Inorganic Results through Organic Project Management

The post-lunch session started with a presentation by Anita Dhir, PMP, who is CEO, Medhira Enterprises, on 'Using Agile to Achieve Business Results'.

Puneet Garkhel, Head, Fraud Risk Management & Informational Security, Mahindra SSG, spoke on 'Risk Management for Organizational Growth'.

Ajay Parasrampuria, founder, PM Academy, pointed out in his presentation that the differentiator between organizations lies in the ability to execute. Satish Duryodhan, CTO, Global Talent Track, spoke on 'High Maturity Practices for Effective Project Management'.

This was followed by a panel discussion on the topic 'How Good Are Project Management Practices for Fueling Growth in the Country'.

The event concluded with a vote of thanks by Tejas Sura, PMP, President, PMI Mumbai Chapter.

Vote of Thanks by Tejas Sura, PMP, President - PMI Mumbai Chapter

QUESTION HOUR

Project Management as a Career

In a Web chat, Managing Director, PMI India, Raj Kalady addressed queries on project management as a career from practitioners and prospective practitioners. *Manage India* brings you an excerpt of the session organized by www.timesjob.com

Ashu: Please highlight courses that one can take to enhance a career in project management.

Kalady: There are a lot of courses offered by PMI Registered Education Providers (R.E.P.s). You can check out the list of R.E.P.s in India at http://www.pmi.org.in/rep.asp

Sricharan: The awareness of Project Management Professional (PMP)® certification is very low in the engineering sector. This always leads to the question: is it worth spending so much of money in PMP certification?

Kalady: That is a very good question. PMI India was set up primarily for advocacy of project management in all sectors, including engineering. While I agree that it is not as high as it should be, there is encouragement as more and more companies are becoming aware of the importance of project management.

Jayati: Does Six Sigma help towards building a career in project management? If yes, how?

Kalady: Six Sigma methodologies will surely assist as it helps bring about discipline as an individual's second nature. Discipline is very important in ensuring projects are managed on time, within the budget and within set quality standards.

Sangeetha: The structure outlined in PMP sounds very stringent and methodical. How do I get my team aligned to follow this pattern considering my job is very volatile/ad hoc in nature?

Kalady: This is a question which we often get. When an organization does not use project management methodology, we say that the organization is in a fire-fighting mode. As and when project management practices are adopted, you will start seeing the volatility reduce and less ad hoc behavior.

Kalesh: What's the industry norm for a project manager's salary package?

Kalady: I am glad to state that two of the five certifications offered by PMI are amongst the top two certifications in IT certification. Please check this link for more details http://jobsearchtech.about.com/od/educationfortechcareers/tp/HighestCerts.htm

Sheetal: I am a graduate with 5.5 years of experience and 2.5 year of management experience currently in operations. I am interested in switching my career to projects and would like to take up PMP certification as well. Do you think this would be a wise move?

Kalady: The global standard for project management, the *A Guide to the Project Management Body of Work (PMBOK Guide®) – Fourth Edition* prescribes nine Knowledge Areas, namely

- Project Integration Management,
- Project Scope Management,
- Project Time Management,
- Project Cost Management,
- Project Quality Management,
- Project Human Resource Management,
- Project Communications Management,
- Project Risk Management, and
- Project Procurement Management.

If you go through them in detail, you will see that these are skills required by a leader. So I would strongly urge you to explore a move to project management.

Subhadra: What are the qualifications, documents and training required for PMP certification? How will it help in employment as I have already worked as a project officer for eight years in defense?

Kalady: PMI offers five credentials. PMP being the most popular. The qualifications required for becoming a credential holder is available on PMI.org. It is a little too detailed for me to type on a chat window. In short, the criteria is minimum five years/60 months unique non-overlapping professional project management experience during which at least 7,500 hours are spent leading and directing project tasks.

Anshul: A lot of skills are needed for a successful project manager, both general and specific. What are the key skills needed for a software project manager?

Kalady: All the Knowledge Areas are imperative, so it is difficult to specify any one as key. Communication, Leadership, Organizing, Interpersonal, Negotiating, Team building and Technical skills are quite important. Here one needs to understand that when I state negotiating it is not 'I win/you lose', but 'win/win'.

Adas: I've recently completed PMP certification and I am planning to join a new company. I am an engineering graduate and into project management from the past six years in IT, with an overall experience of 10 years. What salary package should I negotiate?

Kalady: Salary packages are very company specific. It is a factor of experience, qualification, and knowledge and company policy. So I will not be fair in making a suggestion here.

Purvesh: I do not have much project experience. I've been into back office operations for more than five years. Am I eligible for PMP?

Kalady: Another good question. The reason I say this is that all of us tend to see project management relating to building a bridge, a software project or such. However, an HR initiative in

QUESTION HOUR

change management or a product launch is also a project. In a personal experience, marriages in India are a mini project, planning a holiday is a project. So if you look at your work, I am sure you will see that you have been executing projects

Bharat: Is a career in project management a recession-safe one?

Kalady: Project management has a key role to play when the economy is booming as you need to ensure projects are completed on time to be competitive. During a downturn, there is pressure on resources and again a project manager can play a crucial role.

Nishank: What are the career prospects in project management in dotcom/e-commerce on PHP Mysql technologies in the long-term, considering that there are mostly small companies working on these technologies? I'm a B.Tech, CS, PGDM -IT & Marketing and have worked for 1.5 years as a project delivery executive under a project manager in a small firm on PHP Mysql platform. What course(s) do you recommend for a person like me?

Kalady: In the IT services industry, most of us are involved in executing projects for either internal or external clients. The fact that PMP is highly recognized in the IT industry worldwide is evidence that project management will assist in your career.

Samir: How would you rate the career [prospects] of a person after completing a course in project management? What will be the future of this sector?

Kalady: Recent studies indicate that the world is moving to a projectized economy. It is estimated that there will be a need for a massive number of project managers in a few years. Over US$ 20 trillion will be invested in projects globally.

MEMBERSHIP BENEFITS

Give Your Career a Boost

Membership with PMI opens a whole new world of opportunities for a professional. The career benefits of being a PMI member are immense. Read on to know more about acquiring the PMI edge.

PMI membership demonstrates to your peers that you are:

- Dedicated to best practices and results;
- Enthusiastic about quality, productivity and return on investment;
- Serious about your own professional and personal development; and
- Committed to ethical business practices.

By becoming a member of PMI you build relationships, improve your skills, gain access to the most up-to-date knowledge, and learn from some of the best in the field.

Career Headquarters Online Employment Service (resume postings)

Even in a slow economy, where some industries and many organizations have downsized, the global and long-term employment outlook for project managers is promising. In fact, there is a growing shortage of project talent, as organizations have begun to recognize that project managers can improve business performance in any industry. According to a study published in October 2008 by the Anderson Economic Group, an average of 1.2 million project management positions will need to be filled each year through 2016.

So, while some fields such as financial services and the automotive industry have contracted, others, such as healthcare, infrastructure development and green technologies, are growing.

PMI Career HQ is a valuable recruitment resource for the industry. Here, employers and recruiters can access the most qualified talent pool with relevant work experience to fulfill staffing needs. Whether you are a job-seeker or an employer, PMI provides a wealth of tools for you.

Career Headquarters: This tool helps you find a job, advance your career, or seek qualified candidates for your open positions. You can view all jobs or search by industry, state/province, region or keyword to save time when seeking your dream job. You can also create a 'job agent' that alerts you daily of results that match your search criteria. Employers can target their recruiting better, and reach qualified candidates quickly and easily.

Career Coaching: This is a service available exclusive to PMI members. The virtual 'career coach' allows you to:

- Hire a career coach to help you cultivate your strengths and talents;
- Have your résumé critiqued to maximize its effectiveness;
- Employ a professional to write your résumé for you;
- Learn about preparation courses for exams required to enter advanced degree programs; and
- Get expert advice for all your career-related questions.

Note: *Some services may require an additional fee.*

Good things happen when you stay involved with PMI.

One global community. Many local ways to start, build and advance your project management career. Our local chapter connects you to PMI's global network of knowledge, trends and project professionals. Your participation can lead to better job opportunities and job stability.

Renew your membership today at
PMI.org/mycommunity

Project Management Institute

Project Management Institute

PMI Organization Centre Private Limited
Regus, Level Ground & 1, Trade Center, Bandra Kurla Complex, Bandra (E), Mumbai, India 400 051
Phone: +91 22 40700325, +91 22 40700800. **www.pmi.org**