Project Management Institute

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By Invitation:

Large Projects in Public Sector Involve Intensive Planning

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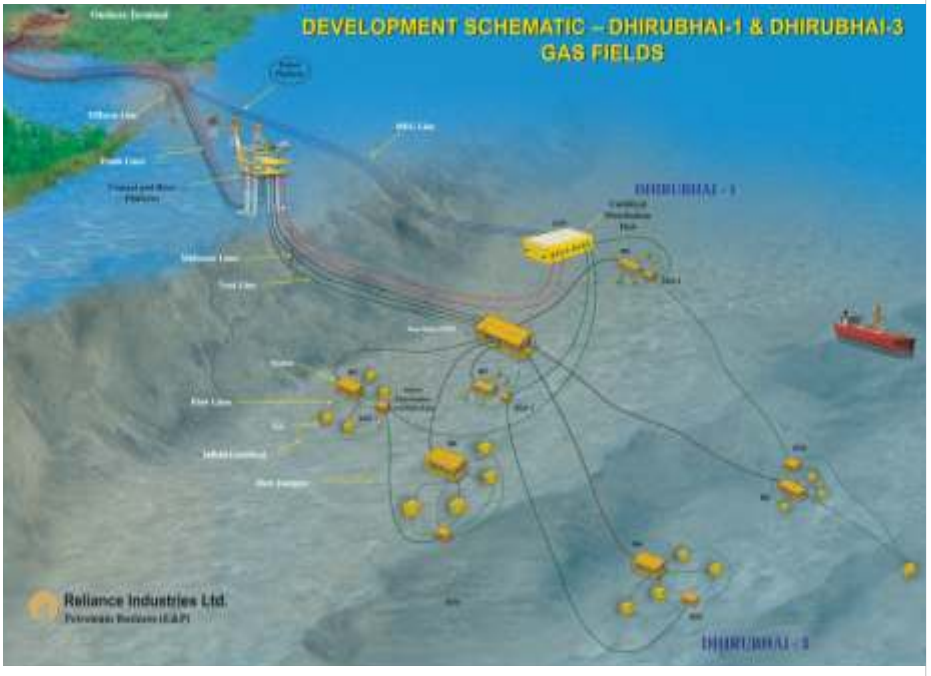

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Letter from Managing Director, PMI India

Dear Practitioners,

Welcome to the first anniversary issue of *Manage India*! We launched *Manage India* in February 2009 and this is our eighth issue, including the special edition in December on the PMI India Project Management Conference in Hyderabad.

One of the mandates for PMI India is to spread the word about the role of project management across sectors. The current awareness levels are low; we see project management being applied primarily in the IT sector. Other sectors are yet to accord it the importance it deserves. For example, there is huge scope for improvement in the status of projects in the public sector, particularly in infrastructure-building activities. In the past one year, we have tried to highlight the relevance of project management in different sectors through *Manage India*. In the months ahead, we'll continue to keep our focus on different sectors, besides showcasing the best practices being followed by IT companies.

In the anniversary issue, we have featured a special project—a project that won the Best Project Award at the PMI India Project Management Conference in Hyderabad. I hope our readers find useful information in the feature on the Reliance KG D6 Deepwater Gas Development Project, which is India's first mega deepwater project and among the world's largest such projects.

The world is discovering the use of project management in every area of business. I attended the PM Challenge Conference organized by the National Aeronautics and Space Administration (NASA) in USA in February. Over 1,700 people attended the conference; it had 16 parallel tracks. Dr. B. N. Suresh, director, Indian Institute of Space Science and Technology and former director of Vikram Sarabhai Space Centre, represented Indian Space Research Organisation (ISRO), India at the conference. What struck me was the depth of maturity and importance that NASA accords project management. This was its seventh successive annual conference. A highlight at the event was the keynote address by Mr. Gregory Balestrero, president and CEO, PMI. The other participants from PMI were chair of the board, Mr. Gene Bounds, and Dr. Edwin Andrews, Director, Academic and Educational Programs & Services. PMI hosted a reception at the conference.

I'm delighted to announce that PMI India represented at the Asia Pacific Congress in Melbourne, Australia. It was also the first time that a government official from India presented a paper at a PMI global event. The paper presented by Dr. Ravendra Singh, deputy director general, Ministry of Statistics and Program Implementation, Government of India, was well received.

We're beginning 2010 on a positive note. The signs of an economy on the rise again are getting stronger by the day. We share the optimism of the Prime Minister, Dr. Manmohan Singh, and the Finance Minister, Mr. Pranab Mukherjee, and look forward to an exciting year ahead.

Regards,

Managing Director, PMI India

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

ANNOUNCEMENT

PMI India is delighted to announce the theme for PMI India Project Management Conference 2010

Leveraging Project Management in Today's Economy Through Innovation, Efficiency & Partnership

Please keep your calendar free on 26-28 November 2010
Venue: Grand Hyatt, Mumbai

By Invitation

Large Projects in Public Sector Involve Intensive Planning

Dr. Ashutosh Karnatak, General Manager, Projects, Gas Authority of India Ltd. (GAIL) talks about the level of planning that goes into pipeline projects

With the fast depletion of oil, natural gas assumes high importance as a clean and environment-friendly fuel for the future. India has a huge demand potential for natural gas. To connect natural gas sources to demand centers, the country needs a gas grid pipeline. There are, however, a number of challenges in managing such major pipeline projects.

Managing schedule: It is ideal to undertake around 20 percent of the activities in the pre-project stage by the time one gets approval for complete project execution. A best effort schedule (time crash of 80 percent) may be followed.

Permissions: Pre-project activities such as statutory clearances, environmental clearances, survey and Right of Use (RoU) acquisition, and railway/highway crossing permissions are of paramount importance.

Route survey: Correct survey data forms the critical input for further design and engineering of the pipeline system. The route survey provides the population density for class location identification, based on which the line pipe thickness is determined. Any over-estimation of thickness will cost the company dearly.

RoU: Acquiring hassle-free RoU from land owners to carry out construction is one of the biggest challenges. The local community should be taken into confidence. For this, the company can initiate community corporate social responsibility-related activities.

Land procurement: For laying pipeline facilities, there is a need for land for permanent installations. This normally takes 2-3 years due to long-drawn government procedures. Time-bound projects of national importance can get caught in this uncertain schedule of land acquisition through government procedures. The other option for land acquisition is through private negotiation by a committee.

Tendering and award of contracts: This involves issuing e-tenders, conducting reverse auction system, managing a file management system to track the movement of files, pre-tender meeting, preparing cost estimates, and preparing tender documents.

Line pipe: Pipeline construction accounts for almost 40 percent of the project cost. Companies can avoid risks associated with it by encouraging indigenous sourcing, carrying out capacity assessment of vendors and thereby splitting of the orders to meet delivery schedule, liasoning with international raw material suppliers for steel coil/plate, daily monitoring, monitoring the logistics of line pipe and making them available at dumpsites.

Timely procurement of material: For a mammoth pipeline project, an expediting group is useful. The group would call review/constraint meetings with the vendors and sort out problems if any.

Construction management: A dedicated revenue team that conducts close monitoring, dispute resolution, and faster compensation distribution to land owners is the key to successful RoU opening.

Role of management: Monitoring by top management is important. For example, in the case of a pipeline project with a stiff target, the management decided that the director and executive director concerned would visit the site every fortnight to review the project and resolve issues. This model yielded excellent results.

Project monitoring: Project monitoring comprises an internal and external review mechanism. Internal review involves a four-tier approach, chairman and managing director level (quarterly), director level (monthly), general manager projects level (fortnightly); and project manager level (weekly). Consultants, major contractors, and major vendors must be present during the CMD and director review. External reviews are generally conducted by the ministry concerned, and the respective state governments.

Dr. Ashutosh Karnatak,
General Manager, Projects, GAIL

Motivation techniques: Pipeline construction involves long periods of working in rough terrain, and staying in temporary camps. The company should evolve incentive policies to keep employee morale high.

Best practices: Managing large projects requires systems and procedures so that there is consistency. All your actions are closely watched from different quarters. Any organization that intends to work in a transparent manner has to follow some best practices, like a bill watch system to track the movement and timely payment of bills, e-payments to ensure secure and faster payment, maintaining proper documentation to face any questions under the Right To Information (RTI) Act, etc.

The management of projects in the public sector is a little more tedious than in the private sector. Projects can be completed within the scope only if the management has a strong will to do so.

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The Reliance KG D6 Deepwater Gas Field Development Project involved the installation of 125,000 metric tons of sub-sea equipment, deployment of over 80 offshore vessels, 20,000 people at the peak of the project, more than 200 consultants and service providers, and over 50 million person hours.

COVER STORY

Dream Project: Perfect Blend of Soft Skills and Extreme Engineering Skills

Project management helps Reliance Industries complete a mega deepwater gas development project in record time

The targets were stiff; the scope of the project highly ambitious. It was the first project of its kind in India and among the largest in the world. But the deepwater gas exploration project of Reliance Industries Limited (RIL) in the Krishna-Godavari (KG) river basin in the south-east coast of India smoothly achieved all that it had set out to do, thanks to the effective use of the principles of project management. Secondly, it was completed in record time: the project, called KG D6, was commissioned in April 2009, within a span of six and a half years against a global average of eight to ten years for completion.

The Reliance KG D6 Deepwater Gas Field Development Project won the Best Project of the Year Award at the PMI India Project Management Conference 2009 in Hyderabad. The award recognized the successful implementation of high technology, which is at par with the best performance benchmarks in the world.

Making the dream project a success called for 'extreme engineering' skills. RIL used project management to give direction to the engineering and management capabilities of its teams. Consider some of these statistics: about 125,000 metric tons of sub-sea equipment installed, an unprecedented fleet of offshore vessels mobilized, with over 80 vessels at the peak of the project, over 200 consultants and service providers engaged in over 20 locations worldwide, as many as 20,000 people deployed at the peak of the project, and over 50 million person hours clocked in. The integrated project team had around 30 key people, including program managers, project managers and work pack managers across the project lifecycle.

Cover Story

Project planning took two years (October 2002 to October 2004), Front End Engineering Design (FEED) took another two years (2003 to 2004), construction (development & implementation) progressively four years (2005 to 2008), and testing and commissioning over three months (January – March 2009).

Planning, designing and construction of the underwater project meant installation of 500 km of pipelines and umbilicals, over 200 sub-sea connections, more than 80 installations of vessels and barges, usage of underwater robotic technology, and installation of a complex reservoir monitoring system. The execution of the project involved global teams working round the clock. The soil at the onshore terminal site was extremely soft and thus unsuitable for setting up any facility. RIL had to raise the site to +4.2 meter above mean sea level by hydraulic filling. The team used more than 22,000 concrete piles to achieve this.

"We were clear about our guiding principles at the time of conceptualizing the project. For instance, safety in operations was the key concern in the design and selection of equipment and facilities. Besides, we wanted to use proven technology as far as possible, use standard equipment and products, ensure simplicity in our design and operations, and flexibility to help scale up and integrate other known and future discoveries. All these efforts were targeted to ensure maximum reliability and availability, and ease of construction and installation," says Mr.Naresh Narang, Project Manager, Offshore. The project involved a huge number of feasibility studies and surveys carried out by different third-party vendors. Conceptual engineering and FEED work went through several rounds of reviews, verifications and validations. There was also a three-year-long extensive survey of the river section for assessment of scour and stability of pipelines to be installed in the shallow water sections. Then, there was a storm/surge analysis, safe grade elevation and drainage system of the onshore terminal. Besides, RIL conducted geo-technical investigations for all sub-sea-structure locations, and a geo-hazards study and a geo-mechanics study and validation. To test the workability of the various elements, there was an integrated Reliability, Availability & Maintainability (RAM) analysis. These extensive surveys and engineering studies helped RIL mitigate project risks upfront.

Challenges were many, both engineering- and manpower-related. RIL employed project management throughout the stages to mitigate the difficulties. The following were some of the challenges that RIL faced while developing the project:

- No history of similar development project, hence absence of deepwater technology knowhow, vendors and contractors in India;
- Remote area, zero infrastructure;
- Limited offshore construction window of four months a year due to hostile oceanic conditions like strong winds, swells, currents, and cyclones;
- Scorching heat conditions of up to 50 degrees C in summer and heavy rains in the monsoon season;
- Scarcity of skilled labor and equipment; and
- Limited number of vendors with deepwater construction experience.

Project management was essential to manage such a mega, complex project with several stakeholders, 200-odd vendors and suppliers all over the world. The communication and the interface were the two biggest challenges. As it was a deepwater development project, the company followed a 'right first time' policy, analogous to space missions. Therefore, quality management was the key to success. "The project involved a complex web of inter-dependent activities that made our targets that much tougher," recalls Mr. P.M.S.Prasad, Executive Director, RIL. "Our project teams managed such stiff targets only because each one consistently followed our well-established project management processes. In fact, the team also had the overall responsibility of effectively monitoring and controlling the execution plan. It regularly carried out schedule analysis to point

Onshore terminal – a 3D snapshot

out potential bottlenecks to the senior management in advance," he adds. The company approached the challenges in a highly methodical manner. The following were some of the actions taken:

- Creation of dedicated infrastructure, such as construction jetty, haul road, widening of approach roads, drilling & well completion workshop, service base, helipad, pipe fabrication shop and workmen colony to deal with poor infrastructure;
- Deployment of a large state-of-art installation spread with interchangeability among the vessels to counter the hostile oceanic conditions;
- Adoption of a highly flexible contracting strategy to ensure steady flow of manpower;
- Early booking of manufacturing capacity;
- Day-to-day expediting with key critical contractors;
- Multiple contracts with interface management and overall integration through the project team; and
- Spreading out an execution team over 20 locations worldwide.

"Managing logistics was one of the biggest pain points. We had to manage a large offshore installation fleet of more than 80 vessels within a limited work area. We managed this with a real-time vessel tracking system for vessel movements and planning," says Mr. V. Sridhar, Head of Planning, RIL.

RIL set up two dedicated project teams—one for onshore and the other for offshore—to ensure smooth operations. The mandate of the project team was wide. Establishing a safety mechanism for personnel and equipment onsite was one of its most important objectives. The team had to look after time management, risk management, interface management, and quality control and assurance, and put together an effective communication system.

In terms of time management, the team developed and maintained an Integrated Project Master Schedule, with regular analysis of critical and near-critical paths. For risk management, there was a dedicated risk manager who identified risks, maintained/updated a risk register, and prepared a risk response plan. To ensure an effective communication system, the project team set up an e-room for exchanging documents. The dedicated interface manager, with the support of interface engineers, established a strong interface management system. Quality personnel were deployed at each location, and a multi-tiered quality inspection and quality audit process was put in place to adhere to stringent quality control and assurance.

Availability of people and equipment was one of the big challenges RIL faced. The project team was responsible for drafting and executing a flexible procurement and contracting strategy to suit the market conditions. It also conducted third-party assessment and validation.

The project involved statutory clearances at several stages. There was a separate logistics team to work on clearances from the Ministry of Home Affairs and Ministry of Defence. "I think forward planning also helped us considerably. For instance, we took a pro-active approach in obtaining all necessary construction clearances and permits in advance. It was a tremendous help because the project did not have to suffer on account of extraneous issues," says Mr.K.S.Rao, Project Manager Onshore.

Progress review was done very meticulously. The project team had a multi-tiered project review system, where the members shared and discussed progress on a daily, weekly, monthly and six-monthly basis with the project steering committees that involved the senior management. RIL set up a 'war room', initially in Mumbai and then at the onshore terminal. Project information was available at this location round the clock to the senior management for reviews and meetings. It also helped in conducting internal and external pre-start-up audits.

With various teams and vendors working in tandem, and sometimes sequentially, interface management was an important aspect. Interface management had the potential to directly impact the project schedule. The team prepared an interface register during the FEED stage and updated it during the subsequent stages of project execution. The interface manager took care of all interfaces among different contractors, and was primarily responsible for the management and maintenance of various interfaces. There was a dedicated interface engineer for each major site.

Communication was another crucial element in the success of this mammoth project. The teams needed to share information on real time for speedy progress. The project team set up an eRoom, which was a temporary space for vendors to park documents till they were moved to a permanent document database, called Infoworks. It helped gather people, tools, processes and content in one place. Through this web-based tool, project teams anywhere in the world could access data and collaborate on it.

Project management helped RIL align the teams, often working in different parts of the globe, to the overall objectives of the project. The end result was a project that fulfilled the organization's goals, and put India on the map of engineering marvels.

What's New in Research

Sharpen Your Skill-Set With Project Management Credentials

Manage India presents an abstract of the project report on the Impact of Credentials on Success of IT Projects, a study undertaken by PMI India and Symbiosis Centre for Information Technology (SCIT)

The maturity of the Indian IT industry can be gauged from the numerous IT projects it plans, manages and executes worldwide. Project management has been a driving force behind this maturity. This research assesses the effectiveness of certified project management professionals in successfully completing IT projects, from the perspectives of on-time delivery, client satisfaction and project cost. The research, carried out by a team of core faculty members of SCIT in collaboration with PMI India, aimed to study the impact of credentials on the success of projects.

The study covered both service and product development projects in large, medium and small companies in the IT sector in India. In a globalized world with increasing inter-dependencies, projects are changing in both complexity and size, thus making project management an area of specialization with strategic imperatives. This has led to standardization of project management processes, besides increasing the need for project management skill-sets and credentials. Capabilities and competencies in managing projects efficiently are the key differentiators for organizations in this sector.

The role of a project manager is significant as he/she has to constantly juggle time, effort and cost. The success or failure of projects largely depends on the symbiotic relationship of people, process, organization and technology.

PM skills critical factor for project success

Software development or maintenance requires close coordination within the project team. In addition, in the case of IT outsourcing, project managers also interface with the client. In many instances, IT project teams are distributed geographically (onsite and offshore), making coordination a greater challenge. A project manager is expected to (i) provide technical and domain leadership, (ii) manage geographically and organizationally distributed teams, (iii) interact with clients, and (iv) coordinate with all the stake-holders. Hence, he/she needs to possess a judicious mix of hard and soft skills.

As projects become larger and more complex, their effective management becomes proportionally more significant. The assignment of the right project manager is important for both the vendor and the client. For the client, having the right person in charge ensures better project outcome. For the vendor, better project management reduces the risk of project failure and translates to favorable project outcome. Conversely, the lack of effective project management can lead to failed projects. Poor project management can not only impact a firm strategically, economically, or culturally, but may also jeopardize client relationships, result in project cost overruns, and dampen the project team's spirit.

Does certification help in improving project management skills?

Our survey found that the majority of project managers lack soft skills as they do not have formal training in project management. They are expected to learn project management while on the job. Only about half the respondents had project managers who had undergone management training before taking up management responsibilities. A well known competency model is the Project Management Institute's Project Manager Competency Development (PMCD) Framework.

The PMCD Framework provides guidance to improve performance. It identifies the three main areas of competencies required of project managers as knowledge, performance, and personal. The PMCD Framework is based on the nine knowledge areas from *A Guide to the Project Management Body Of Knowledge (PMBOK® Guide)* – Fourth Edition as well as core personality issues, and factors in the workplace that apply to managing projects and organizational awareness. A project manager development program at an organization should consider both formal training and experience.

Methodology and sample

The main method of data-gathering was survey, consisting mainly of semi-structured interviews. The team created an initial draft of interview guidelines. They interpreted the data pre-dominantly with a qualitative approach (wherein theories are developed inductively and generalizations could be built from the ground up, and various interpretive schemes are tried and hypothesis are created and reformulated during the course of study). The sample studied comprised project managers in large, medium and small IT companies from both product and services background. The team interviewed a

total of 21 project managers and collected information on 42 projects. Project managers with experience ranging from three to 15 years were considered for interviews.

	PMP	Non-PMP
Successful projects	17	10
Less successful projects	6	9
Total	23	19

The team categorized the projects according to service and product development projects. They prepared a list of service and product development projects done by Project Management Professional (PMP)

	Service		Product		
PMP	Yes*	No	Yes*	No	Total
Successful	16	5	1	5	27
Less Successful	4	4	2	6	16
Total	20	9	3	11	43

*PMP holder

credential holders and non-PMP credential holders.

The data led to the following interpretations:

- The IT industry employs PMP-certified project managers on service projects; and
- Very few certified project managers lead product development projects.

Project managers mentioned correct requirement identification, communication, team-building and motivation, and risk management as factors responsible for project success.

Conclusion

The project manager must balance competing stake-holder interest against the constraints of limited resources and time, ever-changing technologies, and unachievable demands from unreasonable people. Project management involves people management, technology management, business management, risk management, and expectation management. A good combination of technical capabilities and soft skills can help a project manager to carry out projects effectively project managers require formal training in project management. Certification of managers' skill ensures credibility and quality. On the effect of credentials on project success, it was observed that most project managers are of the view that credentials help. New project managers said they prefer to earn credentials as it provides them with a concrete framework from where to take off.

PMI Update

Empower Your Career with New Hub on PMI.org

PMI launches Career Central on PMI.org as a resource for practitioners to advance their career

PMI has just launched Career Central on PMI.org—located at PMI.org/CareerCentral—designed to provide project management practitioners with a comprehensive resource for career information. Now there is no need to search all over the Web or PMI.org to find tools and information to assist your career 'project'. Fresh and original content on Career Central that is updated weekly will guide you through your job and career moves.

Feature articles are designed to help you think through career transitions. Examples of such features include information on industries you may not realize hire project managers, tips for obtaining employment in the government sector, and advice for people who are new to project management.

Much of this original content is focused on industry, specialization, particular career stages and trends according to regions. In addition to links, the hub includes text articles, and will have interactive features, illustrated slideshows and podcasts, besides valuable take-aways for immediate action.

Among the types of information you will find are:

- Career advice and interviews with experts in career management;
- News and analysis to help guide your career decisions;
- Counseling features to help you negotiate a raise, improve your networking skills and position yourself as an expert; and
- Information to help you stand out to current and potential employers.

Links take you to a variety of PMI programs and services designed to aid your career, including:

- Certifications and credentials matched to practitioner career levels;
- Academic program information to help you consider opportunities to advance your education in project management;
- Career Headquarters jobs and résumé service; and
- Professional development opportunities, such as SeminarsWorld®, eSeminarsWorld℠ and PMI® global congresses.

Whether you are seeking employment advice or looking for knowledge on how to move your career to the next level, Career Central makes it easy for you to access information. The hub centralizes career-related content, credential and professional development information, and other resources from PMI.

Please visit PMI.org/CareerCentral often to find the information and resources you need for your career in the project management profession—and to contribute to the dialog. Along with the new hub, PMI has launched the PMI Career Central LinkedIn group—the first official PMI group on this popular professional networking site.

PMI India: Chapter Focus

MUMBAI CHAPTER

'The fulfillment in growing the chapter and increasing its activities knows no bounds'

Chapter President Tejas V. Sura, PMP, traces the history of the chapter and his own journey with it

My involvement with PMI dates back to 1994 when a professor at The University of Texas at Austin recommended its membership. After my return to Mumbai, a call from Mr. Ramesh Joshi changed my life. Under his leadership, the Mumbai Chapter was born in 1998 and was formally chartered in 2001.

Since then, PMI and the chapter have been a passion with me. Starting off as VP - Finance and currently as a President, the journey has been pleasing and rewarding. Here was an opportunity to make a mark on PMI and the profession. I had the opportunity to work on and lead activities that advance the profession and PMI. Volunteering was an excellent way to expand my contact network, and to increase my skills and qualifications as a leader. Interactions with members of the chapter management team and the transparent and innovative style of working gave tremendous motivation even while posing interesting challenges. The fulfillment in growing the chapter and increasing its activities has no bounds. There has been personal enrichment and an all-round professional development. It has been a fantastic journey for the Mumbai Chapter. The primary focus of the chapter has been membership services and satisfaction. In this direction, there have been a number of achievements worthy of mention.

The chapter-owned office-cum-training facility is ready, and should be operational very soon.

The chapter achieved the highest membership count increase in the region, crossing the figure of 900. In fact, it was one of the only two chapters that showed a growth in membership, indicating the high satisfaction of members. The satisfaction survey conducted by the chapter in September 2009 showed high membership satisfaction in almost all aspects. The chapter has created a membership portfolio that will further enhance membership value.

The chapter was conferred the PMI's Component of the Year Award—Category II 2009 at a grand ceremony in Orlando, Florida, USA. The chapter is well represented at Global PMI Leadership Institute meetings, including the recently concluded one at Melbourne, Australia.

The chapter has upgraded its PMP Preparatory Course to *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* – Fourth Edition and conducts a monthly course. Expanding its outreach to corporate training and training for NGOs has boosted the visibility and presence of the chapter in the region. Its forays into the government sector are evident from the course development for the Department of Posts and training requests from Nuclear Power Corporation of India. The library boasts of over 130 titles on project management and related subjects.

The chapter continues to update its membership through monthly e-newsletter updates and weekly website updates. The quarterly journal, *Prakalp*, publishes articles by both members and non-members. We conduct new member orientations every month. We have established online presence on LinkedIn, Facebook and Twitter; webinars are a regular affair.

The branches at Ahmedabad and Narsee Monjee Institute of Management Studies' Mukesh Patel School of Technology Management and Engineering hold regular programs throughout the year.

The chapter regularly holds PMP Club professional development activities and programs on project management tools and soft skills. The Annual IPM Day conference is a milestone for the chapter.

The chapter management is planning to enhance its organization structure to cater to the increasing volume of activities, volunteerism and membership. It seeks to maximize value addition to membership, collaborate with other chapters, and establish corporate support through a 'Corporate Council'. It plans to develop and deliver additional project management courses and conduct a 'Project of the Year' competition locally. The chapter will host the PMI India Project Management Conference 2010 in November.

MUMBAI CHAPTER

Events listing

Mumbai Chapter began the year with a hectic schedule of activities. The following is a listing of the events it hosted:

- 2 January: 14th webinar on SAP Projects-Series by Mr. Sunil Dhar
- 9 January: 87th PMP Club Meet & 9th AGM. The speaker was Col. Diwanji, Project Manager, Hindustan Construction Company Ltd.
- 17 January: 88th PMP Club Meet at Thane, on 'ERP implementation methodology' by Mr. Jatin Kaji, Blue Star InfoTech.
- 31 January: 14th Student Branch Event at MPSTME on 'The core of project management in the banking sector' by Mr. Jitendra Agarwal
- 16-17 & 23-24 January: 83rd PMPCE PC at Auratech Solutions Pvt. Ltd., Vikhroli.
- 21-23 & 25 January: 84th PMPCE PC (corporate training) at Bayer Corp Science, Thane.
- 7 February: 89th PMP Club Meet, Welingkar, on 'Program management from PMI perspective' by Mr. Nitin Patwardhan, Mastek Ltd.
- 12 February: 16th webinar on 'Humanizing technology for project stakeholders' by Stephen Lobo.
- 13 February: 90th PMP Club Meet at Vashi on 'Managing e-governance projects: case study (Indian e-governance projects)' by Mr. Pradeep Nare
- 13-14 & 20-21 February: 85th PMPCE PC at Pragati Software Pvt. Ltd., Andheri
- 21 February: 91st PMP Club Meet at Thane on 'Project management—can we manage it better?' by Mr. Javin Bhinde
- 21 February: 15th student branch event at MPSTME on 'Business excellence—the project manager as change agent/black belt' by Mr. Daniel Castel, VP and Head of Business Excellence, Tata Communications Ltd.
- 25-26 February & 4-5 March– 86th PMPCE PC (Corporate Training) at Deloitte Consulting India Pvt. Ltd.
- 6-7 & 13-14 March: 87th PMPCE PC at Auratech Solutions Pvt. Ltd.
- 13 March: BCM workshop on 'BCM fundamentals & awareness' by Mr. R. Vaidhyanathan, Senior Consultant, BCM Institute.

(Contributed by Rameshchandra Vinayak Joshi, PMP)

BANGALORE CHAPTER

PMP Symposium at Capgemini Bangalore PMI R.E.P. Chapter

The PMI Registered Education Provider (R.E.P.) chapter at Capgemini Bangalore has successfully worked on a variety of initiatives to enrich the project management practice at Capgemini. The focus of the chapter that was launched in the last quarter of 2008, has been to create awareness about PMI, PMP certification, and encourage networking among project managers.

The Capgemini Bangalore office organized PMP Symposium 2009 on 2 December 2009 to bring together and strengthen the community of practicing project managers within the organization. Over 50 associates utilized this opportunity to enhance their knowledge and learn about project management best practices.

The Capgemini Bangalore PMI R.E.P. chapter members with guests

The symposium provided a platform for experienced, emerging, and aspiring project managers to interact.

Mr. Sreenivasan Sivaramakrishnan, vice president, Capgemini India inaugurated the conference. Mr. Tarun Roy, president, Capgemini Bangalore R.E.P. chapter took the audience through the journey of the chapter, with memorable anecdotes. Keynote speaker Prof. T. Sivanandam whose lecture topic was 'Creative ways to project management', cited examples of challenges in the manufacturing of electronic voting machines and shared his experiences as a project manager in an Indian PSU. Mr. Jacob Varghese and Ms. Leena Samant from PMI India threw light on PMI India operations. The symposium included a panel discussion on 'IT industry and global economic recession'.

(Contributed by Tarun Roy, PMP)

PUNE-DECCAN INDIA CHAPTER

International Convention Sees Big Success

Mr. Mohan Dharia awarded Lifetime Achievement award by Mr. Vijay Prasad, Director, PMI Board.

PMI Pune-Deccan India Chapter organized OnTarget 2010, a three-day international conference on project management. The conference, on 'Collaboration and Communication—Critical Success Factors for Projects in the Flat World,' received overwhelming response from various PMI chapters and members across the globe. It focused on understanding projects and how project management contributes to everyday life, and solving real business problems through effective communications and collaborations. The conference had three tracks—Neuro-Lingusitic Programming (NLP), academic and professional. The sessions were well attended and highly interactive. The event was web-cast live across the globe. The chapter has instituted a series of excellence awards to felicitate people from different walks of life for their contribution to project management. Mr. Mohan Dharia, a Padma Vibhushan awardee, received the Lifetime Achievement Award for his work in Vanarai, an NGO working towards safeguarding and improving the ecology.

(Contributed by Col (Retd.) Narendra Kumar Verma, PMP, Director International Convention, PMI Pune)

CHENNAI CHAPTER

Knowledge-Sharing and Networking Sessions

The chapter has been organizing monthly knowledge-sharing and networking events. In January, Mr. Dinesh Ganesan, who has over 19 years of experience in the IT industry, spoke on 'Business excellence models and their role in improving organization efficiency.'

Providing an overview of business excellence, Mr. Ganesan explained how the Malcom Baldrige National Quality Award (MBNQA) model helps in achieving this within stipulated timelines.

In February, Mr. Lakshman Pillai, founder and CEO, LPCube Systems spoke on 'The role of knowledge management in smart project management.'

PMI PEARL CITY CHAPTER (PMICC), HYDERABAD

ISLD Celebrations 2010

Student Leadership Competency Building (SLCB) is an award-winning initiative started by Hyderabad Chapter in 2006. In 2007, the chapter began celebrating International Student Leadership Day (ISLD).

As a part of the ISLD celebrations 2010, the chapter mobilized close to 14,000 students to take the Leadership Pledge, which acquaints students with the core qualities of a leader. There was excellent response from academic institutes across Andhra Pradesh, Maharashtra and other parts of India. As a part of this initiative, PMICC board members, along with other volunteers, spoke to the heads of the institutes on the power of project management. Some schools conducted debate competitions on that day. Significantly, some government schools from rural areas of Andhra Pradesh also participated.

NORTH INDIA CHAPTER

Lessons From Veterans

PMI North India Chapter, in coordination with Dell perotsystems presented 'An evening with project management veterans'. The theme for the event held on 5 February in NOIDA was 'Women in project management'.

Several senior project managers spoke on this occasion. Ms. Shalini Kumar, Senior Manager, Dell perotsystems, spoke on 'Project management in healthcare domain'. The second session was on 'Communication in project management' by Ms. Sonu Rathore, PMP, who was in her last assignment Vice President of Business Excellence at Birlasoft. The last session was on 'Success in project management' by Ms. Sangeeta Sinha, Design Manager, Set Top Box Team, ST Microelectronics.

FEATURE

Risk management is the compass that sees you home and dry

Deborah Dell, PMP, IBM Project Management Center of Excellence, explains how this technique helps IBM make profits while adding to customer delight

How important is project risk management?
Ideally, decisions are made in an environment of total certainty, where all necessary information is available for making the right decision, establishing the right projects, and predicting outcomes with a high degree of confidence. In reality, most decisions are made and projects are established without complete information, giving rise to some degree of uncertainty in the outcome. This uncertainty often translates into risk and the need for risk management. In today's markets, with heavy competition, advanced technology and tough economic conditions, risk management assumes significantly greater importance.

Risk management is essential to good project management discipline. In order to make the best decisions, we need to account for all risks involved that can determine project success or failure. As all stakeholders have a vested interest in the project's outcome, it is important to understand their view of how risk management works:

i. Executives and managers: improves the basis for making decisions that meet operational requirements and achieve project and program objectives;
ii. Project team: helps to identify things that can go wrong in the project process and offers ways to address them effectively;
iii. Clients / end-users: contributes to satisfying their needs, sharing their level of risk tolerance and identifying expected benefits; and
iv. Suppliers and contractors: helps bringing focus to risks related to the process and product integration aspects of the project.

In today's economy project risk management is a hot topic. What is IBM currently doing to mitigate risk?
IBM has procedures that require risks to be assessed periodically and documented. Risk assessments are then reviewed with a "Quality Assurer" to establish an agreed-to risk rating for the proposal or project. A containment plan, which identifies actions to minimize the likelihood and cost of each risk, is subsequently developed, which includes actions for avoiding, containing, and monitoring each risk.

Such an assessment is not just a one-time activity. Risk is a continuous process and needs to be monitored throughout the lifecycle of the project from inception to closure. IBM project managers follow practices similar to those recommend by the Project Management Institute (PMI).
On the other hand, as an innovative company, IBM also understands risks have a flip side. In current times, the market will favor companies which are not afraid to make bold decisions. More important than focus on mitigating all risks, it is important to understand the impacts, either positive or negative, and account for them in the decision-making process.

Do you feel that risk management plays an important role in achieving project success?
From risk identification to mitigation/closure, if risk is not handled properly, the chances for successful project completion with a happy customer and a profitable outcome for IBM are greatly diminished.

To manage a project without performing some level of risk management is like sailing in the ocean without a compass. You may eventually get where you want to go but might eventually spend more resources than planned and will certainly undergo a great deal of psychological stress in the process.

Do you subscribe to PMI's *Practice Standard for Project Risk Management* and if so, how do you apply it?
At IBM, risk management is a mind-set. Our formal risk management process follows the key PMI risk steps: Plan, Identify, Analyze, Respond and Monitor/Control. Risk management is applied to all day-to-day questions and problems that come up during the project lifecycle, preventing a snowball effect that can jeopardize our main objectives.

IBM's project management methodology, World Wide Project Management Methodology (WWPMM) is based, among other sources, on *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* and *Practice Standard for Project Risk Management.*

Why did you pursue the PMI Risk Management Professional (PMI-RMP)®-credential?
Project managers within IBM are beginning to consider and pursue the PMI-RMP® credential. In fact, the Project Management Professional (PMP®) credential is the most recognized project management credential worldwide. PMI and the *PMBOK® Guide* have created a common language for project management worldwide.

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